



Appendix 4E

PRELIMINARY FINAL REPORT

Name of Entity

FSA Group Limited

ABN

98 093 855 791

1. Details of the reporting period

Financial Year Ended

30 June 2025

Previous Corresponding Reporting Period

30 June 2024

2. Results for Announcement to the Market

		\$'000	% Increase over corresponding period
2.1	Total Group operating income	64,266	23%
2.2	Profit from ordinary activities after tax attributable to members of the parent	10,520	43%
2.3	Net profit for the period attributable to members	10,520	43%
2.4	Dividends – see item 7 below		
2.5	Record date – see item 7 below		
2.6	Commentary on above details – refer to Executive Directors' Review and Financial Statements		

For an explanation of the information provided above at 2.1 to 2.4, refer to the accompanying Executive Directors' Review and Financial Statements.

3. Statement of Profit or Loss and Other Comprehensive Income with notes to the statement

Refer to page 30 of the Financial Statements and the accompanying notes

4. Statement of Financial Position with notes to the statement

Refer to page 31 of the Financial Statements and the accompanying notes

5. Statement of Cash Flows with notes to the statement

Refer to page 33 of the Financial Statements and the accompanying notes

6. Statement of Changes in Equity

Refer to page 32 of the Financial Statements and the accompanying notes

7. Dividends

Fully franked final dividend for the year ended 30 June 2024 of 3.50 cents per ordinary share	\$4,247,097
Fully franked interim dividend for the year ended 30 June 2025 of 3.50 cents per ordinary share	\$4,247,098
	<hr/>
	\$8,494,195



Dividends payable subsequent to year end

Date payable	28-Aug-25
Record date to determine entitlement to the dividend	21-Aug-25
Amount per share (fully franked)	3.5 cents
Total dividend calculated on shares on issue as at the date of this report	\$4,376,596

8. Dividends reinvestment

There is no Dividend Reinvestment Plan in place.

9. NTA Backing

	Current Period	Corresponding period
Net tangible asset backing per ordinary share after adjusting for non-controlling interests	56.9 cents	56.4 cents

10. Entities over which control has been gained or lost during the period

None

11. Ability to make an informed assessment of the entities financial performance and financial position.

Refer to the accompanying Executive Directors' Review and Financial Statements.

12. Foreign entities

Not applicable.

13. Results for the period

Refer to the accompanying Executive Directors' Review and Financial Statements and segment commentary within, and supported by financial data contained in Note 1: Segment Information commencing at page 37 of the Financial Statements.

14. Status of audit

The Financial Statements have been audited and a copy of the audit report is included in the Financial Statements at pages 82 to 84. The audit report does not contain any qualification nor is there any dispute.

The Annual General Meeting is scheduled for 20 November 2025 at 2pm in Sydney.

Cellina Z Chen
Company Secretary



Embracing growth

FSA Group Limited
Annual Report 2025



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FSA Group has helped thousands of Australians for more than 20 years. Our large and experienced team of professionals offer a range of lending products, which we tailor to suit individual circumstances to achieve successful outcomes for our clients.

2025

At a Glance



Continued to expand broker channels with a focus on automation



Diversified funding with an inaugural \$250m ABS transaction



Grew new origination to \$396m, up 3%



Increased and renewed our warehouse facilities



Grew our loan pools to \$912m, up 14%



Embraced growth

Our Business

Lending



Car Loans

Offers car loans to assist clients wishing to purchase a motor vehicle.



Home Loans

Offers home loans to assist clients wishing to purchase a property or consolidate their debt.



Unsecured Personal Loans

Offers unsecured personal loans to assist clients for any approved purpose.



Asset Finance

Offers asset finance to assist SMEs wishing to purchase a vehicle and business-critical equipment.

Chairman's Letter

Dear Shareholders,

In 2024 we successfully completed our transition to a lending business. Now we are embracing growth.

Our lending business offers loan products including home loans, car loans, unsecured personal loans and asset finance. In 2025 new origination increased to \$396m, a 3% increase, and loan pools increased to \$912m, a 14% increase compared to 2024.

In 2025 FSA Group generated:

- operating income of \$64.3m, a 23% increase;
- a profit before tax of \$16.2m, a 29% increase; and
- a profit after tax attributable to members of \$10.5m, a 43% increase.

Our lending business generated a profit before tax of \$17.0m. Our services business, classified under "Other", generated a loss of \$0.8m.

Profitability of our lending business was impacted by an increase in impairment expense. This increase was due to origination growth across the loan pools and higher impairment for asset finance loans originated under difficult macro-economic conditions. Certain asset finance borrowers were impacted by cost of living, interest rate and revenue pressures.

Our strategy is to increase new origination to over \$600m per annum primarily through broker channels. Automation will play a key role in supporting this growth and we expect loan pools to grow to around \$1.3b. Achieving this growth target depends on broker take up of our product offerings and funding, both of which are potential risks.

As we grow, we will also focus on containing our largest expense being employee benefit expense. We expect to achieve this through automation and expanding our offshore office. As our loan pools grow to \$1.3b we will benefit from operating leverage.

We have two Australian banks providing warehousing facilities. During the year we increased and renewed our warehouse facilities. In addition, we plan to periodically

use the debt capital markets to diversify our funding. In 2019 we settled a \$200m RMBS transaction and in December 2024 we settled a \$250m ABS transaction.

Our lending strategy is outlined in more detail in the Executive Directors' Review.

During 2026 we anticipate more favourable macro-economic conditions and continued growth in new origination and loan pools. Our net margin is improving and importantly loan pools are now at the level where we are experiencing the benefit of operating leverage. A decrease in the cash rate will be a tailwind for the business and profitability.

For 2026 we expect profit growth of up to 30% on 2025, and the full year dividend to be 7 to 8 cents per share. Achieving this profit growth depends on loan pool growth and impairment, both of which are potential risks.

The Directors have declared a fully franked final dividend of 3.50 cents per share for the 2025 financial year. This brings the full year dividend to 7.00 cents per share.

I thank my fellow Directors, our executives and staff for their contribution. I look forward to embracing growth with them.

Yours sincerely,



Tim Odillo Maher
Chairman

\$10.5m
profit after
tax attributable
to members

43%
increase

Executive Directors' Review

Dear Shareholders,

In 2024 we successfully completed our transition to a lending business. Now we are embracing growth.

Our lending business offers loan products including home loans, car loans, unsecured personal loans and asset finance. In 2025 new origination increased to \$396m, a 3% increase, and loan pools increased to \$912m, a 14% increase compared to 2024.

In 2025 FSA Group generated:

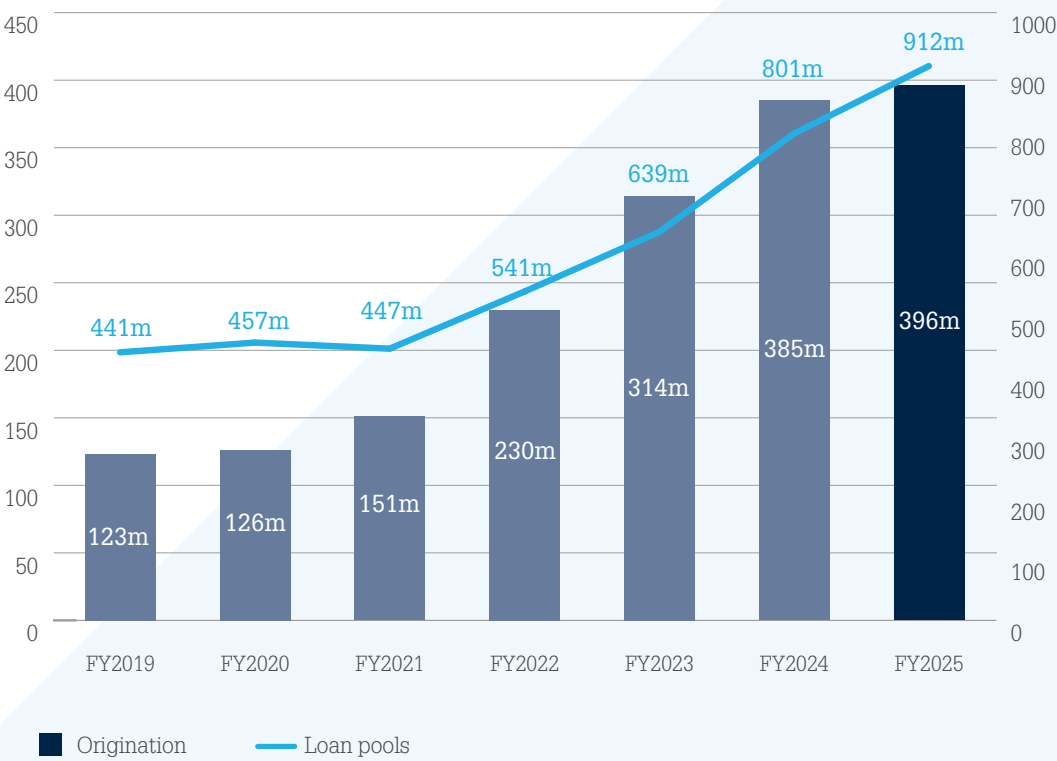
- operating income of \$64.3m, a 23% increase;
- a profit before tax of \$16.2m, a 29% increase; and
- a profit after tax attributable to members of \$10.5m, a 43% increase.

Our lending business generated a profit before tax of \$17.0m. Our services business, classified under “Other”, generated a loss of \$0.8m.

Profitability of our lending business was impacted by an increase in impairment expense. This increase was due to origination growth across the loan pools and higher impairment for asset finance loans originated under difficult macro-economic conditions. Certain asset finance borrowers were impacted by cost of living, interest rate and revenue pressures.

We advise that the Directors have declared a fully franked final dividend of 3.50 cents per share for the 2025 financial year. This brings the full year dividend to 7.00 cents per share.

New Origination and Loan Pools



Lending Strategy

1. Improve our net margin %

2. Grow new origination and loan pools, supported by automation

We have invested significantly in automation. Our aim is to increase new origination to over \$600m per annum primarily through broker channels. Automation will play a key role in supporting this growth and we expect loan pools to grow to around \$1.3b. Achieving this growth target depends on broker take up of our product offerings and funding, both of which are potential risks.

3. Grow while containing employee expense, through automation and expanding our offshore office

As we grow, we will focus on containing our largest expense being employee benefit expense. We expect to achieve this through automation and expanding our offshore office.

	FY 2023	FY 2024	FY 2025	% Change
Employee benefit expense	\$20.6m	\$20.7m	\$22.0m	6%

4. Benefit from operating leverage

As our loan pools grow to \$1.3b we will benefit from operating leverage.

We are targeting a profit before tax of around \$36m to \$40m per annum and a return on equity in excess of 25%. This target is based on a number of factors, including the percentage of fixed rate loans, net margin, automation, expanding our offshore office and our cumulative losses tracking in line with historical performance.

Executive Directors' Review

Continued

Financial Overview

	FY 2023	FY 2024	FY 2025	% CHANGE
Operating income	\$54.6m	\$52.1m	\$64.3m	⬆ 23%
Profit before tax	\$21.0m	\$12.6m	\$16.2m	⬆ 29%
Profit after tax attributable to members	\$13.0m	\$7.3m	\$10.5m	⬆ 43%
EPS basic	10.63c	6.05c	8.66c	⬆ 43%
Net cash inflow from operating activities	\$21.6m	\$14.9m	\$21.7m	⬆ 46%
Dividend/share	7.00c	7.00c	7.00c	
Shareholder equity attributable to members	\$88.0m	\$87.1m	\$87.3m	
Return on equity	15%	8%	12%	

Operational Performance

Our business generated operating income of \$64.3m, a 23% increase.

OPERATING INCOME	FY 2023	FY 2024	FY 2025	% CHANGE
Home loans and Asset finance	\$21.9m	\$25.4m	\$33.9m	⬆ 34%
Car loans	\$16.7m	\$16.3m	\$21.6m	⬆ 32%
Unsecured personal loans	–	\$1.2m	\$2.3m	
Other	\$16.0m	\$9.2m	\$6.5m	⬇ 29%
Operating income	\$54.6m	\$52.1m	\$64.3m	⬆ 23%

Our business generated a profit before tax of \$16.2m, a 29% increase.

PROFIT BEFORE TAX	FY 2023	FY 2024	FY 2025	% CHANGE
Home loans and Asset finance	\$9.2m	\$8.5m	\$9.6m	⬆ 14%
Car loans	\$9.0m	\$7.5m	\$8.2m	⬆ 10%
Unsecured personal loans	–	(\$1.2m)	(\$0.8m)	
Other	\$2.7m	(\$2.2m)	(\$0.8m)	
Profit before tax	\$21.0m	\$12.6m	\$16.2m	⬆ 29%

Loan Pool Data

Our lending business offers loan products including home loans, car loans, unsecured personal loans and asset finance.

LOAN POOL DATA	HOME LOANS	CAR LOANS	UNSECURED PERSONAL LOANS	ASSET FINANCE
Weighted average loan size	\$462,950	\$27,969	\$14,138	\$60,929
Security type	Residential home	Motor vehicle	Unsecured	Vehicles and equipment
Weighted average loan to valuation ratio	64%	100%+ on settlement	Unsecured	100%+ on settlement
Variable or fixed rate	Variable	Fixed	Fixed	Fixed
Geographical spread	All states	All states	All states	All states

New Origination and Loan Pools

During 2025, new origination increased from \$385m to \$396m, a 3% increase.

LOAN ORIGINATION	FY 2023	FY 2024	FY 2025	% CHANGE
Home loans	\$133m	\$129m	\$104m	▼ 20%
Car loans	\$63m	\$76m	\$100m	▲ 32%
Unsecured personal loans	\$1m	\$11m	\$3m	
Asset finance	\$117m	\$169m	\$189m	▲ 12%
Total	\$314m	\$385m	\$396m	▲ 3%

Our loan pools increased from \$801m to \$912m, a 14% increase. This growth came from car loans, up 32%, and asset finance up 30%, which are fixed rate loans. The percentage of fixed rate loans has increased from 41% in 2023 to 58% in 2025.

LOAN POOLS	FY 2023	FY 2024	FY 2025	% CHANGE
Home loans	\$377m	\$395m	\$385m	▼ 2%
Car loans	\$103m	\$139m	\$183m	▲ 32%
Unsecured personal loans	\$1m	\$9m	\$8m	
Asset finance	\$158m	\$259m	\$336m	▲ 30%
Total	\$639m	\$801m	\$912m	▲ 14%
% of fixed rate loans	41%	51%	58%	

Executive Directors' Review

Continued

Net Margin %

From May 2022, profitability of our lending business was impacted by the rising cash rate which materially impacted the net margin on our fixed rate loans. Our net margin % is calculated as the percentage of net finance income to finance income. Our fixed rate loans have an average life of approximately 3.5 years. Our net margin is improving as new originations are being originated at higher risk adjusted fixed rates.

LENDING – REVENUE AND OTHER INCOME	FY 2023	FY 2024	FY 2025	% CHANGE
Finance income	\$67.4m	\$91.7m	\$115.7m	⬆ 26%
Finance expense	\$29.1m	\$48.9m	\$58.8m	⬆ 20%
Net finance income	\$38.3m	\$42.8m	\$56.9m	⬆ 33%
Net margin %	57%	47%	49%	

Arrears and Impairment

During 2025, arrears were impacted by cost of living and interest rate pressures. We continue to work closely with our clients to ensure we achieved positive outcomes.

ARREARS > 30 DAY	FY 2023	FY 2024	FY 2025
Home loans	3.66%	4.24%	5.14%
Car loans	2.94%	2.42%	3.21%
Asset finance	2.62%	3.43%	3.59%

The increase in impairment expense was due to origination growth across the loan pools and higher impairment for asset finance loans originated under difficult macro-economic conditions. Certain asset finance borrowers were impacted by cost of living, interest rate and revenue pressures.

IMPAIRMENT EXPENSE	FY 2023	FY 2024	FY 2025
Loans	\$3,154,066	\$5,425,466	\$12,143,216
Services	\$499,692	\$54,234	\$35,657
Total impairment expense	\$3,653,757	\$5,479,699	\$12,178,873

The actual losses incurred and written off in the year comprises:

LOSSES	FY 2023	FY 2024	FY 2025
Home loans	\$190,021	\$–	\$–
Car loans	\$887,205	\$896,306	\$1,975,498
Asset finance	\$1,810,167	\$^3,662,860	\$3,572,222

* Losses are realised losses less recovery. ECL is not reflected in these numbers.

** Unsecured personal loans will be reported once the pilot phase is completed, and the loan pool size is material.

^ The asset finance loss of \$3,662,860 includes a loss of \$463,989 on loans originated between April 2021 and May 2022. These loans were part of a discontinued pilot lease product offering.

Warehouse facilities

We have two Australian banks providing warehousing facilities. During the year we increased and renewed our warehouse facilities. In addition, we plan to periodically use the debt capital markets to diversify our funding. In 2019, we settled a \$200m RMBS transaction and in December 2024 we settled a \$250m ABS transaction.

BORROWINGS	FACILITY TYPE	PROVIDER	LIMIT	MATURITY DATE	DRAWN
Home loans	*Non-recourse warehouse	Westpac	\$400m	Oct-27	\$353m
Personal loans	*Non-recourse warehouse	Westpac	\$125m	Apr-26	\$61m
Asset finance	*Non-recourse warehouse	Bank	\$180m	Apr-26	\$154m
Personal loans and Asset Finance	Securitised	Institutional	N/A	May-33	\$197m
FSA Group Ltd	Corporate	Westpac	\$15m	Mar-26	–

* The senior non-recourse facilities are supported by mezzanine non-recourse facilities provided by institutional fund managers.



Executive Directors' Review

Continued

Services

The services business previously offered a range of services to assist clients wishing to enter into a payment arrangement with their creditors. In 2020 we placed services into “hibernation” due to COVID-19.

In 2024 after much consideration and analysis of the market, we decided to refocus services. We now focus on debtors with higher levels of debt. This is where we see the greatest debtor demand as the insolvency market reopens. It is expected services will be profitable but will not make a material contribution to profit for the next few years.

Strategy and Outlook

During 2026 we anticipate more favourable macro-economic conditions and continued growth in new origination and loan pools. Our net margin is improving and importantly loan pools are now at the level where we are experiencing the benefit of operating leverage. A decrease in the cash rate will be a tailwind for the business and profitability.

For the 2026 financial year:

Earnings	Expect profit growth of up to 30% on 2025. Achieving this profit growth depends on loan pool growth and impairment, both of which are potential risks.
Capital Management	Expect the full year dividend to be 7 to 8 cents per share with the balance of earnings to be re-invested to support the growing loan pools. We plan to continue with our on market share buy-back as opportunities arise.

Our People

Our team are committed to working with and helping our customers in a work environment that fosters diversity, equal employment opportunities, fairness and embraces and supports personal growth, continuous learning and training opportunities.


We acknowledge their efforts during the year. We also thank the Board for their guidance and support.



Tim Odillo Maher
Executive Chairman



Deborah Southon
Executive Director



We anticipate more favourable macro-economic conditions and continued growth in new origination and loan pools.

Cautionary Statements and Disclaimer Regarding Forward-Looking Information

This Executive Directors' Review may contain forward-looking statements, including statements about FSA Group Limited's (Company) financial condition, results of operations, earnings outlook and prospects. Forward-looking statements are typically identified by words such as "plan," "aim," "focus," "target," "believe," "expect," "anticipate," "intend," "outlook," "estimate," "forecast," "project" and other similar words and expressions.

The forward-looking statements are predictive in character and not guarantees or assurances of future performance. These forward-looking statements involve and are subject to known and unknown risks and uncertainties many of which are beyond the control of the Company. Our ability to predict results or the actual effects of our plans and strategies is subject to inherent uncertainty.

Factors that may cause actual results or earnings to differ materially from these forward-looking statements include general economic conditions in Australia, interest rates, competition in the markets in which the Company does and will operate, and the inherent regulatory risks in the businesses of the Company, along with the credit, liquidity and market risks affecting the Company's financial instruments described in the Annual Report.

Forward-looking statements are based on assumptions regarding the Company's financial position, business strategies, plans and objectives of management for future operations and development and the environment in which the Company will operate. Those assumptions may not be correct or exhaustive.

Because these forward-looking statements are subject to assumptions and uncertainties, actual results may differ materially from those expressed or implied by these forward-looking statements.

You are cautioned not to place undue reliance on any forward-looking statements.

Forward-looking statements are based on current views, expectations and beliefs as at the date they are expressed.

The Company disclaims any responsibility to and undertakes no obligation to update or revise any forward-looking statement to reflect any change in the Company's circumstances or the circumstances on which a statement is based, except as required by law.

The Company disclaims any responsibility for the accuracy or completeness of any forward-looking statement to the extent permitted by law. Unless otherwise stated, the projections or forecasts included have not been audited, examined or otherwise reviewed by the independent auditors of the Company.

This is not an offer or invitation for subscription or purchase of, or a recommendation of securities.

Sustainability Report

Our Approach to Sustainability

FSA Group is committed to sustainability and compliance. We believe our people should drive and own our ESG agenda. Our ESG Working Group, established in 2024, is responsible for the strategic development of our approach to ESG and consists of representatives from across the business. It is responsible for the development and maintenance of our sustainability framework which has, as its foundation, responsible and ethical company policies and practices that foster environmental responsibility, social impact and good corporate governance.

Our ESG Working Group, reporting directly to the Board, oversees the implementation of our sustainability agenda and climate-related initiatives. The Board receives regular updates on ESG matters, including progress against sustainability targets and climate risk assessments. The Risk and Compliance Committee reviews relevant climate and operational risks as part of its ongoing mandate.

ESG Sustainability Framework

FSA Group is committed to sustainability and our framework is unpinpointed and motivated by our commitment to achieving a positive impact on our planet. We want to identify and deliver outcomes for our customers, employees, shareholders and the community that improve their lives and the environment.

FSA Group will be required to produce climate-related financial disclosures in alignment with the AASB's Australian Sustainability Reporting Standards (ASRS.) To ensure we comply with our reporting obligations, and importantly ensuring sustainability is enmeshed in our corporate culture and our practices and procedures we will:

- Conduct a materiality assessment to identify key ESG areas specific to our business;
- Identify climate-related opportunities and risks;
- Review our relationship with suppliers and harvest opportunities to reduce our environmental impact;
- Actively promote sustainable practices in our workplace; and
- Support community programmes that positively improve our environment.

Our values and objectives focus on ensuring sustainability across three key areas:

Environment	Climate changes continues to affect our planet and we acknowledge that we have a role in helping to reduce its' affects.
Social	Our people, our customers and our community are pivotal to our business. Our relationship with our people, customers and the community is built on respect, cooperation and transparency.
Governance	The way we do business is fundamental to our success and achieving our goals. Strong, ethical corporate governance is embedded in the way we operate.

Environmental – reducing our environmental impact

We are acutely aware of the importance of how our actions affect the environment in the workplace and beyond.

Our office has a 5 star NABERS energy rating and we are building on its efficiency to further reduce our environmental impact.

Our focus is:

- To identify how climate change and climate policy affects the way we do business and use the relevant data to influence our decision making.
- To promote and encourage sustainable behaviours in our workplace.
- To actively participate in identifying ways we can further improve our environmental footprint as we promote and embrace environmental awareness.
- Review opportunities to reduce our carbon footprint by implementing energy efficient practices.

Highlights for 2025:

In line with Goal 13 of the United Nations Sustainable Development Goals (SDGs) in 2025 we:

- Continued to focus on environmental and waste awareness improvements in the workplace.
- Reviewed opportunities to reduce our carbon footprint.
- Changed our purchasing practices and significantly reduced the purchase of plastic objects.
- Reviewed our recycling systems to minimise waste.
- Continue to reduce paper usage.

Social – our people, our customers, our community

Our customers and our people are the very essence of our business and their wellbeing and engagement is pivotal.

Our people

Our people are key to the success of our business. We understand that happy people are productive people. Our focus is to ensure our people are engaged, supported, healthy and treated with respect.

We encourage and support diversity and inclusion in the workplace and celebrate its value. We have an equal opportunity policy and stand firm in rejecting any discrimination, bullying or harassment. We educate our people to be conscious of diversity while embracing and valuing difference and we provide the training and resources to support our people.

Educating and upskilling our people is a key focus area. We want our people to have the skills and training they need to perform their role at a high level, while also ensuring ethical and responsible behaviour.

We care about our people and understand the need for a work/life balance. We support our people and our employment policies reflect this. We offer hybrid work opportunities, flexible work hours, a 12 week paid parental leave, carers leave and study leave.

We are committed to employee wellbeing and we have partnered with Life Street to ensure our people have the support they need when they need it.

We conduct an annual people engagement survey because our people have constructive and valuable ideas and suggestions which we know can and will improve way we work. Their feedback is encouraged, recognised and used.

Diversity, gender equality and inclusion is respected and promoted.

Highlights for 2025:

- Partnered with Life Street to provide an employee assistance program to staff.
- Provided free flu shots to all staff.
- Supported women's networking opportunities and functions.
- 41% of staff are female.
- 29% of managers are female.
- 67% of the Board are female.
- Provided hybrid work arrangements.
- Offered 12 weeks paid maternity/paternity leave.
- Created opportunities through professional training and career pathways.
- Conducted annual people engagement.
- Delivered training on cultural awareness, ethical behaviour, and inclusive practices.
- Ran a company-wide session on mental health awareness.
- Creating a culture of accountability.

Sustainability Report

Continued

Our customers

Our customers are the very essence of our business and what we do and how we do it is shaped by our commitment to ensuring they are treated fairly, supported and fully informed throughout their journey with us. We strive to act in our customer's best interest and transparency, respect and fairness are the pillars of our relationship with our customers.

Our relationship with our customers commences with the first contact and developing a good relationship is critical. We offer a range of options to assist customers allowing them to choose and achieve an outcome which meets their needs and objectives. We strive to deliver excellent customer service and have a customer-centric focus.

We recognise and appreciate the need to ensure customer financial wellbeing and financial literacy, and this is underpinned by honesty, fairness and full disclosure.

We understand that a customer's circumstances can change and our Hardship, Dealing with Vulnerable Customers and Customers Facing Financial Difficulties policies offer a viable pathway through difficult times.

We continually review and assess our dealing with customers to ensure that the customer experience is compliant with our legal obligations; our behaviour is ethical and transparent and that the customer achieves the outcome which meets their needs. Customer satisfaction is a primary focus, and we will continue to improve our relations with our customers.

Highlights for 2025:

- Provided tailored solutions to suit individual financial situations.
- Supported vulnerable customers through our hardship and vulnerable customers policies and procedures.
- Ran staff training on dealing with vulnerable customers and privacy.
- Engaged directly with consumer groups and advocates to enable us to assist/refer customers in need.
- Promoted financial literacy and wellbeing through clear, accessible communication.
- Provided resources to assist customers such as Moneysmart, LifeLine, AFSA, AFCA, Debt Helpline.
- Reviewed data to strengthen protection of consumer privacy.
- Committed to responsible lending practices.

Our community

We are committed to giving back to the community and having a positive impact. Through our focus on good health and wellbeing and gender equality, which are Goal 3 and 5 of the United Nations.

Highlights for 2025:

- Raised money and awareness for Cerebral Palsy Alliance by participating in September.
- Supported the Salvation Army Red Shield Appeal.
- Engaged in Pink Ribbon Day – National Breast Cancer Foundation.
- Participated in World's Biggest Morning Tea – Cancer Council.
- Celebrated NAIDOC week and morning tea.
- Contributed to a school breakfast program (Philippines).
- Celebrated International Women's Day.

Governance – creating a culture of ethical and transparent business practices supported by accountability

We are committed to transparent and ethical governance. Our corporate governance practices are aligned with our business and customer needs and are regularly reviewed to ensure they remain relevant, compliant and responsive to customer, business and regulatory requirements.

Effective risk management is central to achieving our objectives. The Board of Directors has overall responsibility for the governance of the business and oversight of sustainability related risks and opportunities. It is assisted by:

Our customers are the very essence of our business and what we do

The Audit and Risk Committee

This committee, which is a Board committee, manages and assesses sustainability-related risks and opportunities. It is operation in conjunction with the ESG committee to ensure that we remain aware of our sustainability obligations. Our frameworks are regularly reviewed to ensure alignment.

We have policies and procedures in place which enable us to meet our staff, customer and stakeholder needs and objectives. However, we recognise that we operate in a constantly changing environment and as such, we continually review and reflect on our policies and practices to ensure they remain relevant.

We have an Employee Code of Conduct which critiques how we aim to manage workplace relations and behaviours. We run training sessions to explore and educate our team on key subjects such as cultural diversity, dealing with vulnerability and self-care.

We operate in a regulated environment. Our Compliance and Risk committee proactively reviews and assesses our processes, procedures and people behaviour to ensure we comply with our statutory and compliance obligations within an ethical culture.

We engage in ongoing productive relationships with key stakeholders, consumer advocates and consumers groups in which we share critical information while improving our working relationship with key customer representatives. We learn from these engagements and use the knowledge to identify social risks while improving the financial wellbeing of our customers.

We are conscious of the critical importance of protecting customer data and complying with our privacy obligations. FSA Group adheres to the Essential 8 framework, as outlined by the Australian Cyber Security Centre, to effectively mitigate cybersecurity incidents and ensure the security of our customers' data.

This approach ensures we consistently manage potential threats by securing our systems, controlling access, and regularly updating our cyber defence strategy. Focusing on these key areas helps us stay resilient against cyber-attacks.

Highlights for 2025:

- Updated the Employee Code of Conduct.
- Reviewed procedures to ensure compliance legislation and regulations and to improve efficiency and customer engagement.
- Implemented improved monitoring and assessment tools.
- Strengthened and expanded the role of the Compliance and Risk committee.
- Reviewed compliance with the Essential 8 cybersecurity framework created by the Australian Cyber Security Centre.
- Provided staff training in essential areas including responsible lending; privacy; work, health and safety; bullying and harassment; customer engagement; workplace conduct.

Looking ahead

In 2026, FSA Group will:

- Expand climate-related data capture to support more accurate emissions measurement;
- Define clear ESG metrics and set achievable environmental and social performance targets;
- Deepen Board-level integration of ESG risks and opportunities into strategic planning; and
- Continue to enhance transparency, consistency and accountability in sustainability reporting.

Financial Statements

For the year ended 30 June 2025

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Directors' Report

For the year ended 30 June 2025

The Directors present their report, together with the Financial Statements, on the Consolidated Entity consisting of FSA Group Limited ("Company" or "parent entity") and the entities controlled and its interests in associates at the end of, and during, the year ended 30 June 2025.

Directors

The Directors of the Company at any time during or since the end of the financial year are:

- Tim Odillo Maher
- Deborah Southon
- Cellina Chen

Information on Directors

Tim Odillo Maher (Executive Chairman)

Experience and Expertise

Mr Odillo Maher was appointed on 30 July 2002 and was appointed Chairman on 24 November 2022.

Mr Odillo Maher holds a Bachelor of Business Degree (majoring in Accounting and Finance) from Australian Catholic University and is a Certified Practising Accountant.

Other current (listed company) directorships

Nil

Former (listed company) directorships in last 3 years

Nil

Special responsibilities

Member of the Audit & Risk Management Committee and the Remuneration Committee.

Interest in shares and options

Ordinary shares: 42,809,231

Directors' Report continued

Deborah Southon (Executive Director)

Experience and Expertise

Ms Southon was appointed on 30 July 2002.

Ms Southon has attained a wealth of experience in the government and community services sectors having worked for the Commonwealth Department of Health and Family Services, the former Department of Community Services, and the Smith Family.

Ms Southon has an Executive Certificate in Leadership & Management (University of Technology, Sydney) and a Bachelor of Arts Degree (Sydney University).

Other current (listed company) directorships

Nil

Former (listed company) directorships in last 3 years

Nil

Special responsibilities

Member of the Audit & Risk Management Committee and the Remuneration Committee.

Interest in shares and options

Ordinary shares: 12,960,047

Cellina Chen (Executive Director)

Experience and Expertise

Mrs Chen was appointed on 24 November 2022.

Mrs Chen holds a Master of Commerce Degree (majoring in Accounting and Finance) from the University of Sydney and is a Fellow of CPA Australia. Mrs Chen has also completed the Australian Institute of Company Directors courses and holds a Graduate Diploma of Applied Corporate Governance from the Governance Institute of Australia. Mrs Chen joined the Company in 2001 and is the Company Secretary and Chief Financial Officer.

Other current (listed company) directorships

Nil

Former (listed company) directorships in last 3 years

Nil

Special responsibilities

Member of the Audit & Risk Management Committee and the Remuneration Committee.

Interest in shares and options

Ordinary shares: 1,250,000

Directors' Report continued

Principal activities

The Consolidated Entity provides direct lending services to individuals and businesses.

Operating results

Total profit for the year for the Consolidated Entity after providing for income tax and eliminating non-controlling interests was \$10,519,990 (2024: \$7,345,994).

Dividends declared and paid during the year

- On 9 September 2024, a fully franked final dividend relating to the year ended 30 June 2024 of \$4,247,097 was paid at 3.50 cents per share; and
- On 11 March 2025, a fully franked interim dividend of \$4,247,098 was paid at 3.50 cents per share.

Dividends declared after the end of year

On 14 August 2025, the Directors declared a 3.50 cent fully franked final dividend to shareholders to be paid on 28 August 2025 with a record date of 21 August 2025.

Operating and Financial Review

Detailed comments on operations are included separately in the Executive Directors' Review, on pages 4 to 10 of the Annual Report.

Review of financial condition

Capital structure

There have been no changes to the Company's share structure during or since the end of the financial year except as follows:

- Issue of 3,700,000 shares under the Long Term Incentive Plan.

Financial position

The net assets of the Consolidated Entity, which includes amounts attributable to non-controlling interests, have increased from \$100,276,555 at 30 June 2024 to \$100,349,247 at 30 June 2025.

Treasury policy

The Consolidated Entity does not have a formally established treasury function. The Board is responsible for managing the Consolidated Entity's treasury function.

Liquidity and funding

The Consolidated Entity has sufficient funds to finance its operations, and also to allow the Consolidated Entity to take advantage of favourable business opportunities. Further details of the Consolidated Entities' access to facilities are included in Note 14 of the Financial Statements.

Directors' Report continued

Significant changes in the state of affairs

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

Matters subsequent to the end of the financial year

There have been no events since the end of the financial year that impact upon the financial performance or position of the Consolidated Entity as at 30 June 2025 except as follows:

- On 14 August 2025, the Directors declared a 3.50 cent fully franked final dividend to shareholders to be paid on 28 August 2025 with a record date of 21 August 2025.

Likely developments and expected results of operations

Likely developments in the operations of the Consolidated Entity and the expected results of those operations in subsequent financial years have been discussed where appropriate in the Annual Report in the Executive Directors' Review.

There are no further developments that the Directors are aware of which could be expected to affect the results of the Consolidated Entity's operations in subsequent financial years other than the information contained in the Executive Directors' Review.

Environmental regulations

There are no matters that have arisen in relation to environmental issues up to the date of this report. The operations of the Consolidated Entity are not subject to any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

Share options

As at 30 June 2025 there were no options on issue.

Indemnification and insurance of directors and officers

Each of the Directors and the Officers of the Company has entered into an agreement with the Company whereby the Company has provided certain contractual rights of access to books and records of the Company to those Directors and Officers; and indemnifies those Directors and Officers against liabilities suffered in the discharge of their duties as Directors or Officers of the Company.

Indemnity and insurance of auditor

The Company has not, during or since the financial year, indemnified or agreed to indemnify the auditor of the Consolidated Entity or any related entity against a liability incurred by the auditor.

During the financial year, the Consolidated Entity has not paid a premium in respect of a contract to insure the auditor of the Consolidated Entity or any related entity.

Remuneration Report (Audited)

This Remuneration Report sets out the remuneration information, pertaining to the Directors. The Directors comprise the Key Management Personnel of the Company for the purposes of the *Corporations Act 2001* for the year ended 30 June 2025.

Key Management Personnel have the authority and responsibility for planning, directing and controlling the activities of the Company directly or indirectly.

Remuneration policy

The performance of the Consolidated Entity depends upon the quality of its personnel. To prosper, the Consolidated Entity must attract, motivate and retain highly skilled people. To that end, the Consolidated Entity embodies the following principles in its remuneration framework:

- provide competitive rewards to attract and retaining high calibre executives;
- focus on creating sustained shareholder value;
- significant portion of executive remuneration at risk, and aligned with shareholder interests; and
- differentiation of individual rewards commensurate with contribution to overall results and according to individual accountability, performance and potential.

The Company has a Remuneration Committee but does not have a Nominations Committee. The Directors consider that the Consolidated Entity is not of a size, nor are its affairs of such complexity, as to justify the formation of a Nominations Committee. All matters which might be dealt with by that Committee are reviewed by the Directors in meetings as a Board. The Remuneration Committee is responsible for determining and reviewing compensation arrangements. The Remuneration Committee assesses the appropriateness of the nature and amount of emoluments of such officers on a periodic basis by reference to relevant employment market conditions with the overall objective of ensuring maximum shareholder benefit from the retention of highly skilled people.

Executive Directors Remuneration

Executive Directors

Deborah Southon

Cellina Chen

The Company aims to reward the Executive Directors with a level and mix of remuneration commensurate with their position and responsibilities within the Consolidated Entity and so as to:

- reward Executives for company and individual performance against targets set by reference to appropriate benchmarks;
- align the interests of Executives with those of shareholders;
- link reward with the strategic goals and performance of the Consolidated Entity; and
- ensure total remuneration is competitive by market standards.

The remuneration of the Executive Directors is agreed by the Remuneration Committee. The remuneration will comprise a fixed remuneration component and also may include offering specific short and long-term incentives, in the form of:

- base pay and non-monetary benefits;
- short-term performance incentives;
- long-term performance incentives; and
- other remuneration such as superannuation and long service leave.

Fixed remuneration, consisting of base salary, superannuation and non-monetary benefits are reviewed annually by the Remuneration Committee, based on individual and business unit performance, the overall performance of the Consolidated Entity and comparable market remunerations. Executives may receive their fixed remuneration in the form of cash or other fringe benefits where it does not create any additional costs to the Consolidated Entity and provides additional value to the Executive.

Remuneration Report (Audited) continued

Short-term incentive program

The short-term incentives program ("STI") has been set to align the targets of the operating segments with the targets of the responsible Executives. The STI is available only to executive members of the Key Management Personnel (KMP), based on specific annual targets and key performance indicators ('KPI's') being achieved.

The objective of the STI is to reward the achievement of strategic, operational, and financial objectives aligned with the annual business plan. Each participant's STI opportunity is set annually as a percentage of base salary, with defined "Target" and "Maximum" levels. STI awards are delivered in cash. For 2024, performance was assessed annually, with payments made following the end of financial year. From 2025, performance will continue to be assessed annually, and cash payments will be made annually after the financial year end. Awards under the STI are determined based on both company-wide and individual performance against pre-agreed targets, with the weighting of each component set by the Remuneration Committee and approved by the Board. All awards remain subject to compliance gateways, including the absence of any material breaches and the demonstration of appropriate business conduct.

The following table provides a summary of KMP financial and non-financial objectives and outcome of the Consolidated Entity's STI program for the 2025 financial year.

KPIs – EXECUTIVE CHAIRMAN AND DIRECTORS	WEIGHTING	KPI RESULT	AWARD AS A % OF MAXIMUM
Company PBT	40%	Target exceeded	100%
Customer and people	10%	Target met	70%
Strategic growth initiatives	20%	Target exceeded	100%
Funding and capital management	10%	Target met	70%
Employee engagement	5%	Target met	90%
Board discretion	15%	Qualitative	90%

The setting of relevant financial and non-financial KPIs linked to STI will continue into 2026.

Long-term incentive program

The long-term incentives program ("LTI") has been set to attract, motivate and retain eligible participants and to provide them with an incentive to deliver growth and value to all shareholders. LTI payments will also be used to attract and retain Non-Executive Directors and Executives in a market place that is experiencing increased competition for talented personnel who bring value to the Board and the Company.

The LTI allows for the issue of performance rights, options or shares in the Company (each a type of incentive security), or potentially a combination of each of them. The Board proposes to issue incentive securities as determined by the Board from time to time under the LTI.

Under the LTI, the Board may offer eligible participants the opportunity to subscribe for such number of incentive securities in the Company as the Board may decide, on the terms and conditions set out in the rules of the Long Term Incentive Plan. The Company may make an advance to an eligible participant to assist in the acquisition of incentive securities.

Further details of the Long Term Incentive Plan, which was approved at the AGM on 25 November 2021, are set out in Note 21 to the Financial Statements.

The remuneration of the Executive Directors for the year ended 30 June 2025 is detailed in Table 1 of this Remuneration Report.

Remuneration Report (Audited) continued

Executive Chairman

Tim Odillo Maher

The Consolidated Entity has entered into a consultancy agreement with ATMR Ventures Pty Ltd. Tim Odillo Maher is one of the key personnel of ATMR Ventures Pty Ltd.

The remuneration paid to ATMR Ventures Pty Ltd for the year ended 30 June 2025 is detailed in Table 2 of this Remuneration Report.

A Securities Trading Policy has been adopted for Directors' and employees' dealings in the Company's securities.

Employment contracts and consultancy agreement

It is the Board's policy that employment agreements are entered into with the Executive Directors (with the exception of Tim Odillo Maher) and employees. The Consolidated Entity has entered into a consultancy agreement with ATMR Ventures Pty Ltd. Tim Odillo Maher is one of the key personnel of ATMR Ventures Pty Ltd. Employment agreements and the consultancy agreement are for no specific fixed term unless otherwise stated.

Executive Directors

The employment contracts entered into with the Executive Directors contain the following key terms:

EVENT	COMPANY POLICY
Performance based salary increases and/or bonuses	Board assessment based on KPI achievement
Short-term incentives	Board assessment based on KPI achievement
Long-term incentives	Board assessment based on Long Term Incentive Plan terms and conditions
Resignation/notice period	Three months
Serious misconduct	Company may terminate at any time
Payouts upon resignation or termination, outside industrial regulations	Board discretion

The consultancy agreement entered into with ATMR Ventures Pty Ltd of which Tim Odillo Maher is one of the key personnel contain the following key terms:

EVENT	COMPANY POLICY
Success fee	Board assessment based on outcomes
Material breaches period	Company may terminate at any time
Termination for convenience period	Three months

Remuneration Report (Audited) continued

(a) Details of Directors and Key Management Personnel

Executive Directors

Tim Odillo Maher Executive Chairman

Deborah Southon Executive Director

Cellina Chen Executive Director

The Directors comprise the Key Management Personnel of the Consolidated Entity.

(b) Remuneration of Directors and Key Management Personnel

Table 1

	SHORT-TERM				POST-EMPLOYMENT	TOTAL	PERFORMANCE BASED
	SALARY & FEES \$	CASH BONUS \$	NON-CASH BENEFITS \$	NON-CASH BENEFITS \$	SUPER-ANNUATION AND OTHER BENEFITS \$		
Executive Director							
Deborah Southon							
2025	450,000	^150,000	*31,059	*7,500	40,000	678,559	22%
2024	436,538	200,000	53,269	23,234	40,000	753,041	27%
Executive Director							
Cellina Chen							
2025	378,242	^150,000	*7,994	*22,480	29,932	588,648	25%
2024	368,534	150,000	1,286	35,422	27,399	582,641	26%
Total Remuneration							
2025	828,242	300,000	39,053	29,980	69,932	1,267,207	
2024	805,072	350,000	54,555	58,656	67,399	1,335,682	

* Annual leave, long service leave accrual movement, together with LTIP share benefit has been included in the non-cash benefits above.

^ Bonuses were paid to Deborah Southon and Cellina Chen in October 2024, in relation to the performance during financial year 2024. The bonus was approved by the Board as part of discretionary performance based on remuneration.

Bonus in relation to current financial year performance will be paid in the subsequent financial year with an estimated range of:

Executive Director – Deborah Southon: \$300,000 – \$400,000

Executive Director – Cellina Chen: \$200,000 – \$300,000

Remuneration Report (Audited) continued

Table 2

Consultancy fees excluding GST paid to ATMR Ventures Pty Ltd of which Tim Odillo Maher is one of the key personnel.

EXECUTIVE CHAIRMAN		FEES \$	^SUCCESS FEES \$	TOTAL FEES \$
Tim Odillo Maher	2025	499,500	150,000	649,500
	2024	479,000	200,000	679,000

^ Success fees in relation to current financial year performance will be paid in the subsequent financial year with an estimated range of: \$200,000 – \$350,000

Consolidated Entity's earnings and movement in shareholder's wealth for the last five years is as follows:

	30 JUNE 2025	30 JUNE 2024	30 JUNE 2023	30 JUNE 2022	30 JUNE 2021
Operating income	64,266,274	52,104,536	54,620,505	55,587,051	61,434,416
Net profit before tax	16,177,268	12,574,248	20,976,145	26,944,113	29,712,695
Net profit after tax attributable to members	10,519,989	7,345,994	12,996,146	17,219,773	20,108,514
Share price at the start of the year	\$0.84	\$0.99	\$1.14	\$1.04	\$0.87
Share price at the end of the year	\$0.84	\$0.84	\$0.99	\$1.14	\$1.04
Dividends declared for the year	7.00c	7.00c	7.00c	7.00c	6.00c
Basic EPS (cents)	8.66	6.05	10.63	13.72	16.12
Diluted EPS (cents)	8.66	6.05	10.63	13.72	16.12

A review of bonuses paid to the Executive Directors, and the success fee paid to ATMR Ventures Pty Ltd of which Tim Odillo Maher is one of the key personnel, over the previous five years is consistent with the operational performance of the Consolidated Entity in those periods.

(c) Options issued as part of remuneration for the year ended 30 June 2025

There were no options issued as part of remuneration during or since the end of the financial year.

(d) Shares issued as part of the Long Term Incentive Plan for the year ended 30 June 2025

There were no shares issued as part of the Long Term Incentive Plan for the Key Management Personnel during or since the end of the financial year.

Remuneration Report (Audited) continued

(e) Option holdings of Directors and Key Management Personnel

There were no options held by Directors or Key Management Personnel.

(f) Shareholdings of Directors and Key Management Personnel

SHARES HELD IN FSA GROUP LTD	Balance 1 JULY 2024	Purchased ON MARKET	Other CHANGES	Balance 30 JUNE 2025
Directors				
Tim Odillo Maher	42,809,231	–	–	42,809,231
Deborah Southon	12,960,047	–	–	12,960,047
Cellina Chen	1,250,000	–	–	1,250,000
Total	57,019,278	–	–	57,019,278

(g) Loans to Directors and Key Management Personnel

	LTI SHARES ACQUIRED DURING THE YEAR	OPENING LOAN BALANCE	LOANS MADE	LOANS REPAID	CLOSING LOAN BALANCE
	NUMBER	\$	\$	\$	\$
Executive Director					
<i>Cellina Chen</i>					
2025	–	*1,300,000	–	–	1,300,000
2024	–	1,300,000	–	–	1,300,000

* The loan is part of the Long-Term Incentive Plan and no interest is charged on the loan.

(h) Other transactions with Directors and Key Management Personnel and related parties

There were no other transactions with Directors and Key Management Personnel and related parties.

(i) Voting and comments made at the Company's 2024 Annual General Meeting ("AGM")

At the 2024 AGM, 99.71% of the votes received supported the adoption of the Remuneration Report for the year ended 30 June 2024. The Company did not receive any specific feedback at the AGM regarding its remuneration practices.

This concludes the Remuneration Report which has been audited.

Directors' Report continued

Directors' Meetings

The number of meetings held and attended by each Director during the year is as follows:

	NUMBER OF MEETINGS HELD WHILE IN OFFICE	MEETINGS ATTENDED
Tim Odillo Maher	9	9
Deborah Southon	9	9
Cellina Chen	8	8
Total number of meetings held during the financial year	9	

Audit & Risk Management Committee Meetings

The number of meetings held and attended by each member during the year is as follows:

	NUMBER OF MEETINGS HELD WHILE IN OFFICE	MEETINGS ATTENDED
Tim Odillo Maher	3	3
Deborah Southon	3	3
Cellina Chen	3	3
Total number of meetings held during the financial year	3	

Remuneration Committee Meetings

The number of meetings held and attended by each member during the year is as follows:

	NUMBER OF MEETINGS HELD WHILE IN OFFICE	MEETINGS ATTENDED
Tim Odillo Maher	2	2
Deborah Southon	2	2
Cellina Chen	2	2
Total number of meetings held during the financial year	2	

Proceedings on behalf of the Company

No proceedings have been brought, or intervened in, on behalf of the Company, nor has any application for leave been made in respect of the Company under section 237 of the *Corporations Act 2001*.

Directors' Report continued

Auditor's Independence Declaration

The Auditor's Independence Declaration as required under section 307C of the *Corporations Act 2001* forms part of the Directors Report and can be found on page 29. Auditor's remuneration and non-audit services are set out in Note 19.

Non-audit services

Details of the amounts paid or payable to the auditor for non-audit services provided during the financial year by the auditor are outlined in Note 20 to the financial statements.

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

The Directors are of the opinion that the services as disclosed in Note 19 to the financial statements do not compromise the external auditor's independence requirements of the *Corporations Act 2001* for the following reasons:

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

Corporate Governance

In recognising the need for the highest standards of corporate behaviour and accountability, the Directors of the Company are committed to achieving and demonstrating the highest standards of corporate governance. The Board endorses the 4th edition of the ASX Corporate Governance Council's Corporate Governance Principles and Recommendations (ASX Principles). The Company's Corporate Governance Charter and a statement of Corporate Governance are available on the Company website www.fsagroup.com.au.

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

Signed in accordance with a resolution of the Directors.



Tim Odillo Maher
Executive Director

Sydney
14 August 2025

Auditor's Independence Declaration



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Australia

DECLARATION OF INDEPENDENCE BY TIM AMAN TO THE DIRECTORS OF FSA GROUP LIMITED

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

1. No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of FSA Group Limited and the entities it controlled during the period.

A handwritten signature in black ink, appearing to read 'Tim Aman', is written over a horizontal line.

Tim Aman
Director

BDO Audit Pty Ltd
Sydney, 14 August 2025

BDO Audit Pty Ltd ABN 33 134 022 870 is a member of a national association of independent entities which are all members of A.C.N. 050 110 275 Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit Pty Ltd and A.C.N. 050 110 275 Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.

Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

CONSOLIDATED ENTITY			
	NOTES	2025 \$	2024 \$
Revenue and other income			
Interest income		101,716,767	80,503,569
Other finance income	2	13,997,867	11,214,328
Finance income	2	115,714,634	91,717,897
Finance expense	2	(58,823,659)	(48,878,080)
Net finance income	2	56,890,975	42,839,817
Fees from services	2	7,375,299	9,264,719
Total operating income		64,266,274	52,104,536
Employee benefit expense		(21,964,173)	(20,723,521)
Marketing expense		(4,976,151)	(4,491,831)
Operating expenses		(5,705,484)	(5,379,169)
Impairment expense	3	(12,178,873)	(5,479,699)
Office facility expenses		(1,689,017)	(1,802,075)
Depreciation and amortisation expense		(1,575,308)	(1,653,992)
Total expenses		(48,089,006)	(39,530,287)
Profit before income tax		16,177,268	12,574,249
Income tax expense	19	(5,008,662)	(3,750,027)
Profit after income tax		11,168,606	8,824,222
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss:			
Net change in fair value of cash flow hedges	15	(3,030,230)	–
Related income tax		909,069	–
Net change in fair value of cash flow hedges net of income tax		(2,121,161)	–
Total comprehensive income for the year		9,047,445	8,824,222
Profit after tax attributable to:			
Non-controlling interests		648,616	1,478,228
Members of the parent	4	10,519,990	7,345,994
Net profit for the year		11,168,606	8,824,222
Total comprehensive income attributable to:			
Non-controlling interests		580,265	1,478,228
Members of the parent		8,467,180	7,345,994
Total comprehensive income for the year		9,047,445	8,824,222
Earnings per share			
Basic earnings per share (cents per share)	4	8.66	6.05
Diluted earnings per share (cents per share)	4	8.66	6.05

The Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the Notes to the Financial Statements.

Statement of Financial Position

as at 30 June 2025

	NOTES	2025 \$	2024 \$
Assets			
Cash and cash equivalents	15	4,177,676	5,353,021
Restricted cash for SPV loans	15	26,926,884	22,407,527
Trade and other receivables	5, 15	10,956,017	11,613,258
Loans and advances	6, 15,16	912,015,666	801,440,025
Other assets		617,980	586,786
Right-of-use assets	9	5,818,688	7,055,547
Plant and equipment		1,489,061	1,669,303
Intangible assets	7	13,318,339	14,015,507
Deferred tax assets	19	6,101,259	2,999,508
Total Assets		981,421,570	867,140,482
Liabilities			
Trade and other payables	8, 15	4,280,777	3,607,898
Current tax liabilities		1,917,058	1,268,616
Financing liabilities	14, 15	858,869,852	747,966,499
Lease liabilities	9	6,939,542	8,110,647
Contract liabilities	2	19,158	52,475
Derivative liabilities	15, 16	3,030,230	–
Provisions	10	3,533,041	3,221,984
Deferred tax liabilities	19	2,482,665	2,635,808
Total Liabilities		881,072,323	766,863,927
Net Assets		100,349,247	100,276,555
Equity			
Share capital	11	5,934,454	2,493,454
Reserves	12	5,736,185	8,942,543
Retained earnings		75,641,759	75,668,774
Total equity attributable to members of the parent		87,312,398	87,104,771
Non-controlling interests		13,036,849	13,171,784
Total Equity		100,349,247	100,276,555

The Statement of Financial Position should be read in conjunction with the Notes to the Financial Statements.

Statement of Changes in Equity

For the year ended 30 June 2025

	NOTE	SHARE CAPITAL \$	RESERVES \$	RETAINED EARNINGS \$	NON- CONT- ROLLING INTERESTS \$	TOTAL \$
Balance at 30 June 2023		2,493,454	8,707,901	76,816,975	13,285,556	101,303,886
Profit after income tax for the year		–	–	7,345,994	1,478,228	8,824,222
Other comprehensive income for the year, net of tax		–	–	–	–	–
Total comprehensive income for the year		–	–	7,345,994	1,478,228	8,824,222
Transactions with owners in their capacity as owners:						
Dividends paid		–	–	(8,494,195)	–	(8,494,195)
Distributions to non-controlling interests		–	–	–	(1,592,000)	(1,592,000)
Long term incentive plan	12		43,866			43,866
Class shares	12, 23	–	190,776	–	–	190,776
Balance at 30 June 2024		2,493,454	8,942,543	75,668,774	13,171,784	100,276,555
Profit after income tax for the year		–	–	10,519,990	648,616	11,168,606
Other comprehensive income for the year, net of tax		–	–	(2,052,810)	(68,351)	(2,121,161)
Total comprehensive income for the year		–	–	8,467,180	580,265	9,047,445
Transactions with owners in their capacity as owners:						
Dividends paid	13	–	–	(8,494,195)	–	(8,494,195)
Distributions to non-controlling interests		–	–	–	(715,200)	(715,200)
Long term incentive plan	12	3,441,000	(3,397,134)	–	–	43,866
Class shares	12, 23	–	190,776	–	–	190,776
Balance at 30 June 2025		5,934,454	5,736,185	75,641,759	13,036,849	100,349,247

The Statement of Changes in Equity should be read in conjunction with the Notes to the Financial Statements.

Statement of Cash Flows

For the year ended 30 June 2025

		CONSOLIDATED ENTITY	
		2025 \$	2024 \$
	NOTES	INFLOWS/ (OUTFLOWS)	INFLOWS/ (OUTFLOWS)
Cash flows from operating activities			
Receipts from customers		6,709,434	13,392,481
Payments to suppliers and employees		(41,705,429)	(38,167,727)
Finance income received		117,906,180	94,306,799
Finance cost paid		(53,550,382)	(45,600,254)
Income tax paid		(7,615,114)	(9,052,052)
Net cash inflow from operating activities	18	21,744,689	14,879,247
Cash flows from investing activities			
Acquisition of property, plant and equipment		(148,062)	(202,385)
Acquisition of intangibles		(475,127)	(740,290)
Net decrease/(increase) in home loan assets		9,495,335	(17,574,119)
Net increase in personal loan assets		(44,058,363)	(44,826,786)
Net increase in asset finance assets		(84,217,489)	(105,007,575)
Net increase in other loans		(122,500)	(87,500)
Net cash outflow from investing activities		(119,526,206)	(168,438,655)
Cash flows from financing activities			
Proceeds from borrowings		398,550,000	232,140,000
Repayment of borrowings		(287,016,860)	(76,088,369)
Payment of lease liability		(1,198,216)	(1,095,183)
Payment of distributions to non-controlling interests		(715,200)	(1,592,000)
Dividends paid to the Company's shareholders	13	(8,494,195)	(8,494,195)
Net cash inflow from financing activities		101,125,529	144,870,253
Net increase/(decrease) in cash and cash equivalents		3,344,012	(8,689,155)
Cash and cash equivalents at the beginning of the period		27,760,548	36,449,703
Cash and cash equivalents at the end of the period	18	31,104,560	27,760,548

The Statement of Cash Flows should be read in conjunction with the Notes to the Financial Statements.

The Consolidated Entity represented last year comparison to align with current year presentation and classification.

General Information

For the year ended 30 June 2025

Consolidated entity

FSA Group Limited is a for-profit listed public company (ASX: FSA), incorporated and domiciled in Australia.

The consolidated Financial Statements incorporate the financial information of FSA Group Limited ("Company" or "parent entity") and the entities controlled and its interests in associates together referred to as the "Consolidated Entity".

Principal activities

The Consolidated Entity provides direct lending services to individuals and businesses.

Basis of preparation

The Financial Statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards, including Australian Accounting Interpretations other authoritative pronouncements of the Australian Accounting Standards Board ("accounting standards"), and the *Corporations Act 2001*.

The Financial Statements have been prepared under the historical cost convention, except for, where applicable, the revaluation of financial assets and liabilities at fair value through profit or loss, financial assets at fair value through other comprehensive income, certain classes of property, plant and equipment and derivative financial instruments. The Statement of Financial Position is presented on a liquidity basis.

The Financial Statements are presented in Australian dollars and rounded to the nearest dollar.

Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of FSA Group Limited ("Company" or "parent entity") as at 30 June 2025 and the results of all subsidiaries for the year then ended. FSA Group Limited and its subsidiaries together are referred to in these financial statements as the "Consolidated Entity".

Subsidiaries are all those entities over which the Consolidated Entity has control. The Consolidated Entity controls an entity when the Consolidated Entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Consolidated Entity. They are de-consolidated from the date that control ceases.

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

The acquisition of subsidiaries is accounted for using the acquisition method of accounting. A change in ownership interest, without the loss of control, is accounted for as an equity transaction, where the difference between the consideration transferred and the book value of the share of the non-controlling interest acquired is recognised directly in equity attributable to the parent.

Non-controlling interest in the results and equity of subsidiaries are shown separately in the Statement of Profit or Loss and Other Comprehensive Income, Statement of Financial Position and Statement of Changes in Equity of the Consolidated Entity.

Notes to the Financial Statements

For the year ended 30 June 2025

Judgements and estimates

In the process of applying the Consolidated Entity's accounting policies, management have made a number of judgements and applied estimates of future events.

Accounting policy – depreciation

Plant and equipment are depreciated on a straight-line basis over their useful lives. The useful lives used for each class of asset are:

CLASS OF ASSET	USEFUL LIFE
Plant and equipment	2 to 5 years
Computers and office equipment	2 to 5 years
Furniture and fittings	2 to 5 years

Judgements and estimates that are material to the Financial Statements are disclosed in the following Notes:

Note 2	Revenue and income
Note 5	Trade and other receivables
Note 6	Loans and advances
Note 7	Intangible assets
Note 15	Financial instruments
Note 16	Financial risk management
Note 23	Share-based compensation

New and amending accounting standards

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

New and amending accounting standards that are not yet mandatory have not been early adopted.

The accounting policies of the Consolidated Entity have been consistently applied at 30 June 2025.

Enhanced communication

The Financial Statements have been prepared using principles of enhanced communication, including using simple descriptions and sentence structures, avoiding the use of boilerplate narratives, ranking information that highlights its importance, and presenting information in a suitable format to make it easier to understand.

Authorisation

The Financial Statements are authorised for issue by the Directors on 14 August 2025.

Notes to the Financial Statements continued

The Notes to the Financial Statements are arranged in five sections:

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Notes to the Financial Statements continued

PERFORMANCE

This section focuses on the Consolidated Entity's performance and returns to shareholders for the year ended 30 June 2025.

Note 1. Segment information

Reportable segments

REPORTABLE SEGMENT	DESCRIPTION
Home Loans and Asset Finance	Offering home loans to assist clients wishing to purchase a property or consolidate their debt; and asset finance to SMEs wishing to purchase a vehicle and business-critical equipment.
Personal Loans	Offering car loans to assist clients wishing to purchase a motor vehicle and unsecured personal loans to assist clients for any approved purpose.
Other	Including the Services division, parent entity services and intercompany investments, balances and transactions, which are eliminated upon consolidation.

Segment information

The results of the reportable segments are reconciled to the Consolidated Entity's financial information as follows:

Operating Segments

	HOME LOAN & ASSET FINANCE		PERSONAL LOANS		OTHERS		CONSOLIDATED TOTAL	
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$
Revenue and Income:								
Fees from services	978,224	610,031	50,714	96,037	6,346,361	8,558,651	7,375,299	9,264,719
Finance income	78,659,060	65,532,955	36,865,782	25,891,973	189,792	292,969	115,714,634	91,717,897
Finance expense	(45,714,760)	(40,771,214)	(13,087,634)	(8,446,456)	(21,265)	339,590	(58,823,659)	(48,878,080)
Net finance income	32,944,300	24,761,741	23,778,148	17,445,517	168,527	632,559	56,890,975	42,839,817
Total operating income	33,922,524	25,371,772	23,828,862	17,541,554	6,514,888	9,191,210	64,266,274	52,104,536
Corporate costs	(14,746,905)	(12,806,005)	(12,716,301)	(8,552,172)	(6,871,619)	(11,038,419)	(34,334,825)	(32,396,596)
Depreciation and amortisation	(810,460)	(798,561)	(380,982)	(555,157)	(383,866)	(300,274)	(1,575,308)	(1,653,992)
Impairment expense	(8,725,353)	(3,299,314)	(3,417,863)	(2,126,152)	(35,657)	(54,233)	(12,178,873)	(5,479,699)
Segment profit before tax	9,639,806	8,467,892	7,313,716	6,308,073	(776,254)	(2,201,716)	16,177,268	12,574,249
Income tax (expense)/benefit	(3,096,635)	(2,445,099)	(1,907,666)	(1,887,074)	(4,361)	582,147	(5,008,662)	(3,750,027)
Profit for the year	6,543,171	6,022,794	5,406,050	4,421,000	(780,615)	(1,619,572)	11,168,606	8,824,222
Segment assets	759,360,805	691,783,075	199,870,610	149,906,025	53,132,080	53,679,275	1,012,363,495	895,368,375
Reclassification *							(30,941,925)	(28,227,893)
Total Assets							981,421,570	867,140,482

* Eliminations are related to intercompany balances.

Each reportable segment accounts for transactions consistently with the Consolidated Entity's accounting policies.

Centrally incurred costs for shared services are allocated between segments based on operating income.

Notes to the Financial Statements continued

Note 2. Revenue and income

Fees from services

Fees from services comprise fees from contracts with customers for personal insolvency services.

Revenue is recognised at an amount that reflects the consideration to which the Consolidated Entity is expected to be entitled ("the transaction price") in exchange for transferring distinct performance obligations to clients as follows:

SERVICE	FEES	PERFORMANCE OBLIGATIONS	REVENUE RECOGNITION
Debt agreements and informal arrangements	Application fees and administration fees	Performance obligations comprises two distinct services: (1) Initial service to prepare debt proposal for consideration by the creditors and the Australia Financial Security Authority; and (2) Monthly or periodic activities that include setting up the debt agreement or informal arrangement, managing and collecting debtor payments and agreement variations, calculating and distributing dividends to creditors and periodic reporting to creditors and the Australian Financial Security Authority.	Revenue is recognised as follows: (1) The initial service at a point in time when the debt proposal is completed; and (2) Over time when the monthly or periodic activities are delivered. The total consideration in the contract is collected over the contract term.
Bankruptcy and personal insolvency agreements	Trustee fees	Estate administration	Recognised over time as work progresses and time is billed.

Application of accounting policy

For each contract with a customer, the Consolidated Entity identifies the contract with a customer, identifies the performance obligations in the contract, determines the transaction price including an estimate of any variable consideration, allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct service to be delivered, and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the services promised.

Judgements

When applying the revenue recognition accounting policy to debt agreements and informal arrangements, management have determined that:

- The stand-alone selling price of the initial service is based on the Consolidated Entity's set up costs using a gross-plus margin approach.
- The monthly or periodic activities represent a series of distinct services that are substantially the same – revenue is recognised using an output method based on the numbers of time periods (e.g. months) to be provided over the term of the contract. Revenue for these services is recognised substantially in line with the pattern of collection of cash from the debtor's monthly or periodic cash payments.

Goods & Services Tax (GST)

The Consolidated Entity is liable for GST when the consideration for the application and administration service provided is received, and recognises the GST liability at this point.

Notes to the Financial Statements continued

Note 2. Revenue and income (continued)

Fees from services continue

Unsatisfied performance obligations

The aggregate amount of the transaction price allocated to debt agreement and informal arrangement administration services that are unsatisfied is \$1,949,790 as at 30 June 2025 (\$4,127,366 as at 30 June 2024) and is expected to be recognised as revenue in future periods as follows:

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Within 12 months	894,815	1,097,460
12 to 24 months	527,787	937,734
24 to 36 months	157,919	451,942
36 to 60 month	369,269	1,640,230
	1,949,790	4,127,366

Unrecoverable payments

When a debtor is behind in their monthly or periodic payments, the Consolidated Entity continues to recognise the revenue that it is entitled to collect for services transferred, but that may not be recoverable. Impairment is assessed as outlined in Note 5.

Contract liability

When a debtor pays in advance of their monthly payment, the Consolidated Entity recognises a Contract Liability in the Statement of Financial Position to recognise the collection of an amount that represents the obligation to provide the future services associated with the advance collection.

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Current contract liability	13,602	38,571
Non-current contract liability	5,556	13,904
Contract liability	19,158	52,475
Reconciliation of the carrying amount:		
Opening balance	52,475	286,197
Payments received in advance	12,664	8,113
Transfer to revenue – included in the opening balance	(45,981)	(241,835)
	19,158	52,475

Notes to the Financial Statements continued

Note 2. Revenue and income (continued)

Net finance income

Finance income comprises interest income and finance fee income:

- Interest income is recognised using the effective interest method over the life of the loan, taking into account all income and expenditure directly attributable to the origination of the loan.
- Finance fee income include fees other than those that are an integral part of effective interest method and include loan fees paid by the customer such as application fee, settlement fee, discharge fee and post-settlement fees. The performance obligation for these fees is met at a point in time when the fee is charged to the customer and revenue is recognised.
- Net finance income is presented net of finance costs, which comprise interest expense on borrowings using the effective interest method.

Disaggregation of revenue

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Fees from services		
– Personal insolvency	7,133,654	8,969,937
– Refinance broking	108,757	158,630
– Other services	132,888	136,152
Total revenue	7,375,299	9,264,719
Finance income		
– Home loan assets	36,087,113	35,709,203
– Personal loan assets	36,865,782	25,891,973
– Asset finance assets	42,571,947	29,823,752
– Other interest income	189,792	292,969
	115,714,634	91,717,897
Finance expense		
– Interest expense – home loan facilities	(24,034,187)	(24,867,255)
– Interest expense – personal loan facilities	(13,087,634)	(7,993,257)
– Interest expense – asset finance facilities	(21,680,572)	(15,903,959)
– Interest expense – other lending facilities	(21,266)	(113,609)
	(58,823,659)	(48,878,080)
Net finance income	56,890,975	42,839,817
Total operating income	64,266,274	52,104,536
Finance income comprises:		
Interest income on financial assets measured at amortised cost	99,592,565	79,850,150
Effective yield interest income on financial assets measured at amortised cost	2,124,202	653,419
Finance fee income	13,997,867	11,214,328
Finance income	115,714,634	91,717,897

Notes to the Financial Statements continued

Note 3. Impairment expense

CONSOLIDATED ENTITY		
	2025 \$	2024 \$
Bad Debts & Recovery – Home loans	–	–
Bad Debts & Recovery – Car loans	1,975,498	896,306
Bad Debts & Recovery – Asset finance	3,572,222	3,662,860
Bad Debts & Recovery – other loans	698,550	648,155
Change in expected credit loss provision – Loans	5,896,946	218,144
Subtotal of impairment expense – Loans	12,143,216	5,425,465
Bad Debt & Recovery – Services	1,092,868	107,640
Change in doubtful debt provision – Services	(1,057,211)	(53,407)
Subtotal of impairment expense – Services	35,657	54,233
Total impairment expense	12,178,873	5,479,698

Financial assets are written off when there is no reasonable expectation of recovery. This assessment is generally made when the Consolidated Entity determines that the borrower does not have assets or source of income that could generate sufficient cash flows to repay the outstanding amounts. Despite being written off, the Consolidated Entity continues to pursue enforcement activities to recover the receivables. Any subsequent recoveries are recognised in profit or loss when received.

The movement in the expected credit loss (ECL) provision reflects changes in the composition of financial receivables during the year (refer to Note 16). This movement is driven by the growth in the receivables portfolio, changes in the modelled expected credit loss, and the impact of macroeconomic conditions.

The change in the provision for doubtful debt on services receivables reflects updated recovery assumptions and a reassessment of collectability based on historical recovery rates and current expectations.

Note 4. Earnings per share

The Consolidated Entity calculated basic and diluted earnings per share as follows:

CONSOLIDATED ENTITY		
	2025 \$	2024 \$
Total Earnings per share for profit		
Total profit attributable to the members of the parent for the year (\$)	10,519,990	7,345,994
	NUMBER	NUMBER
Weighted average number of ordinary shares used in calculating basic earnings per share	121,416,742	121,345,588
Weighted average number of ordinary shares used in calculating diluted earnings per share	121,416,742	121,345,588
Basic earnings per share (cents)	8.66	6.05
Diluted earnings per share (cents)	8.66	6.05

Notes to the Financial Statements continued

ASSETS

This section focuses on the financial assets that the Consolidated Entity requires to operate its business.

Note 5. Trade and other receivables

Receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for impairment using the expected credit loss method. Details of the Consolidated Entity's credit risk is included in Note 16.

Trade and other receivables comprise:

RECEIVABLE TYPE	DESCRIPTION	APPROACH TO IMPAIRMENT
Debt agreement and Informal arrangement receivables	Receivables are receipted on a pro rata basis, in parity with other parties to the debt proposal throughout the debt proposal administration period (contract term), which is generally 2 to 5 years.	Debts which are known to be uncollectable are written off by reducing the carrying amount directly. Impairment allowances are estimated through an assessment of the receivables on a collective (portfolio) basis based on historical collections data and losses incurred.
Bankruptcy and personal insolvency agreement receivables	Receivables are receipted on a pro rata basis, in accordance with statutory approval of trustee remuneration, throughout the administration period, which is generally 3 years.	Debts which are known to be uncollectable are written off by reducing the carrying amount directly. Impairment allowances are estimated through an assessment of the receivables on both collective (portfolio) basis based on historical loss incurred, and also adjusted by individual matter assessment on an ongoing basis.
Sundry receivables	Other receivables.	Impairment of other trade and sundry receivables is assessed on an individual basis with regard to the credit quality of the debtor, payment history and any other information available. These debtors are assessed as being in arrears where they do not pay on their invoice terms and where the terms of this payment have not been re-negotiated.

Notes to the Financial Statements continued

Note 5. Trade and other receivables (continued)

CONSOLIDATED ENTITY		
	2025 \$	2024 \$
Current		
Trade receivables	11,096,970	12,556,746
Provision for impairment	(272,665)	(1,299,121)
	10,824,305	11,257,625
Non-current		
Trade receivables	146,332	401,007
Provision for impairment	(14,620)	(45,374)
	131,712	355,633
Total	10,956,017	11,613,258
The movement in the provision for impairment		
Opening balance	1,344,495	1,397,902
Provision for impairment recognised	252,374	246,797
Unused provision reversed	(220,820)	(201,906)
Bad debts	(1,088,764)	(98,298)
Closing balance	287,285	1,344,495
Aging analysis – Trade and other receivables		
Not past due	9,993,036	10,128,219
Past due	1,250,266	2,829,534
Total	11,243,302	12,957,753

Notes to the Financial Statements continued

Note 6. Loans and advances

Receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the statement of profit and loss and other comprehensive income when the loans and advances are derecognised or impaired.

The Company has adopted AASB 9 and adopted a forward looking “expected credit loss (ECL)” model to determine the potential future impairment of loans and advances. Impairment policy of loans and advances are included in Note 15. Loans in hardship are not considered past due in the following aging analysis.

Loans and advances comprise:

CONSOLIDATED ENTITY								
	HOME LOAN ASSETS		PERSONAL LOAN ASSETS		ASSET FINANCE ASSETS		TOTAL	
	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$	2025 \$	2024 \$
Non-securitised financing assets	385,563,008	395,502,361	116,672,799	149,346,102	220,663,422	261,890,402	722,899,229	806,738,865
Securitised financing assets	–	–	77,449,888	–	122,862,335	–	200,312,223	–
Total financing assets	385,563,008	395,502,361	194,122,687	149,346,102	343,525,757	261,890,402	923,211,452	806,738,865
Provision for impairment	(269,464)	(399,764)	(2,830,903)	(2,087,088)	(8,095,419)	(2,811,988)	(11,195,786)	(5,298,840)
	385,293,544	395,102,597	191,291,784	147,259,014	335,430,338	259,078,414	912,015,666	801,440,025
Security								
Weighted average loan to valuation ratio	64%	64%	n/a	n/a	n/a	n/a		
Interest rate type	Variable	Variable	Fixed	Fixed	Fixed	Fixed		
Aging analysis								
Not past due	317,140,877	329,755,742	174,855,757	134,872,889	308,359,130	232,707,525	800,355,764	697,336,156
Past due 0 – 30 days	48,624,768	49,045,881	12,169,089	9,424,234	14,627,005	20,671,820	75,420,862	79,141,935
Past due 30 days	19,797,364	16,700,738	7,097,840	5,048,979	20,539,622	8,511,057	47,434,826	30,260,774
Total	385,563,009	395,502,361	194,122,686	149,346,102	343,525,757	261,890,402	923,211,452	806,738,865
Maturity analysis								
Amounts to be received in less than 1 year	6,392,431	6,200,196	44,368,112	33,286,150	89,233,804	71,583,136	139,994,347	111,069,482
Amounts to be received in greater than 1 year	379,170,578	389,302,165	149,754,574	116,059,952	254,291,953	190,307,266	783,217,105	695,669,383
	385,563,009	395,502,361	194,122,686	149,346,102	343,525,757	261,890,402	923,211,452	806,738,865
The movement in the provision for impairment								
Opening balance	399,764	872,840	2,087,088	1,505,397	2,811,988	2,702,459	5,298,840	5,080,696
(Decrease)/Increase in provision	(130,300)	(473,076)	2,200,346	1,464,640	8,410,503	3,077,378	10,480,549	4,068,942
Bad debts	–	–	(1,456,531)	(882,949)	(3,127,072)	(2,967,849)	(4,583,603)	(3,850,798)
Closing balance	269,464	399,764	2,830,903	2,087,088	8,095,419	2,811,988	11,195,786	5,298,840

Notes to the Financial Statements continued

Note 7. Intangible assets

Goodwill

Goodwill comprises an amount of \$345,124 that is the amount by which the purchase price for the business of FSA Australia Pty Ltd and its controlled entities exceeded the fair value attributed to its net assets at date of acquisition by the parent company.

Goodwill comprises an amount of \$10,421,199 that is the amount by which the purchase price for the business of Azora Finance Pty Ltd and its controlled entities exceeded the fair value attributed to its net assets and separately identifiable intangible assets at date of acquisition by Azora Finance Group Pty Ltd.

Goodwill is tested annually for impairment and carried at cost less accumulated impairment losses. Goodwill has indefinite life therefore no amortisation was recorded.

Software

Software is measured on the basis of the cost of acquisition or development of software less subsequent accumulated amortisation and accumulated impairment losses.

Software is tested for impairment only if there is an indication that the carrying amount of the software may be impaired. Software is amortised over 2 – 5 years in accordance with the effective life of the software.

Customer relationships

Customer relationships were recognised for the future economic benefits expected from the use of existing customers through the operation of the wholesale rental finance business. Customer relationships are measured by using the multi period excess earnings methodology from the cash flow that can be generated by the existing customer relationships, less subsequent accumulated amortisation and accumulated impairment losses.

Customer relationships are tested for impairment annually and carried at fair value less accumulated amortisation and impairment losses. Customer relationships are amortised over 5 years in accordance with the business strategy.

Notes to the Financial Statements continued

Note 7. Intangible assets (continued)

Broker network

Broker network were recognised for the future economic benefits expected from the use of the broker network in the operation of the asset finance business. Broker network are measured by using the multi period excess earnings methodology from the loans that are expected to be referred by the broker network. Broker network are amortised over 6 years.

CONSOLIDATED ENTITY		
	2025 \$	2024 \$
Goodwill	10,766,323	10,766,323
Less: Impairment	–	–
	10,766,323	10,766,323
Software at cost	7,831,694	7,356,567
Less: Accumulated amortisation	(6,122,328)	(5,372,733)
	1,709,366	1,983,834
Customer relationships at cost	366,000	366,000
Less: Accumulated amortisation	(280,600)	(207,400)
	85,400	158,600
Broker network at cost	2,097,000	2,097,000
Less: Accumulated amortisation	(1,339,750)	(990,250)
	757,250	1,106,750
	13,318,339	14,015,507

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

CONSOLIDATED	GOODWILL	SOFTWARE	CUSTOMER RELATION- SHIPS	BROKER NETWORK	TOTAL
Balance at cost	10,766,323	7,356,567	366,000	2,097,000	20,585,890
Amortisation expense	–	(5,372,733)	(207,400)	(990,250)	(6,570,383)
Balance at 1 July 2024	10,766,323	1,983,834	158,600	1,106,750	14,015,507
Additions	–	475,127	–	–	475,127
Amortisation expense	–	(749,595)	(73,200)	(349,500)	(1,172,295)
Balance at 30 June 2025	10,766,323	1,709,366	85,400	757,250	13,318,339

Notes to the Financial Statements continued

Note 7. Intangible assets (continued)

Impairment testing

Goodwill acquired through business combinations have been allocated to the following cash-generating units:

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
FSA Australia Pty Ltd	345,124	345,124
Azora Finance Pty Ltd	10,421,199	10,421,199
	10,766,323	10,766,323

The recoverable amount of goodwill attributable to the Asset Finance CGU, is determined based on a value-in-use calculation using a discounted cash flow model, based on a 2 year projection period approved by management and extrapolated for a further 3 years using a steady rate, together with a terminal value.

Key assumptions are those to which the recoverable amount of CGU is most sensitive. The following key assumptions were used in the discounted cash flow model for the Asset Finance CGU:

- 12% (2024: 12%) after-tax discount rate;
- 5% (2024: 5%) per annum projected new origination growth rate; and
- 3% (2024: 3%) per annum increase in operating costs and overheads.

The discount rate of 12% after-tax reflects management's estimate of the time value of money and the Consolidated Entity's weighted average cost of capital adjusted for the Asset Finance division, the risk free rate and the volatility of the share price relative to market movements.

Management believes the projected 5% new origination growth rate is prudent and justified, based on the growth of the asset finance market.

The Directors have assessed that, the carrying value of goodwill attributable to the original investment by the parent company in FSA Australia CGU and its controlled entities does not exceed the recoverable amount of this balance at reporting date.

The Directors have determined that there are no reasonable changes in the key assumptions on which the recoverable amounts of goodwill are based, for either Asset Finance CGU or FSA Australia CGU, which would cause the carrying amount to exceed the recoverable amount.

Notes to the Financial Statements continued

LIABILITIES

This section focuses on the Consolidated Entity's financial liabilities.

Note 8. Trade and other payables

Trade payables and other payables are carried at amortised cost which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the Consolidated Entity.

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Unsecured trade payables	1,132,782	637,171
Employee benefits payables and accruals	2,735,124	2,588,204
Sundry payables and accruals	412,871	382,523
	4,280,777	3,607,898

Note 9. Leases

The Consolidated Entity leases its office premises. The Consolidated Entity adopted AASB 16 *Leases* on 1 July 2019. The lease liability on initial recognition is measured at the present value of the contractual payments due to the lessor over the lease term of 10 years, with the discount rate determined at the Consolidated Entity's incremental borrowing rate on the commencement of the lease.

The right-of-use asset is depreciated over the lease term. The lease liability is accounted for using an effective interest method.

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Right-of-use assets		
Property	11,905,812	11,878,700
Accumulated amortisation	(6,087,124)	(4,823,153)
	5,818,688	7,055,547
Lease liabilities		
Current	1,111,099	1,100,194
Non-current	5,828,443	7,010,453
	6,939,542	8,110,647

Additions of the right-of-use assets during the year ended 30 June 2025 were \$27,112.

Notes to the Financial Statements continued

Note 9. Leases (continued)

Amounts recognised in profit or loss

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Depreciation charge of right-of-use assets	1,263,972	1,261,147
Interest expense (included in finance cost)	275,939	309,545
Operating rental expense	223,618	329,422
Rental on previous office premises (short-term)	15,471	33,813
	1,779,000	1,933,927

Note 10. Provisions

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

Employee benefits

A provision has been recognised for employee benefits relating to annual leave and long service leave.

As at 30 June 2025, the Consolidated Entity employed 95 full-time equivalent employees (2024: 96) plus a further 6 independent contractors (2024: 6).

Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave with no rights to defer settlements within 12 months of the reporting date are recognised in current liabilities.

Long-term employee benefits

The amount presented as non-current liabilities have an unconditional right to defer settlement. For amounts due more than 12 months after the reporting date; these are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Employee benefits – current	3,170,134	2,875,650
Employee benefits – non-current	362,907	346,334
	3,533,041	3,221,984

Notes to the Financial Statements continued

EQUITY AND BORROWINGS

This section focuses on the Consolidated Entity's capital structure and borrowing activities.

Note 11. Share capital

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Share capital		
Balance 1 July	2,493,454	2,493,454
Add shares issued during year	3,441,000	–
Balance 30 June	5,934,454	2,493,454
ORDINARY SHARES	NUMBER	NUMBER
Balance 1 July	121,345,588	121,345,588
Add shares issued during year	3,700,000	–
Balance 30 June	125,045,588	121,345,588

Note 12. Reserves

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Other reserve – business combination	10,320,000	10,320,000
Class share reserve	731,314	540,538
Long Term Incentive Plan share reserve	(5,469,000)	(2,028,000)
Long Term Incentive Plan share valuation reserve	153,871	110,005
Balance 30 June	5,736,185	8,942,543

Notes to the Financial Statements continued

Note 13. Dividends

Dividends are recognised when declared during the financial year and at the discretion of the Company. Dividends recognised in the current financial period by FSA Group Limited are:

FINANCIAL YEAR 2025	VALUE PER SHARE \$	TOTAL AMOUNT	FRANKED	DATE OF PAYMENT
Final – ordinary	0.035	\$4,247,097	100%	9-Sep-24
Interim – ordinary	0.035	\$4,247,098	100%	11-Mar-25

FINANCIAL YEAR 2024	VALUE PER SHARE \$	TOTAL AMOUNT	FRANKED	DATE OF PAYMENT
Final – ordinary	0.035	\$4,247,097	100%	31-Aug-23
Interim – ordinary	0.035	\$4,247,098	100%	15-Mar-24

14 August 2025, the Directors declared a fully franked final dividend for the year ended 30 June 2025 of 3.50 cents per ordinary share. This brings the full year dividend to 7.00 cents per ordinary share.

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Franking credits		
Franking credits available at the reporting date based on a tax rate of 30%	27,228,304	28,716,676
Franking credits that will arise from the payment/(expected refund) of the amount of the provision for income tax at the reporting date based on a tax rate of 30%	359,531	(58,065)
Franking credits available for subsequent financial years based on a tax rate of 30%	27,587,835	28,658,611

Notes to the Financial Statements continued

Note 14. Borrowings

Borrowings comprise:

BORROWINGS	FACILITY TYPE	PROVIDER	LIMIT	MATURITY DATE	DRAWN	SECURITY
Home loans	Non-recourse warehouse	Westpac	\$400m	Oct-27	\$353m	This facility is secured against current and future home loan assets of Azora Home Loans Warehouse Trust 1.
		Institutional	\$29m	Oct-27	\$27m	
Personal loans	Non-recourse warehouse	Westpac	\$125m	Apr-26	\$61m	This facility is secured against current and future personal loan assets of the Azora Personal Loans Warehouse Trust 1.
		Institutional	\$43M	Apr-26	\$16m	
Asset Finance	Non-recourse warehouse	Bank	\$180m	Apr-26	\$154m	This facility is secured against current and future asset finance assets of the Azora Warehouse Trust No.1.
		Institutional	N/A	Apr-26	\$48m	
Personal loans & Asset Finance	Securitised	Institutional	N/A	May-33	\$197m	This facility is secured against current and future personal loan assets and asset finance assets of the Azora ABS 2024-1P Trust.
FSA Group Ltd	Corporate	Westpac	\$15m	Mar-26	\$0m	This facility is secured by a fixed and floating charge over the assets of FSA Group Limited and its controlled entities.

CONSOLIDATED ENTITY		
	2025 \$	2024 \$
Unsecured		
Credit cards	111,985	508,461
Secured		
Non-recourse borrowings to finance personal loan assets	77,454,999	107,165,575
Non-recourse borrowings to finance home loan assets	381,160,475	387,194,842
Non-recourse borrowings to finance asset finance assets	202,333,853	253,097,621
Asset-backed securities to finance personal loan and asset finance assets	197,808,540	–
	858,757,867	747,458,038
	858,869,852	747,966,499
The carrying amounts of assets pledged as security are:		
Personal loan assets	191,244,002	146,853,649
Home loan assets	397,148,777	405,619,353
Asset finance assets	347,042,156	272,307,723
	935,434,935	824,780,725

Notes to the Financial Statements continued

Note 15. Financial instruments

The Consolidated Entity undertakes transactions in a range of financial instruments, the risks associated with those financial instruments and recognition are as follows:

FINANCIAL INSTRUMENT	TYPE OF INSTRUMENTS	RISKS	RECOGNITION
Non-derivative financial instruments	Cash and cash equivalents	Credit risk & Market risk	Non-derivative financial instruments (other than lease liabilities reported in Note 9) are recognised initially at fair value plus adjusted for any directly attributable transaction costs. Subsequent to initial recognition, non-derivative financial instruments are measured at amortised cost using the effective interest rate method. Financial assets are reduced by the estimated of expected credit losses.
	Trade and other receivables		
	Loans and advances		
	Other financial assets		
	Trade and other payables	Liquidity risk & Market risk	
	Lease liabilities		
	Short-term loans		
	Warehouse facilities		
Securitised facilities			
Derivative financial instruments	Interest rate swap contracts	Market risk	Derivative financial instruments are recognised initially at fair value on the date a derivative contract is entered into and are subsequently remeasured at fair value at each reporting date. The fair value of interest rate swaps are determined by discounting future cash flows based on the terms and maturity of each contract and using market interest rate for a similar instrument at the measurement date. The fair value of the derivative instrument, including both the effective and ineffective portion, is recognised on the balance sheet as either a derivative financial asset or a derivative financial liability.

Notes to the Financial Statements continued

Note 15. Financial instruments (continued)

These financial instruments represented in the Statement of Financial Position are categorised under AASB 9 *Financial Instruments: Recognition and Measurement* as follows:

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Financial Assets		
Cash and cash equivalents	4,177,676	5,353,021
Restricted cash for SPV loans	26,926,884	22,407,527
Trade and other receivables	10,956,017	11,613,258
Loans and advances	912,015,666	801,440,025
Assets and receivables at amortised cost	954,076,243	840,813,831
Financial Liabilities		
Payables at amortised cost	4,280,777	3,607,898
Financing liabilities	858,869,852	747,966,499
Payables at amortised cost	863,150,629	751,574,397
Assets and liabilities measured at fair value through OCI:		
Derivatives – Interest rate swap contracts	3,030,230	–

Notes to the Financial Statements continued

Note 16. Financial risk management

The Board of Directors has overall responsibility for the establishment and oversight of the risk management framework through the work of the Audit & Risk Management Committee. The Audit & Risk Management Committee is responsible for developing and monitoring risk management policies. The Chairman of the Audit & Risk Management Committee reports to the Board of Directors on its activities. Risk management procedures are established by the Audit & Risk Management Committee and carried out by management to identify and analyse the risks faced by the Consolidated Entity and to set controls and monitor risks.

Credit risk

Credit risk is the risk of financial loss to the Consolidated Entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Consolidated Entity does not have any material credit risk exposure to any single debtor or group of debtors under financial instruments entered into by the Consolidated Entity.

TYPE OF INSTRUMENTS	SECURITY	RISK MANAGEMENT
Personal insolvency receivables	Unsecured	Debtors are assessed for serviceability and affordability prior to inception of each agreement
Personal loan assets	Unsecured Motor vehicle	Credit and lending policies have been established for all lending operations whereby each new borrower is analysed individually for creditworthiness and serviceability prior to the Consolidated Entity doing business with them.
Home loan assets	Residential property	
Asset finance assets	Vehicle and business equipment	This includes where applicable credit history checks and affordability assessment and, in the case of lending activities, confirming the existence and title of the security, and assessing the value of the security provided.

Impairment of financial assets

The Consolidated Entity adopted a forward looking “expected credit loss (ECL)” model to determine the potential future impairment of loans and advances. The Consolidated entity’s credit risk assessment process is designed to be dynamic and responsive, adjusting ECL estimates to reflect shifts in the economic environment, credit policy modifications, and recovery processes. Management considered four key macroeconomic assumptions (unemployment rate, property price index, interest rate, Australian GDP) and how it will impact the performance of the portfolio.

The ECL model for loans and advances measured at amortised cost is determined with reference to three stages of the assets:

ASSET STAGE	STAGE 1	STAGE 2	STAGE 3	STAGE 3
Method	Collective	Collective	Collective	Specific
Staging Criteria	In order or less than 30 days past due	30 days past due	90 days past due	Formal recovery
Impairment assessment	No increase in credit risk	Increase in credit risk	Credit impaired	Credit impaired
Impairment recognition	12 months ECL	Life time ECL	Life time ECL	Life time ECL

Expected Credit Losses (ECL) represent a probability-weighted estimate of credit losses. The primary components used in calculating ECL are as follows:

- Probability of Default (PD): The likelihood of default, applied to each underlying exposure.
- Loss Given Default (LGD): The anticipated loss rate upon default, determined based on historical loss performance of loans and advances, adjusted for the Consolidated Entity’s evaluation of current macroeconomic conditions, historical experience, and informed credit assessments.
- Exposure at Default (EAD): The projected loan exposure at the time of default.

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

The following table summarises the loans and advances and the expected credit loss by stage and risk category:

	STAGE 1 COLLECTIVE	STAGE 2 COLLECTIVE	STAGE 3 COLLECTIVE	STAGE 3 SPECIFIC	TOTAL
Maximum exposure to credit risk					
Balance as at 30 June 2025					
Loans and advances					
Home loan lending	365,758,380	12,311,266	7,493,362	–	385,563,008
Personal loan lending	186,214,135	3,476,844	2,210,014	2,221,694	194,122,687
Asset finance lending	323,352,043	5,079,042	7,092,367	8,002,305	343,525,757
Total	875,324,558	20,867,152	16,795,743	10,223,999	923,211,452
Balance as at 30 June 2024					
Loans and advances					
Home loan lending	367,266,238	19,901,131	8,334,993	–	395,502,362
Personal loan lending	142,201,695	4,211,785	1,368,769	1,563,852	149,346,101
Asset finance lending	251,544,764	4,976,965	3,014,456	2,354,217	261,890,402
Total	761,012,697	29,089,881	12,718,218	3,918,069	806,738,865
Expected credit loss					
Balance as at 30 June 2025					
Loans and advances					
Home loan lending	200,187	27,084	42,193	–	269,464
Personal loan lending	788,324	479,246	585,003	978,330	2,830,903
Asset finance lending	860,376	537,395	1,691,235	5,006,413	8,095,419
Total	1,848,887	1,043,725	2,318,431	5,984,743	11,195,786
Balance as at 30 June 2024					
Loans and advances					
Home loan lending	187,326	132,951	79,488	–	399,765
Personal loan lending	773,646	426,842	202,235	684,364	2,087,087
Asset finance lending	801,847	293,222	348,446	1,368,473	2,811,988
Total	1,762,819	853,015	630,169	2,052,837	5,298,840

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

Credit risk concentration

The following table summarises the credit risk concentration on loans and advances across the different states:

CONCENTRATION BY REGION		2025		2024	
LOAN BALANCES		\$	%	\$	%
New South Wales	265,903,888		28.8%	234,577,707	29.1%
Victoria	209,173,426		22.7%	194,610,528	24.1%
Queensland	244,307,122		26.5%	215,951,208	26.8%
Western Australia	115,683,704		12.5%	83,609,251	10.4%
South Australia	52,399,169		5.7%	44,219,099	5.5%
Tasmania	17,429,688		1.9%	16,464,694	2.0%
Northern Territory	4,945,945		0.5%	4,374,947	0.5%
ACT	13,368,510		1.4%	12,931,431	1.6%
Total	923,211,452		100%	806,738,865	100.0%

CONCENTRATION BY REGION		2025		2024	
EXPECTED CREDIT LOSS		\$	%	\$	%
New South Wales	3,657,758		32.7%	1,649,482	31.1%
Victoria	2,977,193		26.6%	1,285,964	24.3%
Queensland	2,860,480		25.5%	1,650,255	31.1%
Western Australia	773,132		6.9%	381,363	7.2%
South Australia	471,361		4.2%	164,865	3.1%
Tasmania	161,530		1.4%	84,681	1.6%
Northern Territory	127,156		1.1%	18,878	0.4%
ACT	167,176		1.5%	63,352	1.2%
Total	11,195,786		100%	5,298,840	100.0%

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

The Consolidated Entity monitors the collection and performance of the loans and advances closely. The Consolidated Entity adopted the AASB 9 presumption that there is significant increase in credit risk when contractual payments are more than 30 days past due, and a receivable is credit impaired when contractual payments are more than 90 days past due. The loans and advances balances under each past due status is illustrated below:

ANALYSIS OF LOANS AND ADVANCES BY PAST DUE DATE	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Loan and advance balances		
Loans 0 day and less than 30 days in arrears	875,776,626	776,478,091
Loans 30 days and less than 90 days in arrears	20,266,402	14,482,628
Loans great than 90 days in arrears	27,168,424	15,778,146
Total	923,211,452	806,738,865
Expected credit loss		
Loans 0 day and less than 30 days in arrears	1,944,108	1,950,690
Loans 30 days and less than 90 days in arrears	1,335,088	910,195
Loans great than 90 days in arrears	7,916,590	2,437,955
Total	11,195,786	5,298,840

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

Movement in credit exposures and provision for impairment

	STAGE 1 COLLECTIVE	STAGE 2 COLLECTIVE	STAGE 3 COLLECTIVE	STAGE 3 SPECIFIC	TOTAL
PROVISION FOR IMPAIRMENT LOSSES	\$	\$	\$	\$	\$
Balance as at 1 July 2024	1,762,819	853,015	630,169	2,052,837	5,298,840
Transfer to stage 1	675,697	(397,558)	(145,286)	(132,853)	–
Transfer to stage 2	(34,881)	96,336	(41,879)	(19,576)	–
Transfer to stage 3	(30,007)	(85,324)	139,916	(24,585)	–
Transfer to stage 3 specific	(37,889)	(123,682)	(107,638)	269,209	–
Net transfer between stages	572,920	(510,228)	(154,887)	92,195	–
Net re-measurement on transfer between stages	(657,015)	618,124	1,813,687	4,822,329	6,597,125
Impact from net repayment & interest for the period	(650,402)	1,719	42,291	(23,169)	(629,561)
New loans originated	1,075,043	254,899	279,718	531,771	2,141,431
Impact from financial assets that have been de-recognised during the period	(254,478)	(173,804)	(292,547)	(1,491,220)	(2,212,049)
Balance as at 30 June 2025	1,848,887	1,043,725	2,318,431	5,984,743	11,195,786
Credit exposure					
Balance as at 1 July 2024	761,012,697	29,089,881	12,718,218	3,918,069	806,738,865
Net receivables transfer between stages	(15,933,105)	(2,594,767)	7,536,673	7,622,742	(3,368,457)
Net repayments & interest for the period	(79,655,020)	(134,430)	69,916	17,364	(79,702,170)
New loans originated	347,419,863	3,089,482	2,653,219	1,231,634	354,394,198
Financial assets that have been de-recognised during the period	(137,519,877)	(8,583,014)	(6,182,283)	(2,565,810)	(154,850,984)
Balance as at 30 June 2025	875,324,558	20,867,152	16,795,743	10,223,999	923,211,452

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

Liquidity risk

Liquidity risk is the risk that the Consolidated Entity will not be able to meet its financial obligations as they fall due.

TYPE OF INSTRUMENTS	RISK MANAGEMENT	ASSESSMENT
Trade and other payables Lease liabilities Short-term loans	<p>The Consolidated Entity's approach in managing liquidity is to ensure that it will always have sufficient liquidity to meet its liabilities when due without incurring unacceptable losses or risking damage to the Consolidated Entity's reputation.</p> <p>The Consolidated Entity's liquidity risk management policies include cash flow forecasting, which is reviewed and monitored monthly by management as part of the Consolidated Entity's master budget and having access to funding through facilities</p>	The Directors are satisfied that The Consolidated Entity will be able to meet its financial obligations as they fall due.
Bank loans Warehouse facilities Securitised facilities	The Consolidated Entity is reliant on the renewal of existing facilities, the negotiation of new facilities, or the issuance of residential mortgage backed securities. Each facility is structured so that if it is not renewed or otherwise defaults there is only limited recourse to the Consolidated Entity.	The Directors are satisfied that an event of default in relation to the Consolidated Entity's facilities will not affect the Consolidated Entity's ability to continue as a going concern.

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

The contractual maturity of the Consolidated Entity's fixed and floating rate financial liabilities are as follows. The amounts represent the future undiscounted principal and interest cash flows.

CONSOLIDATED ENTITY						
30 JUNE 2025						
	CARRYING AMOUNT \$	CONTRAC- TUAL CASH FLOWS \$	12 MONTHS OR LESS \$	1 TO 2 YEARS \$	2 TO 5 YEARS \$	5 TO 10 YEARS \$
Non-derivatives						
Trade and other payables	4,280,777	4,280,777	4,280,777	–	–	–
Interest bearing liabilities						
Leases	6,939,542	7,668,588	1,424,892	1,491,411	4,752,285	–
Other short-term loans	111,985	111,985	111,985	–	–	–
Warehouse facilities	660,949,326	735,006,565	235,036,973	25,466,019	474,503,572	–
Securitised facilities	197,808,540	217,324,259	68,460,796	48,616,094	100,247,369	–
Subtotal	865,809,393	960,111,397	305,034,646	75,573,524	579,503,226	–
Derivatives						
Interest rate swap contracts	3,030,230	3,123,735	1,296,267	1,362,378	465,969	(879)
Total	873,120,400	967,515,909	310,611,690	76,935,902	579,969,195	(879)
30 JUNE 2024						
Non-derivatives						
Trade and other payables	3,607,898	3,607,898	3,607,898	–	–	–
Interest bearing liabilities						
Leases	8,110,647	9,106,301	1,463,004	1,423,079	4,666,556	1,553,662
Other short-term loans	508,461	508,461	508,461	–	–	–
Warehouse facilities	747,458,037	803,233,943	691,597,517	111,636,426	–	–
Subtotal	759,685,043	816,456,603	697,176,880	113,059,505	4,666,556	1,553,662
Derivatives						
Interest rate swap contracts	–	–	–	–	–	–
Total	763,292,941	820,064,501	700,784,778	113,059,505	4,666,556	1,553,662

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

Market risk

Market risk is the risk that changes in market prices will affect the Consolidated Entity's income or the value of holdings in its financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return. Market risk of the Consolidated Entity is concentrated in interest rate risk.

TYPE OF INSTRUMENTS	RISK MANAGEMENT	ASSESSMENT
Home loans	Home loan assets are lent on variable interest rates and are financed by variable rate borrowings, which mitigate the Consolidated Entity's exposure to interest rate risk on these borrowings to an acceptable level. These borrowings are on a non-recourse basis to the Consolidated Entity.	The Consolidated Entity performs interest rate sensitivity analysis to assess the effect on profit after tax if interest rates had been 50 basis points (bps) higher or lower at reporting date, the impact on profit is estimated to be around \$1.5m to \$2.0m. This is because some of the borrowings are at a floating rate, while about 58% of the loans have a fixed rate.
Asset finance	Asset finance assets are lent on fixed interest rates and are financed by variable rate borrowings. Asset finance terms average around 3 to 5 years which mitigate the Consolidated Entity's exposure to interest rate risk on these borrowings. These borrowings are on a non-recourse basis to the Consolidated Entity.	
Personal loans	Personal loan assets are lent on fixed interest rates and are financed by variable rate borrowings. Personal loan terms average around 4 to 5 years which mitigate the Consolidated Entity's exposure to interest rate risk on these borrowings. These borrowings are on a non-recourse basis to the Consolidated Entity.	

Interest rate risk and Derivatives

The Consolidated Entity is exposed to interest rate risk on its floating-rate borrowings, primarily those issued through its structured finance and ABS programs. Variability in the benchmark interest rate (1-month BBSW) impacts future interest cash flows and earnings volatility. To mitigate this exposure, the Consolidated Entity uses interest rate swaps to convert floating rate obligations into fixed rate exposures. This strategy is aligned with the Consolidated Entity's broader treasury risk management framework.

The Consolidated Entity enters into interest rate swap contracts to hedge interest payment cash flows associated with ABS Trust borrowings and part of its structured finance borrowings associated with fixed rate lendings. These swaps are designated as cash flow hedges under AASB 9. Hedge relationships are formally documented and assessed for effectiveness using a qualitative approach that compares key contractual terms of the derivative and the hedged item.

Derivative financial instruments are not held for trading purposes. The Consolidated Entity uses derivatives exclusively for risk management in accordance with its treasury policies. One hedge was undertaken because the Consolidated Entity is required to hedge these exposures under the terms and conditions under ABS structure. The other hedge was a management decision to manage the interest rate volatility impact of future cash flows under structured finance borrowings.

The Consolidated Entity performs quarterly hedge effectiveness assessments using the critical terms match method. Despite amortisation of the underlying borrowings, the swaps continue to be effective as their contractual terms remain aligned with the hedged items. Potential sources of ineffectiveness include mismatches between the notional amount of the swap and the outstanding loan balance, changes in counterparty credit risk, or timing differences between reset and payment dates. No material hedge ineffectiveness was identified during the reporting period.

Notes to the Financial Statements continued

Note 16. Financial risk management (continued)

Interest rate sensitivity analysis

The tables below show the effect on profit after tax if interest rates had been 50 basis points (bps) higher or lower at reporting date on the Consolidated Entity's floating rate financial instruments (2024: 50 bps). A 50 bps sensitivity is considered reasonable given the current level of both short-term and long-term Australian interest rates. The analysis is based on interest rate risk exposures at reporting date on both financial assets and liabilities.

	CONSOLIDATED ENTITY	
	PROFIT AFTER TAX	
	2025 \$	2024 \$
If interest rates increased by 50bps (2024: 50bps)	1,670,402	1,258,173
If interest rates decreased by 50bps (2024: 50bps)	(1,670,402)	(1,258,173)

Capital management

The Consolidated Entity's objectives in managing its capital is the safeguard of the Consolidated Entity's ability to continue as a going concern, maintain the support of its investors and other business partners, support the future growth initiatives of the Consolidated Entity and maintain an optimal capital structure to reduce the costs of capital. These objectives are reviewed periodically by the Board.

Note 17. Fair value measurements

Fair value measurement hierarchy

The Consolidated Entity is required to classify all assets and liabilities, measured at fair value, using a three level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being:

Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly; and

Level 3: Unobservable inputs for the asset or liability. Considerable judgement is required to determine what is significant to fair value and therefore which category the asset or liability is placed in can be subjective.

The fair value of assets and liabilities classified as Level 3 is determined by the use of valuation models. These include discounted cash flow analysis or the use of observable inputs that require significant adjustments based on unobservable inputs. Except as detailed in the following table, the Directors consider that due to their short-term nature the carrying amounts of financial assets and financial liabilities, which include cash, current trade receivables, current payables and current borrowings, are assumed to approximate their fair values. For the majority of the borrowings, the fair values are not materially different to their carrying amounts, since the interest payable on those borrowings is either close to current market rates or the borrowings are of a short-term nature.

Notes to the Financial Statements continued

Note 17. Fair value measurements (continued)

	JUN-25	JUN-25
	BOOK VALUE \$	FAIR VALUE \$
Financial assets		
Current receivables net of deferred tax	537,786	537,786
Loans and advances		
Personal loan assets	191,284,217	206,788,557
Home loan assets	385,293,544	398,998,599
Asset finance assets	335,437,905	343,397,209
	JUN-24	JUN-24
	BOOK VALUE \$	FAIR VALUE \$
Financial assets		
Receivables net of deferred tax	1,389,566	1,389,566
Loans and advances		
Personal loan assets	147,259,014	160,718,092
Home loan assets	395,102,596	410,119,290
Asset finance assets	259,078,415	265,529,566

Notes to the Financial Statements continued

OTHER

Note 18. Cash flow information

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
Cash and cash equivalents	4,177,676	5,353,021
Restricted cash for SPV loans	26,926,884	22,407,527
Cash and cash equivalents at the end of the period	31,104,560	27,760,548
Reconciliation of cash flows from operations to profit after tax		
Profit after tax	11,168,606	8,824,222
<i>Non-cash flows in profit/(loss):</i>		
Depreciation and amortisation	2,764,571	2,915,139
Loss on write off investments	4,973,098	6,533,346
<i>Increase/decrease in assets and liabilities:</i>		
Trade and other receivables	8,756,663	5,896,738
Capitalised loan acquisition cost	(4,844,389)	(4,647,620)
Other current assets	(64,512)	(500,874)
Tax assets/liabilities	(1,697,383)	(5,302,025)
Trade and other payables	333,113	1,113,153
Provisions	354,922	47,168
Cash flows from operating activities	21,744,689	14,879,247

Notes to the Financial Statements continued

Note 19. Income tax

Income tax

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

The charge for current income tax expense is based on the profit for the year adjusted for any non-assessable or non-deductible items. It is calculated using the tax rates that have been enacted or are substantially enacted by the reporting date.

Tax consolidation

FSA Group Limited and its wholly-owned Australian subsidiaries have formed an income tax consolidated group under the Tax Consolidation Regime. As the head entity of the consolidated group and the controlled entities, FSA Group Limited continues to account for their own current and deferred tax amounts. The tax consolidated group has applied the 'separate taxpayer within group' approach in determining the appropriate amount of taxes to allocate to members of the tax consolidated group.

The tax consolidated group has entered into a tax sharing agreement whereby each company in the group contributes to the income tax payable of the consolidated group.

Assets or liabilities arising under tax funding agreements with the tax consolidated entities are recognised as amounts receivable from or payable to other entities in the tax consolidated group. The tax funding arrangement ensures that the intercompany charge equals the current tax liability or benefit of each tax consolidated group member, resulting in neither a contribution by the head entity to the subsidiaries, nor a distribution by the subsidiaries to the head entity.

Notes to the Financial Statements continued

Note 19. Income tax (continued)

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
(a) Income tax expense		
Current tax expense	8,221,959	4,917,929
Deferred tax expense	(3,254,895)	(1,188,052)
Over provision for current tax payable in a prior period	41,598	20,150
	5,008,662	3,750,027
Deferred income tax expense included in income tax expense comprises:		
(Increase)/decrease in deferred tax assets	(2,489,254)	231,882
Increase in deferred tax liabilities	(765,642)	(1,419,935)
	(3,254,896)	(1,188,053)
(b) Numerical reconciliation of income tax expense to prima facie tax payable		
Profit before income tax	16,177,268	12,574,248
Tax at the Australian tax rate of 30% (2024: 30%)	4,853,180	3,772,274
Tax effect of amounts which are not deductible/(taxable) in calculating taxable income		
Non-deductible expenses	240,961	231,635
Adjustment for overseas tax rates	(3,440)	(8,098)
	5,090,701	3,995,811
Under provision in the prior year	(82,039)	(245,784)
Income tax expense	5,008,662	3,750,027
(c) Deferred tax assets		
Provisions	4,504,833	2,959,596
Capital legal expenses	32,349	46,913
Accrued expenditure	1,603,412	629,567
Lease liability	2,081,863	2,433,194
Other	377,415	41,347
	8,599,872	6,110,617
Deferred tax liability offset on tax consolidation	(2,498,613)	(3,111,109)
Total deferred tax assets	6,101,259	2,999,508
(d) Deferred tax liabilities		
Temporary difference on assessable income	2,982,877	3,250,650
Temporary difference on lease	1,745,606	2,116,664
Temporary difference on intangibles	252,795	379,605
Deferred tax liability offset on tax consolidation	(2,498,613)	(3,111,111)
Total deferred tax liabilities	2,482,665	2,635,808

Notes to the Financial Statements continued

Note 20. Auditor's remuneration

	CONSOLIDATED ENTITY	
	2025 \$	2024 \$
AUDITORS OF THE CONSOLIDATED ENTITY – BDO AND RELATED NETWORK FIRMS		
Audit and review of financial statements		
Consolidated Entity	287,500	252,500
Controlled entities and joint operations	37,000	39,000
Total audit and review of financial statements	324,500	291,500
Audit related services	32,750	–
Other statutory assurance services	6,000	6,000
Non-audit services		
Taxation compliance services	73,340	97,825
Taxation advice and consulting	29,524	67,845
Other training and consulting	–	5,500
Total non-audit services	102,864	171,170
Total services provided by BDO	466,114	462,670

Notes to the Financial Statements continued

Note 21. Key Management Personnel disclosures

On 3 December 2021, 1,250,000 shares were issued under the Long Term Incentive Plan to Cellina Chen at a price of \$1.04 per share with a transactional value of \$1,300,000.

The shares were issued through a limited recourse loan arrangement whereby the holder has the option to repay the loan or sell the shares at agreed dates: at 3 years 50% (625,000 shares), at 4 years 25% (312,500 shares) and at 5 years 25% (312,500 shares).

If the option to sell the shares is taken at any point, the loan is only repayable to the value reimbursed through that sale. This arrangement has resulted in a share-based payment being recorded, with \$28,120 (2024: \$28,120) expensed in the financial year. The fair value of the share based payment was 18.9 cents.

Set out below is a summary of the shares issued and the limited recourse loan balance:

	LTI SHARES ACQUIRED DURING THE YEAR	OPENING LOAN BALANCE	LOANS MADE	LOANS REPAID	CLOSING LOAN BALANCE
	NUMBER	\$	\$	\$	\$
Executive Director					
<i>Cellina Chen</i>					
2025	–	1,300,000	–	–	1,300,000
2024	–	1,300,000	–	–	1,300,000

REMUNERATION OF DIRECTORS AND KEY MANAGEMENT PERSONNEL	2025 \$	2024 \$
Short-term employee benefits	1,167,295	1,209,627
Long-term employee benefits	29,980	58,656
Post-employment benefits	69,932	67,399
Consultancy fees	649,500	679,000
	1,916,707	2,014,682

Notes to the Financial Statements continued

Note 22. Interests in subsidiaries

Investments in subsidiaries

Investments are brought to account on the cost basis in the parent entity's Financial Statements. The carrying amount of investments is reviewed annually by Directors to ensure it is not in excess of the recoverable amount of these investments. The recoverable amount is assessed from the shares' current market value or the underlying net assets in the particular entities. The expected net cash flow from investments has not been discounted to their present value in determining the recoverable amounts, except where stated.

The following entities are subsidiaries of FSA Group Limited

NAME	COUNTRY OF INCORPORATION	PERCENTAGE OF EQUITY INTEREST HELD	
		2025 %	2024 %
FSA Australia Pty Ltd	Australia	100	100
Azora Finance Group Pty Ltd	Australia	76	76
Azora Personal Loans Pty Ltd	Australia	100	100
104 880 088 Group Holdings Pty Ltd	Australia	100	100

The following entities are subsidiaries of FSA Australia Pty Ltd

Fox Symes & Associates Pty Ltd	Australia	100	100
Fox Symes Debt Relief Services Pty Ltd	Australia	100	100
EBP Money Pty Ltd	Australia	100	100
Aravanis Insolvency Pty Ltd	Australia	65	65
Fox Symes Business Services Pty Ltd	Australia	75	75

The following entities are subsidiaries of Azora Finance Group Pty Ltd

Azora Finance (Services) Pty Ltd	Australia	100	100
Azora Finance (Management) Pty Ltd	Australia	100	100
Fox Symes Home Loans (Mortgage Management) Pty Ltd	Australia	100	100
Azora Direct Pty Ltd	Australia	100	100
Azora Home Loans Warehouse Trust 1	Australia	100	100
Fox Symes Home Loans 2019-1 PP Trust	Australia	100	100
Azora Finance Pty Ltd	Australia	100	100
Azora Asset Finance Pty Ltd	Australia	100	100
Inventory Finance Pty Ltd	Australia	100	100
Wholesale Rental Finance Trust No.1	Australia	100	100
Azora Warehouse Trust No.1	Australia	100	100

The following entity is a subsidiary of Azora Personal Loans Pty Ltd

Azora Personal Loans Warehouse Trust 1	Australia	100	100
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Notes to the Financial Statements continued

Note 22. Interests in subsidiaries (continued)

	COUNTRY OF INCORPO- RATION	PERCENTAGE OF EQUITY INTEREST HELD	
NAME		2025 %	2024 %
The following entities are subsidiaries of 104 880 088 Group Holdings Pty Ltd			
110 294 767 Capital Finance Pty Ltd	Australia	n/a	100
102 333 111 Corporate Pty Ltd	Australia	n/a	100
111 044 510 Equity Partners Pty Ltd	Australia	n/a	100
One Financial Corporation Pty Ltd	Australia	100	100
The following entity is jointly owned by Azora Personal Loans Pty Ltd and Azora Asset Finance Pty Ltd			
Azora ABS 2024-1P Trust	Australia	50	n/a

The following entity is a subsidiary of Aravanis Insolvency Pty Ltd

NAME	COUNTRY OF INCORPORATION	PERCENTAGE OF EQUITY INTEREST HELD	
		2025 %	2024 %
Aravanis Advisory Ltd	India	99.99	99.99

The consolidated Financial Statements incorporate the assets, liabilities and results of the following subsidiaries with non-controlling interests in accordance with the accounting policy described of the Financial Statements:

NAME	PRINCIPAL PLACE OF BUSINESS/ COUNTRY OF INCORPORATION	PRINCIPAL ACTIVITIES	PARENT		NON-CONTROLLING INTERESTS	
			OWNERSHIP INTEREST 2025	OWNERSHIP INTEREST 2024	OWNERSHIP INTEREST 2025	OWNERSHIP INTEREST 2024
Aravanis Insolvency Pty Ltd	Australia	Personal insolvency agreements and Bankruptcies	65%	65%	35%	35%
Fox Symes Business Services Pty Ltd	Australia	Accounting and taxation	75%	75%	25%	25%
Azora Finance Group Pty Ltd	Australia	Lending	76%	76%	24%	24%

Notes to the Financial Statements continued

Note 22. Interests in subsidiaries (continued)

	ARAVANIS INSOLVENCY PTY LIMITED	
	2025 \$	2024 \$
Summarised Statement of Financial Position		
Current assets	11,258,691	11,417,845
Non-current assets	615,098	518,804
Total assets	11,873,789	11,936,649
Current liabilities	634,466	704,023
Non-current liabilities	2,872,898	2,795,636
Total liabilities	3,507,364	3,499,659
Net assets	8,366,425	8,436,990
Summarised Statement of Profit or Loss and Other Comprehensive Income		
Revenue	5,618,452	4,340,013
Expenses	(5,714,241)	(3,843,631)
Profit before income tax expense	(95,789)	496,382
Income tax expense	25,226	(31,667)
Profit after income tax expense	(70,563)	464,715
Other comprehensive income	–	–
Total comprehensive income	(70,563)	464,715
Summarised Statement of Cash Flows		
Cash flows from operating activities	(181,726)	1,338,581
Cash flows from investing activities	(75,917)	(88,178)
Cash flows from financing activities	(211,628)	(1,158,472)
Net increase/(decrease) in cash and cash equivalents	(469,271)	91,931
Other financial information		
Profit attributable to non-controlling interests	(24,695)	31,960
Accumulated non-controlling interests at the end of reporting period	2,958,122	2,982,817

Notes to the Financial Statements continued

Note 22. Interests in subsidiaries (continued)

AZORA FINANCE GROUP PTY LIMITED		
	2025 \$	2024 \$
Summarised Statement of Financial Position		
Current assets	1,475,843	920,097
Non-current assets	16,181,611	14,721,466
Financing assets	741,703,351	676,141,512
Total assets	759,360,805	691,783,075
Current liabilities	6,865,615	7,986,026
Non-current liabilities	2,435,244	538,209
Financing liabilities	704,769,852	640,292,463
Total liabilities	714,070,711	648,816,698
Net assets	45,290,094	42,966,377
Summarised Statement of Profit or Loss and Other Comprehensive Income		
Revenue	79,637,284	66,142,986
Expenses	(69,997,478)	(57,096,360)
Profit before income tax expense	9,639,806	9,046,626
Income tax expense	(3,096,635)	(2,445,099)
Profit after income tax expense	6,543,171	6,601,527
Other comprehensive income	(1,430,230)	–
Total comprehensive income	5,112,941	6,601,527
Summarised Statement of Cash Flows		
Cash flows from operating activities	13,993,648	12,461,097
Cash flows from investing activities	(74,927,779)	(47,428,676)
Cash flows from financing activities	60,062,457	33,685,168
Net decrease in cash and cash equivalents	(871,674)	(1,282,411)
Other financial information		
Profit attributable to non-controlling interests	600,808	1,445,470
Accumulated non-controlling interests at the end of reporting period	4,512,133	4,577,323

The non-controlling interest of Fox Symes Business Services Pty Ltd was insignificant and therefore information has not been provided.

Notes to the Financial Statements continued

Note 23. Share-based compensation

Issue of Class Shares

On 31 August 2021, Azora Finance Group Pty Limited (AFG), a subsidiary of the Company, issued 12,000,000 Class B shares and 12,000,000 Class C shares (Class Shares) to the former shareholders of Azora Finance Pty Ltd ("AF") and its controlled entities. The maximum conversion of Class Shares into ordinary shares is 12,000,000.

On 1 September 2021, AFG acquired 100% of the ordinary shares from the former shareholders of AF in exchange for the issue of new AFG ordinary shares. Following completion, the previous shareholders of AF hold 24% of the ordinary shares in AFG.

If all Class Shares convert into ordinary shares, the former shareholders of AF will own 32% of the ordinary shares of AFG.

The former shareholders of AF are not classified as Key Management Personnel of the Company.

Conversion of Class Shares

Details of the terms and conditions of the conversion of the Class Shares are set out below:

FY2024 PBT OUTCOME	CLASS B SHARE CONVERSION
PBT >= \$30m	12m Class B shares convert, 12m Class C shares are forfeited
\$15m <= PBT < \$30m	Proportionate number of Class B shares convert, balance are forfeited
PBT < \$15m	Nil Class B shares convert, 12m Class B shares are forfeited.

FY2026 PBT OUTCOME	CLASS C SHARE CONVERSION
PBT >= \$30m	12m Class C shares (less any Class B shares already converted) convert, balance are forfeited
\$15m <= PBT < \$30m	Proportionate Class C shares (less any Class B shares already converted) convert, balance are forfeited
PBT < \$15m	Nil Class C shares convert, 12m Class C shares are forfeited

PBT means profit before tax of AFG, as determined in accordance with the Accounting Standards. The conversion will occur 10 days after the audited PBT outcome is determined. Based on the FY2024 PBT outcome, Class B shares were forfeited.

Each Class Share in AFG will confer the following rights and privileges and have been issued subject to the following conditions:

Repayment of capital and surplus assets and profits

Class Shares will rank equally with each ordinary share, in terms of the entitlement to:

- (a) any repayment of capital, whether in a winding up, upon a reduction of capital or otherwise; and
- (b) participate in any surplus assets or profits of AFG upon a winding up.

Dividends

Class Shares will not confer any right to any dividends;

Voting

Class Shares will not confer any right to cast any vote at any meeting of the members of AFG;

Transfer

Class Shares are not transferrable;

Notes to the Financial Statements continued

Note 23. Share-based compensation (continued)

Participation in new issues

Class Shares will not confer any right to participate in new issues of securities; and

Conversion

Class Shares will convert to an ordinary share on the earlier of the following events:

- (a) on the occurrence of an Acceleration Event; or
- (b) as described above.

Upon the conversion into an ordinary share that share will have the same rights as, and rank pari passu with, all other ordinary shares.

Acceleration Event means a change in control event or insolvency event occurs in relation to AFG or the Company.

Value of Class Shares

The Class Shares were valued at \$953,904 by using the capitalisation of future maintainable earnings method. The valuation model inputs used to determine the fair value at the grant date, are as follows:

GRANT DATE	FAIR VALUE PER AFG SHARES	MINORITY INTEREST DISCOUNT	LIQUIDITY DISCOUNT	FAIR VALUE AT THE GRANT DATE	PROBABILITY OF CONVERSION
31/08/2021	\$0.53	25%	15%	\$0.32	25%

Additional information

The Class shares arrangement has resulted in a share-based payment being recorded, with \$190,776 (2024: \$190,776) expensed in the financial year.

The profit of AFG for the years to 30 June 2025 are summarised below:

AZORA FINANCE GROUP CONSOLIDATED		
	FY2025 \$	FY2024 \$
Profit before tax	9,639,806	8,467,893

Issue of Ordinary Shares under the Long Term Incentive Plan

On 3 December 2021, the Company issued 1,950,000 ordinary shares under the Long Term Incentive Plan with limited recourse loans provided to the eligible participants.

On 23 June 2025, the Company issued 3,700,000 ordinary shares under the Long Term Incentive Plan with limited recourse loans provided to the eligible participants who are not part of the Key Management Personnel.

This arrangement has resulted in a share-based payment being recorded, with \$43,866 (2024: \$43,866) expensed in the financial year.

Notes to the Financial Statements continued

Note 23. Share-based compensation (continued)

Value of shares under Long Term Incentive Plan with limited recourse loans

The Company treated the ordinary shares issued under the LTI with limited recourse loans as share-based compensation. The share-based compensation to the eligible participants in 2025 was valued at \$105,348 by utilising the Black-Scholes model.

The valuation model inputs used to determine the value of the LTI are as follows:

GRANT DATE	EXPIRY DATE	UNDERLYING PRICE	EXERCISE PRICE	VOLATILITY	RISK FREE RATE	DIVIDEND YIELD	FAIR VALUE AT THE GRANT DATE
3/12/2021	2/12/2026	1.04	1.04	25%	1.31%	5.65%	\$0.11
23/06/2025	22/06/2030	0.83	0.93	16%	3.90%	7.20%	\$0.03

Note 24. Parent entity information

The accounting policies of the parent entity, which have been applied in determining the financial information shown below, are the same as those applied in the consolidated Financial Statements. Refer to relevant notes within these Financial Statements for a summary of the significant accounting policies relating to the Consolidated Entity.

	2025 \$	2024 \$
Financial position		
Total current assets	12,384,800	11,500,130
Total non-current assets	8,465,084	8,465,084
Total assets	20,849,884	19,965,214
Total current liabilities	(44,898)	1,419
Total liabilities	(44,898)	1,419
Net assets	20,894,782	19,963,795
Equity		
Share capital	5,934,454	2,493,454
Retained earnings	14,960,328	17,470,341
Total equity	20,894,782	19,963,795
Financial performance		
Profit after income tax	9,381,316	4,302,963
Other comprehensive Income	–	–
Total Comprehensive income/(loss)for the year	9,381,316	4,320,963

During the financial year, the parent entity received distribution income from its subsidiaries.

Guarantees entered into by the parent entity relation to the debts of its subsidiaries

FSA Group Limited has entered into a deed of cross guarantee with two of its wholly owned subsidiaries, FSA Australia Pty Ltd and Fox Symes Debt Relief Services Pty Ltd. Refer to Note 25 for further details. There are no contingent liabilities or commitments in the parent entity (2024: \$Nil).

Notes to the Financial Statements continued

Note 25. Deed of cross guarantee

The following entities are party to a deed of cross guarantee under which each company guarantees the debts of the others: FSA Group Limited, FSA Australia Pty Ltd and Fox Symes Debt Relief Services Pty Ltd. By entering into the deed, the wholly-owned entities have been relieved from the requirement to prepare a financial report and directors' report under ASIC Corporation (Wholly owned companies) Instrument 2017/785 (as amended) issued by the Australian Securities and Investments Commission ('ASIC'). The above companies represent a 'Closed Group' for the purposes of the Class Order, and as there are no other parties to the Deed of Cross Guarantee that are controlled by FSA Group Limited, they also represent the 'Extended Closed Group'.

Notes to the Financial Statements continued

Note 25. Deed of cross guarantee (continued)

Set out below is a consolidated Statement of Profit or Loss and Other Comprehensive Income and Statement of Financial Position of the 'Closed Group'.

	2025 \$	2024 \$
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME		
Revenue and other income		
Fees from services	1,289,268	4,013,394
Finance income	1,098,097	1,238,153
Finance expense	(90,258)	(440,391)
Net finance income	1,007,839	797,762
Other income	8,839,800	4,583,000
Total revenue and other income net of finance expense	11,136,907	9,394,156
Total expense	(223,943)	(225,767)
Profit before income tax	10,912,964	9,168,389
Income tax expense	(642,723)	(1,445,279)
Profit after income tax	10,270,241	7,723,110
Other Comprehensive Income	–	–
Total Comprehensive income for the year	10,270,241	7,723,110
Statement of Financial Position		
Current Assets		
Cash and cash equivalents	1,336,997	1,812,174
Trade and other receivables	11,862,081	10,670,355
Other assets	(346,059)	87,829
Total Current Assets	12,853,019	12,570,358
Non-Current Assets		
Trade and other receivables	59,981	118,212
Investments	8,465,084	8,465,084
Total Non-Current Assets	8,525,065	8,583,296
Total Assets	21,378,084	21,153,654
Current Liabilities		
Trade and other payables	(25,286)	33,050
Contract liability	13,602	38,571
Total Current Liabilities	(11,684)	71,621
Non-Current Liabilities		
Contract liability	5,556	13,904
Deferred tax liabilities	137,594	321,931
Total Non-Current Liabilities	143,150	335,835
Total Liabilities	131,466	407,456
Net Assets	21,246,618	20,746,198
Equity		
Share capital	5,934,458	2,493,458
Retained earnings	15,312,160	18,252,740
Total Equity	21,246,618	20,746,198

Notes to the Financial Statements continued

Note 26. Contingent liabilities

There were no contingent liabilities relating to the Consolidated Entity at reporting date except those incurred in the ordinary course of business as follows:

Home loans

At reporting date, home loan applications that had been accepted by the Consolidated Entity but not yet settled amount to \$7,270,700 (2024: \$6,003,625). Home loans are usually settled within 4 weeks of acceptance.

Personal loans

At reporting date, personal loan applications that had been accepted by the Consolidated Entity but not yet settled amount to \$884,916 (2024: \$12,085). Personal loans are usually settled within one week of acceptance.

Asset Finance

At reporting date, asset finance applications that had been accepted by the Consolidated Entity but not yet settled amount to \$2,162,360 (2024: \$522,065). Asset Finance are usually settled within one week of acceptance.

Note 27. Events occurring after reporting date

There have been no events since the end of the financial year that impact upon the financial performance or position of the Consolidated Entity as at 30 June 2025 except as follows:

- 14 August 2025, Directors declared a 3.50 cent fully franked final dividend to shareholders to be paid on 28 August 2025 with a record date of 21 August 2025.

Note 28. Related party disclosures

(a) Key Management Personnel

Disclosures relating to Key Management Personnel are set out in the Remuneration Report.

(b) Subsidiaries

Interests in subsidiaries are set out in Note 22 of the Financial Statements.

(c) Transactions with related parties

There were no other transactions with Directors and Key Management Personnel and related parties.

Consolidated Entity Disclosure Statement

For the year ended 30 June 2025

ENTITY NAME	ENTITY TYPE	BODY CORPORATES		TAX RESIDENCY	
		PLACE FORMED OR INCORPORATED	% OF SHARE CAPITAL HELD	AUSTRALIAN OR FOREIGN	FOREIGN JURISDICTION
FSA Australia Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A
Fox Symes & Associates Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A
Fox Symes Debt Relief Services Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A
EBP Money Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A
Aravanis Insolvency Pty Ltd	Body corporate	Australia	65%	Australian	N/A
Aravanis Advisory Ltd	Body corporate	India	65%	Foreign	India
Fox Symes Business Services Pty Ltd	Body corporate	Australia	75%	Australian	N/A
Azora Personal Loans Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A
Azora Personal Loans Warehouse Trust 1 (a)	Trust	Australia	100%	Australian (b)	N/A
Azora Finance Group Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Azora Finance (Services) Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Azora Finance (Management) Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Fox Symes Home Loans (Mortgage Management) Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Azora Direct Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Azora Home Loans Warehouse Trust 1 (a)	Trust	Australia	76%	Australian	N/A
Fox Symes Home Loans 2019-1 PP Trust (a)	Trust	Australia	76%	Australian (c)	N/A
Azora Finance Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Azora Asset Finance Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Inventory Finance Pty Ltd	Body corporate	Australia	76%	Australian (c)	N/A
Wholesale Rental Finance Trust No.1 (a)	Trust	Australia	76%	Australian	N/A
Azora ABS 2024-1P Trust (a)	Trust	Australia	88%	Australian	N/A
Azora Warehouse Trust No.1 (a)	Trust	Australia	76%	Australian	N/A
One Financial Corporation Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A
104 880 088 Group Holdings Pty Ltd	Body corporate	Australia	100%	Australian (b)	N/A

(a) This trust is consolidated in the consolidated financial statements.

(b) This entity is part of a tax consolidated group under Australian taxation law, for which FSA Group Limited is the head entity.

(c) This entity is part of a tax consolidated group under Australian taxation law, for which Azora Finance Group Pty Limited is the head entity.

Directors' Declaration

1. In the opinion of the Directors of FSA Group Limited (the "Company"):
 - a. the consolidated financial statements and Notes that are set out on pages 30 to 79 and the Remuneration Report in the Directors' Report, are in accordance with the *Corporations Act 2001*, including:
 - i. give a true and fair view of the Consolidated Entity's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
 - ii. complying with Australian Accounting Standards and the Corporations Regulations 2001; and
 - b. the Consolidated Entity Disclosure Statement as at 30 June 2025 set out on page 80 is true and correct; and
 - c. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. There are reasonable grounds to believe that the Company and the group entities identified in Note 21 will be able to meet any obligations or liabilities to which they are or may become subject to by virtue of the Deed of Cross Guarantee between the Company and those group entities pursuant to ASIC Corporation (Wholly Owed Companies) Instrument 2016/798.
3. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the chief executive officer and chief financial officer for the financial year ended 30 June 2025.
4. The Directors draw attention 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:



Tim Odillo Maher
Executive Chairman

Sydney
14 August 2025



Deborah Southon
Executive Director

Sydney
14 August 2025

Independent Auditor's Report

To the members of FSA Group Limited



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Level 25, 252 Pitt Street
Sydney NSW 2000
Australia

INDEPENDENT AUDITOR'S REPORT

To the members of FSA Group Limited

Report on the Audit of the Financial Report

Opinion

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

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

- (i) Giving a true and fair view of the Group's financial position as at 30 June 2025 and of its financial performance for the year ended on that date; and
- (ii) Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the Group in accordance with the *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 confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report of the current period. These matters were addressed in the context of

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Independent Auditor's Report continued



our audit of the financial report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

The valuation of expected Credit Loss Provisioning

Key audit matter	How the matter was addressed in our audit
<p>The valuation of Expected Credit Loss 'ECL' Provisioning:</p> <p>The Group's accounting policies are disclosed in notes 6 and 16. The Group has recognised expected credit loss provisions of \$11.2m (30 June 2024: \$5.3m) against loans and advances.</p> <p>The Group has recognised total impairment expenses of \$12.2m (2024: \$5.5m) in the Statement of Profit or Loss and Other Comprehensive Income.</p> <p>The ECL provision is a key audit matter due to the financial significance of Loans and advances \$912.0m (30 June 2024 \$801.4m).</p> <p>Commensurate with the activities of the Group, the total ECL provision is a material balance subject to management judgement and estimation.</p> <p>Key judgements and estimates in respect of the timing and measurement of expected credit losses include:</p> <ul style="list-style-type: none"> - Determination of the appropriate methodology and determination of what constitutes a Significant Increase in Credit Risk (SICR). - The incorporation of expected loss curves and forward-looking assumptions into the models. <p>Expected credit loss provisioning was considered a key audit matter due to the potential for management bias in key judgements, estimates, modelling assumptions and accounting interpretations applied.</p>	<p>Our audit procedures included, but where not limited to:</p> <ul style="list-style-type: none"> • Assessing the provisioning methodology applied, evaluating compliance with AASB 9 Financial Instruments; • Evaluating the Group's determination of what constitutes a SICR and staging allocations with reference to requirements of applicable accounting standards. Verifying a sample of the Group's loans, to determine if staging and SICR assessment has been applied in line with the Group's methodology; • Performing procedures to assess the completeness and accuracy of key data feeding into the ECL models; • Performing sensitivity analysis over key assumptions; • Assessing management key assumptions applied in the models through comparison to historical loss data and consideration of forward-looking expectations; and • Evaluating the disclosures relating to the provisioning to ensure appropriate and complete disclosures are presented in the financial report in accordance with Australian Accounting Standards.

Independent Auditor's Report continued



Other information

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

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

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

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

Responsibilities of the directors for the Financial Report

The directors of the Company are responsible for the preparation of:

- a) the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the Corporations Act 2001 and
- b) the consolidated entity disclosure statement that is true and correct in accordance with the Corporations Act 2001, and

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

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

In preparing the financial report, the directors are responsible for assessing the ability of the group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or has 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 (<http://www.auasb.gov.au/Home.aspx>) at:

Independent Auditor's Report continued



https://www.auasb.gov.au/media/bwvjcgre/ar1_2024.pdf

This description forms part of our auditor's report.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in pages 21 to 26 of the directors' report for the year ended 30 June 2025.

In our opinion, the Remuneration Report of FSA Group Limited, for the year ended 30 June 2025, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

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

BDO Audit Pty Ltd

BDO

A handwritten signature in black ink, appearing to read 'Tim Aman'.

Tim Aman
Director

Sydney, 14 August 2025

Shareholder Information

Additional information required by the Australian Securities Exchange Ltd and not shown elsewhere in this report is as follows. The information is current as at 25 July 2025.

Distribution of equity securities

The number of holders, by size of holding, in each class of security are:

	QUOTED ORDINARY SHARES	
	NUMBER OF HOLDERS	NUMBER OF SHARES
1 – 1,000	252	81,071
1,001 – 5,000	305	946,699
5,001 – 10,000	188	1,604,221
10,001 – 100,000	301	9,693,945
100,001 and over	85	112,719,652
Total	1,131	125,045,588

The number of security investors holding less than a marketable parcel of securities (\$0.94 on 25 July 2025) is 176 and they hold 17,379 securities.

Shareholder Information continued

Twenty largest holders

The names of the twenty largest holders, in each class of quoted security are (ordinary shares):

1	Capital Management Corporation Pty Ltd	26,000,000	20.79%
2	Mazamand Group Pty Ltd	16,809,231	13.44%
3	ADST Pty Ltd	12,960,047	10.36%
4	BJR Investment Holdings Pty Ltd	11,111,111	8.89%
5	Anacacia Pty Ltd	6,002,356	4.80%
6	Ruminator Pty Limited	3,692,489	2.95%
7	J P Morgan Nominees Australia Pty Limited	3,480,169	2.78%
8	Contemplator Pty Limited	2,774,319	2.22%
9	Dundas Ritchie Investments Pty Ltd	1,500,000	1.20%
10	WYCL Holdings Pty Ltd	1,250,000	1.00%
11	HSBC Custody Nominees (Australia) Limited	1,096,787	0.88%
12	Kearney Ethical Investments Pty Ltd	1,051,305	0.84%
13	The Lending Group Pty Ltd	1,000,000	0.80%
14	Esber Capital Pty Ltd	1,000,000	0.80%
15	Garrett Smythe Ltd	942,978	0.75%
16	Vanward Investments Limited	881,804	0.71%
17	Fernane Pty Ltd	877,168	0.70%
18	KARIA Investment Pty Ltd	869,666	0.70%
19	Tuttle Investment Holdings Pty Ltd	850,000	0.68%
20	Boronia Fidelis Pty Ltd	850,000	0.68%
Top 20		94,999,430	75.97%
Total		125,045,588	100%

Substantial shareholders

The names of substantial shareholders who have notified the Company in accordance with section 671B of the *Corporations Act 2001* are:

NUMBER OF SHARES	
Mazamand Group Pty Ltd	16,559,026
ADST Pty Ltd	11,888,514
BJR Investment Holdings Pty Ltd	11,111,111

Shareholder Information continued

Voting rights

All ordinary shares carry one vote per share without restriction.

Restricted securities

As at the date of this report there were 5,650,000 ordinary shares subject to restrictions under the Long Term Incentive Plan terms and conditions.

Business objectives

The Consolidated Entity has used its cash and assets that are readily convertible to cash in a way consistent with its business objectives.

Corporate Directory

Directors

Tim Odillo Maher – Executive Chairman

Deborah Southon – Executive Director

Cellina Chen – Executive Director

Chief Financial Officer

Cellina Chen

Company Secretary

Cellina Chen

Registered Office and Corporate Office

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Fax: +61 (02) 8985 5358

Solicitors

Hopgood Ganim

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Brisbane QLD 4000

Share Register

Automic

Level 5, 126 Phillip Street
Sydney NSW 2000

GPO Box 5193
Sydney NSW 2001

Auditors

BDO Audit Pty Ltd

Level 25
252 Pitt Street
Sydney NSW 2000

Country of Incorporation

Australia

Securities Exchange Listing

Australian Securities Exchange Ltd

ASX Code: FSA

Internet Address

www.fsagroup.com.au

Australian Business Number

ABN 98 093 855 791

