ANNUAL REPORT 2025

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www.stepchange.com.au

Level 7, 182 St Georges Terrace

Directors	Jason John Nesa (Resignation date: 7/07/2025) Kim Carroll Destremau (Resignation date: 7/07/2025) Shane Anthony Bransby (Appointment date: 7/07/2025)
Company secretary	Emma Jane Wates
ABN	21 601 512 707
Registered office	Unit 5, 38 Mason Street, CANNINGTON WA 6107
Principal place of business	Level 7, 182-184 St Georges Terrace, PERTH WA 6000 +61 8 9324 1020
Auditor	Elderton Audit Pty Ltd Level 32, 152 St George's Terrace Perth WA 6000
Incorporation	28 August 2014
Website	www.stepchange.com.au

The directors present their report, together with the financial statements, on the entity (referred to hereafter as the 'the Company' or 'StepChange') for the year ended 30 June 2025.

Directors
The following persons were directors of the Company during the whole of the financial year and up to the date of this report, unless otherwise stated;

- Jason John Nesa (Resignation date: 7/07/2025)
- Kim Carroll Destremau (Resignation date: 7/07/2025)
- Shane Anthony Bransby (Appointment date: 7/07/2025)

Principal activities
StepChange is a local transformation partner who brings together a team of global expertise and technologists to West Australian client innovation projects.

Review of operations
The profit for the company after providing for income tax amounted to $3,210,366 (30 June 2024: $2,741,382).

Meetings of directors
During the year ended 30 June 2025, one meeting of the Company's Board of Directors was held. All directors attended this meeting.

Indemnity and insurance of officers
The company has indemnified the directors and executives of the company for costs incurred, in their capacity as a director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, the company paid a premium in respect of a contract to ensure the directors and executives of the company against a liability to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Indemnity and insurance of auditor
The company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the company or any related entity against a liability incurred by the auditor.

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

Proceedings on behalf of the company
No person has applied to the Court under section 237 of the Corporations Act 2001 for leave to bring proceedings on behalf of the company, or to intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

StepChange Consultants Pty Limited
Directors' report
30 June 2025

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

Auditor
Elderton Audit Pty Ltd continues in office in accordance with section 327 of the Corporations Act 2001.

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

On behalf of the directors

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Director
Dated: 19 August 2025

ELDERTON
AUDIT PTY LTD

Auditor's Independence Declaration

To those charged with governance of StepChange Consultants Pty Ltd;

As auditor for the audit of StepChange Consultants Pty Ltd for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

i) no contraventions of the independence requirements of the *Corporations Act 2001* in relation to the audit; and

ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Elderton Audit Pty Ltd.

Elderton Audit Pty Ltd

Rafay Nabeel
Director

Perth
19 August 2025

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General information

The financial statements cover StepChange as an individual entity. The financial statements are presented in Australian dollars, which is the Company's functional and presentation currency.

Its registered office and principal place of business are:

Registered office	**Principal place of business**
Unit 5, 38 Mason Street,	Level 7, 182-184 St Georges Terrace,
CANNINGTON WA 6107	PERTH WA 6000

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

StepChange Consultants Pty Limited
Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2025

	Note	Year ended June 2025 AUD	Year ended June 2024 AUD
Revenue	**3**	42,531,523	42,805,163
Cost of sales	**4**	(36,910,777)	(37,009,548)
Gross profit		**5,620,746**	**5,795,615**
Other income	**5**	29,633	4,862
Salaries and wages		(736,808)	(800,589)
Directors' fee	**15a**	(499,555)	(515,866)
Professional fee		(167,710)	-
Rent and occupancy		(7,950)	(18,929)
Accounting expense		(92,057)	(48,646)
Software and IT expenses		(40,529)	(45,314)
Advertisement		(12,889)	(40,548)
Insurance		(2,064)	(5,097)
Depreciation		(9,258)	(18,556)
Amortization		(78,518)	(78,518)
Other expenses		(265,218)	(668,789)
Profit before income tax		**3,737,823**	**3,559,525**
Income tax	**6**	(527,457)	(818,243)
Profit after income tax for the year attributable to the Stepchange		**3,210,366**	**2,741,382**
Other comprehensive income		-	-
Total comprehensive profit for the year attributable to the Stepchange		**3,210,366**	**2,741,382**

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

StepChange Consultants Pty Limited
Statement of Financial Position
As at 30 June 2025

	Note	Year ended June 2025 AUD	Year ended June 2024 AUD
Current Assets			
Cash and cash equivalents	**7**	242,744	2,282,472
Trade and other receivables	**8**	5,469,888	2,897,199
Total current assets		**5,712,632**	**5,179,671**
Non-current assets			
Property, plant & equipment	**9**	11,547	17,287
Right of use	**11**	65,432	143,948
Intangibles	**10**	291,500	291,500
Deferred tax	**6**	517,005	157,667
Total Non-current assets		**885,484**	**610,402**
Total Assets		**6,598,116**	**5,790,073**
Liabilities			
Current liabilities			
Trade other payables	**12**	5,007,373	4,186,799
Lease liabilities	**11**	74,647	76,857
Income tax provision		123,628	119,668
Total current liabilities		**5,205,648**	**4,383,324**
Non-current liabilities			
Lease liabilities	**11**	-	74,647
Total non-current liabilities		**-**	**74,647**
Total liabilities		**5,205,648**	**4,457,971**
Net assets		**1,392,468**	**1,332 ,102**
Equity			
Share capital		300,000	300,000
Retained profits		1,092,468	1,032,102
Total Equity		**1,392,468**	**1,332,102**

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

StepChange Consultants Pty Limited
Statement of changes in equity
For the year ended 30 June 2025

	Issued capital $	Retained profits $	Total equity $
Balance at 1 July 2023	**300,000**	**1,490,720**	**1,790,720**
Comprehensive income for the year	**-**	2,741,382	2,741,382
Issued capital	-	-	-
Dividends paid	-	(3,200,000)	(3,200,000)
Balance at 30 June 2024	**300,000**	**1,032,102**	**1,332,102**
Balance at 1 July 2024	**300,000**	**1,032,102**	**1,332,102**
comprehensive income for the year	-	3,210,366	3,210,366
Issued capital	-	-	-
Dividends paid	-	(3,150,000)	(3,150,000)
Balance at 30 June 2025	**300,000**	**1,092,468**	**1,392,468**

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

StepChange Consultants Pty Limited
Statement of cash flows
For the year ended 30 June 2025

	Note	June 2025 $	June 2024 $
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		39,988,467	44,969,542
Payments to suppliers and employees (inclusive of GST)		(37,914,984)	(39,618,201)
Tax paid		(882,834)	(1,095,317)
Net cash used from operating activities	**18**	**1,190,650**	**4,256,024**
Cash flows from investing activities			
Additions to property, plant and equipment		(3,518)	(7,123)
Net cash used in investing activities		**(3,518)**	**(7,123)**
Cash flows from financing activities			
Repayment of lease liabilities		(76,860)	(76,448)
Payments for dividends		(3,150,000)	(3,200,000)
Net cash used in financing activities		**(3,226,860)**	**(3,276,448)**
Net increase/(decrease) in cash and cash equivalents		(2,039,728)	972,453
Cash and cash equivalents at beginning of year		2,282,472	1,310,019
Cash and cash equivalents at end of the year	**7**	**242,744**	**2,282,472**

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

Note 1. Material accounting policy information
The accounting policies that are material to the Company are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted
The Company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation
These general-purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the Corporations Act 2001, as appropriate for for-profit oriented entities. These financial statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board ('IASB').

Historical cost convention the financial statements have been prepared under the historical cost convention.
Critical accounting estimates the preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

Operating segments
Operating segments are presented using the 'management approach', where the information presented is on the same basis as the internal reports provided to the Directors. The Directors are responsible for the allocation of resources to operating segments and assessing their performance.

Foreign currency translation
The financial statements are presented in Australian dollars, which is StepChange’s functional and presentation currency.

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

Foreign operations
The assets and liabilities of foreign operations are translated into Australian dollars using the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated into Australian dollars using the average exchange rates, which approximate the rates at the dates of the transactions, for the period. All resulting foreign exchange differences are recognised in other comprehensive income through the foreign currency reserve in equity. The foreign currency reserve is recognised in profit or loss when the foreign operation or net investment is disposed of.

Note 1. Material accounting policy information (continued)

Revenue recognition
The Company recognises revenue as follows:

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured, regardless of when the payment is being made. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding discounts, rebates, customer returns and other sales taxes or duty. The following specific revenue recognition criteria must also be met before revenue is recognised:

The Company recognises revenue from contracts with customers based on a five-step model as set out in IFRS 15:

1. ***Identify the contract(s) with a customer:*** A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria for every contract that must be met.
2. ***Identify the performance obligations in the contract:*** A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.
3. ***Determine the transaction price:*** The transaction price is the amount of consideration to which the Company expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.
4. ***Allocate the transaction price to the performance obligations in the contract:*** For a contract that has more than one performance obligation, the Company will allocate the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Company expects to be entitled in exchange for satisfying each performance obligation.
5. Recognise revenue when (or as) the entity satisfies a performance obligation at a point in time or over time.

The company satisfies a performance obligation and recognises revenue over time, if one of the following criteria is met:

- The customer simultaneously receives and consumes the benefits provided by the Company's performance as the Company performs; or
- The Company's performance creates or enhances an asset that the customer controls as the asset is created or enhanced; or
- The Company's performance does not create an asset with an alternative use to the Company and the Company has an enforceable right to payment for performance completed to date.

For performance obligations where any one of the above conditions are not met, revenue is recognised at a point in time at which the performance obligation is satisfied. The Company is required to assess each of its contracts with customers to determine whether performance obligations are satisfied over time or at a point in time in order to determine the appropriate method of recognising revenue.

Revenue is recognised in the statement of profit or loss and other comprehensive income to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue will not occur and the revenue and costs, if applicable, can be measured reliably.

Note 1. Material accounting policy information (continued)

Revenue from the sale of goods in the course of ordinary activities is measured at the fair value of the consideration received or receivable, net of returns and discounts. Revenue is recognised in the profit or loss when significant risk and reward of ownership have been transferred to the customer, recovery of consideration is probable, the associated costs and possible return of goods can be estimated reliably, there is no continuing management involvement with the goods and amount of revenue can be measured reliably.

The Company assessed its revenue streams and the following measurement methods have been identified and adopted in the preparation of these financial statements:

Revenue streams	***Measurement methods***
Set-up and Implementation Support Activities	Revenue is recognised based on the hours or effort expended until the completion of implementation milestones, as the customer receives and consumes the benefits throughout the process.
Consulting and Advisory Services	Revenue is recognised over time based on the hours or effort expended. These services include project management, change management, business analysis, and technology consulting. The input method (e.g., time incurred) is used to measure progress toward satisfaction of performance obligations.

Interest
Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Other revenue
Other revenue is recognised when it is received or when the right to receive payment is established.

Government grants
Government grants relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Income tax
The income tax expense or benefit for the period is the tax payable on that period's taxable income based on the applicable income tax rate for each jurisdiction, adjusted by the changes in deferred tax assets and liabilities attributable to temporary differences, unused tax losses and the adjustment recognised for prior periods, where applicable.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to be applied when the assets are recovered or liabilities are settled, based on those tax rates that are enacted or substantively enacted, except for:

- When the deferred income tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits

Note 1. Material accounting policy information (continued)

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

The carrying amount of recognised and unrecognised deferred tax assets are reviewed at each reporting date. Deferred tax assets recognised are reduced to the extent that it is no longer probable that future taxable profits will be available for the carrying amount to be recovered. Previously unrecognised deferred tax assets are recognised to the extent that it is probable that there are future taxable profits available to recover the asset.

Deferred tax assets and liabilities are offset only where there is a legally enforceable right to offset current tax assets against current tax liabilities and deferred tax assets against deferred tax liabilities; and they relate to the same taxable authority on either the same taxable entity or different taxable entities which intend to settle simultaneously.

Current and non-current classification
Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

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

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

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

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

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

The Company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Note 1. Material accounting policy information (continued)

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

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

Leasehold improvements	3-10 years
Plant and equipment	2-5 years

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the Company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

Right-of-use assets
A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

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

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

Note 1. Material accounting policy information (continued)

Intangible assets
Intangible assets acquired as part of a business combination, other than goodwill, are initially measured at their fair value at the date of the acquisition. Intangible assets acquired separately are initially recognised at cost. Indefinite life intangible assets are not amortised and are subsequently measured at cost less any impairment. Finite life intangible assets are subsequently measured at cost less amortisation and any impairment. The gains or losses recognised in profit or loss arising from the derecognition of intangible assets are measured as the difference between net disposal proceeds and the carrying amount of the intangible asset. The method and useful lives of finite life intangible assets are reviewed annually. Changes in the expected pattern of consumption or useful life are accounted for prospectively by changing the amortisation method or period.

Goodwill
Goodwill arises on the acquisition of a business. Goodwill is not amortised. Instead, goodwill is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried at cost less accumulated impairment losses. Impairment losses on goodwill are taken to profit or loss and are not subsequently reversed.

Impairment of non-financial assets
Goodwill and other intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other nonfinancial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

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

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

Note 1. Material accounting policy information (continued)

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

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

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

Provisions
Provisions are recognised when the Company has a present (legal or constructive) obligation as a result of a past event, it is probable the company will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

Employee benefits
Short-term employee benefits
Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits
The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on high quality corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Note 1. Material accounting policy information (continued)

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

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

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

Dividends
Dividends are recognised when declared during the financial year and no longer at the discretion of the company.

Earnings per share
Basic earnings per share
Basic earnings per share is calculated by dividing the profit attributable to the owners of StepChange, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the financial year.

Diluted earnings per share
Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after income tax effect of interest and other financing costs associated with dilutive potential ordinary shares and the weighted average number of shares assumed to have been issued for no consideration in relation to dilutive potential ordinary shares.

Goods and Services Tax ('GST') and other similar taxes
Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

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

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

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

New Accounting Standards and Interpretations not yet mandatory or early adopted
Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the Company for the annual reporting period ended 30 June 2025. The Company has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

Note 2. Critical accounting judgements, estimates and assumptions
The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Revenue from contracts with customers involving sale of goods
When recognising revenue in relation to the sale of goods to customers, the key performance obligation of the Company is considered to be the point of delivery of the goods to the customer, as this is deemed to be the time that the customer obtains control of the promised goods and therefore the benefits of unimpeded access.

Determination of variable consideration
Judgement is exercised in estimating variable consideration which is determined having regard to past experience with respect to the goods returned to the Company where the customer maintains a right of return pursuant to the customer contract or where goods or services have a variable component. Revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised under the contract will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

Allowance for expected credit losses
The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates and forward-looking information that is available. The allowance for expected credit losses is calculated based on the information available at the time of preparation. The actual credit losses in future years may be higher or lower.

Fair value measurement hierarchy
The Company 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 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.

Note 2. Critical accounting judgements, estimates and assumptions (continued)

Estimation of useful lives of assets
The Company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

Goodwill and other indefinite life intangible assets
The Company tests annually, or more frequently if events or changes in circumstances indicate impairment, whether goodwill and other indefinite life intangible assets have suffered any impairment, in accordance with the accounting policy stated in note 1. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

Income tax
The Company 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 Company recognises liabilities for anticipated tax audit issues based on the Company'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.

Recovery of deferred tax assets
Deferred tax assets are recognised for deductible temporary differences only if the Company considers it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Lease term
The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the Company's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The Company reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

Employee benefits provision
As discussed in note 1, the liability for employee benefits expected to be settled more than 12 months from the reporting date 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.

Note 3. Revenue	**2025**	**2024**
	$	**$**
Consulting revenue	42,531,523	42,805,163
	42,531,523	**42,805,163**

Disaggregation Of Revenue

The disaggregation of revenue from contracts with customers is as follows:

Australia	42,530,603	42,400,324
Rest of the world	920	404,839
	42,531,523	**42,805,163**

Refer to Note 16, which outlines that the Company is exposed to concentration risk, as approximately 73% of its total revenue during the year was derived from a single customer, Woodside Energy.

Note 4. Cost of sales	**2025**	**2024**
	$	**$**
Salaries and wages	28,583,255	27,832,781
Contractor Fees	8,261,392	9,120,940
Others	66,130	55,827
	36,910,777	**37,009,548**

Note 5. Other income	**2025**	**2024**
	$	**$**
Interest income	29,633	4,862
	29,633	**4,862**

Note 6. Income tax expense	**2025**	**2024**
	$	**$**
Current tax	886,795	1,079,953
Deferred tax – origination and reversal of temporary differences	(359,338)	(261,710)
Under/(Over) provision for prior year – current tax	-	-
Aggregate income tax expense	**527,457**	**818,243**
Numerical reconciliation of income tax expense and tax at the statutory rate		
Profit before income tax expense	**3,737,823**	**3,559,625**
Tax at the statutory tax rate of 25% (2024: 25%)	934,456	889,906
Tax effect amounts which are not deductible/(taxable) in calculating taxable income;		
Non-deductible expenses	(47,661)	190,046
Tax losses not brought into account	-	-
	886,795	**1,079,953**
Movements in unrecognised temporary differences:		
Tax effect of current year tax losses for which deferred tax asset has been recognised	(359,338)	(261,710)
Income tax expense	**527,457**	**818,243**

Note 7. Cash and cash equivalents

	2025	2024
	$	$
Cash and bank	242,744	2,282,472
	242,744	**2,282,472**

Note 8. Trade and other receivables

	2025	2024
	$	$
Trade debtors	4,312,998	2,156,468
Less: Provision for doubtful debt	-	-
	4,312,998	**2,156,468**
Deposits and advances	125,170	104,120
Work in progress	1,031,720	636,611
	5,469,888	**2,897,199**

Allowance for expected credit losses

The following table shows the movement in lifetime expected credit loss that has been recognised for trade and other receivables in accordance with the simplified approach set out in AASB 9.

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

	Carrying amount		Allowance for expected credit losses	
	2025	2024	2025	2024
	$	$	$	$
Not overdue	4,162,865	2,050,396	-	-
0 to 3 months overdue	150,133	106,072	-	-
Over 6 months overdue	-	-	-	-
	4,312,998	**2,156,468**	-	-

Credit risk

The Company is exposed to credit risk primarily through its trade and other receivables, which are considered the main source of credit risk exposure. The Company does not have significant credit risk exposure to any single counterparty or group of counterparties, other than the concentration described below.

During the year, approximately 73% of the Company's total revenue was generated from a single customer, Woodside Energy. This level of customer concentration presents a significant degree of credit and customer risk. Any adverse change in the financial condition, contractual arrangements, or business relationship with this customer could materially impact the Company's revenue and cash flows. Management actively monitors this exposure and is exploring opportunities to diversify the customer base to mitigate this risk.

The Company measures loss allowances for trade receivables using the lifetime expected credit loss model. Expected credit losses are estimated using a provision matrix based on historical default rates, adjusted for current and forward-looking economic conditions and specific debtor circumstances. There have been no changes in estimation techniques or significant assumptions during the reporting period.

Trade receivables are written off when there is evidence that the debtor is in severe financial difficulty and recovery is unlikely—such as liquidation, bankruptcy, or when receivables are more than two years past due, whichever comes first. Written-off receivables are not subject to further enforcement activity.

(b) Collateral Held as Security

No collateral is held over trade and other receivables.

(c) Financial Assets Measured at Amortised Cost

Trade and other receivables:		
- total current	4,312,998	2,156,468
- total non-current	-	-
	4,312,998	**2,156,468**

Note 9. Property, plant & equipment	**2025**	**2024**
	$	**$**
Plant & Equipment at Cost	87,391	83,873
Accumulated Depreciation	(75,844)	(66,586)
	11,547	**17,287**

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

	Plant & equipment	**Total**
	$	**$**
Balance at 1 July 2024	17,287	17,287
Additions	3,518	3,518
Disposals	-	-
Depreciation expense	(9,258)	(9,258)
Balance at 30 June 2025	**11,547**	**11,547**

Note 10. Intangibles	**2025**	**2024**
	$	**$**
Software development - at cost	291,500	291,500
Less: Accumulated amortization	-	-
	291,500	**291,500**

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

Balance at the beginning of the year	291,500	291,500
Additions	-	-
Disposals/impairment	-	-
Carrying amount at the end of the year	**291,500**	**291,500**

In 2014, the Company acquired a customer list from StepChange Pty Limited. The customer list was identified as an intangible asset and is recognized at its fair value at the acquisition date.

The customer list is reviewed annually for impairment or whenever there is an indication that the asset may be impaired. If the recoverable amount of the asset is less than its carrying amount, an impairment loss is recognized in the statement of profit or loss. As of 30 June 2025, the customer list was tested for impairment. The recoverable amount was determined based on the value in use, and no impairment loss was recognized during the period.

Note 11. Right-of-use assets
The Company's lease portfolio includes office space at unit Level 7, 182 St Georges Terrace, Perth Australia.
It is non-cancellable with 4 years terms. Rental is payable monthly in advance, increase by fixed percentage of 3.25% on each anniversary date and expires in April 2026.

(i) AASB 16 related amounts recognised in the balance sheet	**2025**	**2024**
	$	**$**
Building - right-of-use	314,072	314,072
Less: Accumulated amortization	(248,640)	(170,124)
Total Right of use asset	**65,432**	**143,948**
Movement in carrying amounts:		
Balance at 1 July	143,948	222,466
Additions during the year	-	-
Disposals and transfers during the year	-	-
Total Right-of-Use Asset	143,948	222,466
Amortization during the year	(78,516)	(78,518)
Net carrying value at the end of the year	65,432	143,948
(ii) Commitments - AASB 16 Lease Liabilities (discounted)		
-Not later than one year	74,647	76,857
Current Lease Liabilities	74,647	76,857
-Later than one year and not later than five years	-	74,647
-Later than five years	-	-
Non-Current Lease Liabilities	-	74,647
Amortization charge of right-of-use assets:		
Leased building	78,516	78,518
Interest expense	5,517	9,551
Total recognised in statement of profit or loss	**84,033**	**88,069**

	2025	**2024**
Note 12. Trade and other payables	**$**	**$**
Trade creditors	104,023	69,490
Accruals	3,674,045	2,881,448
GST payable	833,141	686,472
Other payables	396,164	549,439
	5,007,373	**4,186,799**

Note 13. Equity – issued capital

300,000 (2024: 300,0000) fully paid ordinary shares	**300,000**	**300,000**

(a) Ordinary shares

At the beginning of the reporting period	300,000	300,000
At the end of the reporting period	**300,000**	**300,000**

Ordinary shareholders participate in dividends and the proceeds on winding up of the entity in proportion to the number of shares held.

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

Note 14. Dividends	**2025** **$**	**2024** **$**
Dividend paid for the year ended 30 June 2025 of $10.5 (2024: $10.67) per ordinary share	3,150,000	3,200,000
	3,150,000	**3,200,000**

Note 15. Related party transactions

The Company's main related parties are as follows:

(a) Key Management Personnel:

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

Disclosures relating to key management personnel is as below:

	2025 **$**	**2024** **$**
Director fee	382,016	429,544
Superannuation	48,534	46,322
Car and other allowance	69,005	39,600
	499,555	**515,466**

(b) Entitles subject to significant Influence by the Company:

An entity that has the power to participate in the financial and operating policy decisions of an entity, but does not have control over those policies, is an entity that holds significant influence. Significant influence may be gained by share ownership, statute or agreement.

No transaction with entitles subject to significant Influence was carried during the year.

(c) Other related parties:

Other related parties include close family members of key management personnel and entities that are controlled or jointly controlled by those key management personnel, individually or collectively with their close family members.

(d) Transactions with related parties

The following transactions occurred with related parties:

	2025 $	2024 $
Payment for goods and services:		
Payment for services from associate	-	90,000
Payment for services from director-related entity	-	-
	-	**90,000**

	2025 $	2024 $
Receivable from and payable to related parties:		
Trade payables to associate	-	-
Trade payables to director-related entity	-	-
	-	**-**

Loans to/from related parties:

There were no loans to or from related parties at the current and previous reporting date.

Note 16. Financial Instruments

Financial risk management objectives

The Company's activities expose it to a variety of financial risks: market risk (including foreign currency risk, price risk and interest rate risk), credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Company.

Risk management is carried out by senior finance executives ('finance') under policies approved by the Board of Directors ('the Board'). These policies include identification and analysis of the risk exposure of the Company and appropriate procedures, controls and risk limits. Finance reports to the Board on a monthly basis.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. The Company has a strict code of credit, including obtaining agency credit information, confirming references and setting appropriate credit limits. The Company obtains guarantees where appropriate to mitigate credit risk. The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements. The Company does not hold any collateral. The Company has adopted a lifetime expected loss allowance in estimating expected credit losses to trade receivables through the use of a provisions matrix using fixed rates of credit loss provisioning. These provisions are considered representative across all customers of the Company based on recent sales experience, historical collection rates and forward-looking information that is available. Generally, trade receivables are written off when there is no reasonable expectation of recovery. Indicators of this include the failure of a debtor to engage in a repayment plan, no active enforcement activity and a failure to make contractual payments for a period greater than 1 year.

Liquidity risk
Vigilant liquidity risk management requires the Company to maintain sufficient liquid assets (mainly cash and cash equivalents) and available borrowing facilities to be able to pay debts as and when they become due and payable.

The Company manages liquidity risk by maintaining adequate cash reserves and available borrowing facilities by continuously monitoring actual and forecast cash flows and matching the maturity profiles of financial assets and liabilities

The average exchange rates and reporting date exchange rates applied were as follows:

		2025	2024
		$	**$**
Financial assets			
Current			
Cash and cash equivalents	7	242,744	2,282,472
Trade and other receivables	8	5,469,888	2,859,203
		5,712,632	**5,141,675**
Financial liabilities			
Trade and other payables	12	5,007,373	2,263,432
		5,007,373	**2,263,432**

Concentration risk
During the year, approximately 73% of the Company's total revenue was generated from a single customer, Woodside Energy. This concentration exposes the Company to a significant degree of customer risk, as any adverse change in the business relationship, contractual terms, or financial position of this customer could materially impact the Company's revenue and operating results. Management continues to monitor this risk and is actively pursuing opportunities to diversify the customer base.

Note 17. Auditor's Remuneration
During the financial year the following fees were paid or payable for services provided by Elderton Audit Pty Limited, the auditor of the company:

	2025	2024
Fee payable to auditor for:	**$**	**$**
Audit services	10,000	15,000
Other services	-	5,000
	10,000	**20,000**

Note 18. Reconciliation of profit after income tax to net cash from operating activities	**2025**	**2024**
Cash flows from operating activities	**$**	**$**
Profit before income tax	3,737,823	3,559,625
Amortization/ Depreciation	87,776	97,074
Adjustments for:		
Decrease/(increase) trade receivable	(2,572,689)	2,200,405
Trade and other payables	820,574	(505,762)
Taxes paid	(882,834)	(1,095,317)
Net cash generated from operating activities	**1,190,650**	**4,256,024**

Note 19. Events after the reporting period

On 7 July 2025, the shareholders of StepChange Consultants Pty Ltd entered into a Share Purchase Agreement with StepChange Holdings Limited for the sale of 100% of the issued share capital of the Company. The transaction includes a combination of cash and equity consideration and features an earn-out component linked to the Company's EBITDA performance for the 12-month period ending 30 June 2026. As part of the organisational changes arising from the transaction, the directorship of the Company was also changed on 7 July 2025.

No other matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Company's operations, the results of those operations, or the Company's state of affairs in future financial years.

Note 20. Contingent liabilities

There are no contingent and commitments as at 30 June 2025.

StepChange Consultants Pty Limited
Directors' declaration
30 June 2025

In the directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards,
- the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes comply with International Financial Reporting Standards as issued by the International Accounting Standards Board as described in note 1 to the financial statements;
- the attached financial statements and notes give a true and fair view of the Company's financial position as at 30 June 2025 and of its financial performance for the financial year ended on that date;
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and

The directors have been given the declarations required by section 295A of the Corporations Act 2001.

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

____
Director
Dated: 19 August 2025

Independent Audit Report to the members of StepChange Consultants Pty Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of StepChange Consultants Pty Limited (the Company), which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and the directors' declaration.

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

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

Basis for Opinion

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

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

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

Responsibilities of Directors for the Financial Report

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

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

Auditor's Responsibilities for the Audit of the Financial Report

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

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Elderton Audit Pty Ltd.

Elderton Audit Pty Ltd

Rafay Nabeel

Director

Perth

19 August 2025