



Babylon Pump & Power Limited

ACN 009 436 908

and its controlled entities

2025 Annual Report

Year ended 30 June 2025

Corporate Directory

Directors

Mr James Cullen
Non-Executive Chairman

Mr Michael Shelby
Managing Director

Mr Patrick Maingard
Non-Executive Director

Ms Louise Bower
Independent Non-Executive Director

Mr Chris Radin
Independent Non-Executive Director

Company Secretary

Mr Michael Shelby

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Auditor

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Level 9
Mia Yellagonga Tower 2
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PERTH WA 6000
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Bankers

National Australia Bank Limited
100 St Georges Terrace
PERTH WA 6000
AUSTRALIA

Stock Exchange Listing

Australian Securities Exchange
ASX Code: BPP

Corporate Governance Statement

A copy of the Corporate Governance Statement is located on the website.



	Page
Chairman’s letter	4
Directors’ report	5
Lead auditor’s independence declaration	19
Consolidated statement of profit or loss and other comprehensive income	21
Consolidated statement of financial position	22
Consolidated statement of changes in equity	23
Consolidated statement of cashflows	24
Notes to the consolidated financial statements	25
Consolidated Entity Disclosure Statement.....	50
Directors’ declaration	51
Corporate Governance Statement.....	57
ASX Additional Information	58

Chairman's letter

Dear Shareholders,

It is my pleasure to present this year's Annual Report for Babylon Pump & Power Limited, following a year of meaningful progress in both operational execution and strategic transformation.

In FY25, Babylon delivered revenue of \$31.76 million and EBITDA of \$5.81 million, supported by strong performance in our Rental and Maintenance divisions. While operating cash flow was impacted by timing of receivables and the working capital intensity of major projects delivered late in the year, the business continued to demonstrate resilience and adaptability in the face of industry challenges.

A key highlight of the year was the announcement and subsequent completion of the acquisitions of Matrix Hydro Services and Blue Hire, both of which Babylon finalised shortly after year-end. These transactions mark a strategic evolution for Babylon. They significantly expand our fleet, customer base and technical capabilities, creating a high-margin, integrated rental and services platform focused on water and power solutions for the mining and industrial sectors.

The strategic fit of these acquisitions is compelling. Matrix Hydro provides critical groundwater testing and technical services that position Babylon earlier in the project lifecycle, while Blue Hire strengthens our presence in dry hire and helps us to drive greater fleet utilisation across Western Australia. Both businesses bring experienced leadership and proven profitability to our group.

We were pleased to receive strong support from shareholders for the equity raising that provided working capital and funding for the Matrix acquisition. Together with our existing team, Matrix and Blue Hire form the backbone of our growth strategy for FY26 and beyond.

Looking ahead, Babylon is well positioned. The combined group enters FY26 with momentum, scale and a clear strategic focus. As we rapidly integrate the two acquisitions, we are continuing to actively manage capital, driving fleet utilisation and investing in operational discipline to ensure that our platform continues to generate strong returns.

On behalf of the Board, I would like to thank our shareholders for their ongoing support, our staff for their dedication and our leadership team for their execution. We are excited about what the future holds and look forward to sharing this journey with you.

Yours sincerely,



Jamie Cullen

Non-Executive Chairman

Babylon Pump & Power Limited

Directors' report

The directors present their report on the consolidated entity comprising Babylon Pump & Power Limited and its controlled entities ("Babylon" or "the Group" or "the Company") for the year ended 30 June 2025 and the auditor's report thereon.

1. Directors and Officers

The names and details of the Group's directors in office during the financial year and until the date of this report are set out below. Directors were in office for the entire period unless otherwise stated.

Mr James Cullen

Non-Executive Chairman

Mr Cullen is a highly experienced executive who has served as CEO of three successful ASX listed mining service companies over the past 30 years. He is currently the Chief Executive Officer of Pacific Energy Group Holdings Ltd, a large Australian power station and renewable energy developer, owner and operator. Mr Cullen is also a Board member of Guide Dogs WA and Ear Science Institute Australia.

Prior to joining Pacific Energy Ltd in 2015 Mr Cullen served as Chief Executive Officer of Resource Equipment Ltd (2008-2014) and PCH Group Ltd (1995-2007). All three companies commenced as ASX-listed micro-cap mining service companies before growing significantly and ultimately being acquired under takeover offers.

In addition to his board-level experience, Mr Cullen is a qualified Chartered Accountant with strong financial and governance background and formal qualifications.

During the three years prior to the end of the year, Mr Cullen has not held any directorships in any other listed companies.

Mr Cullen was appointed Non-Executive Chairman on 18 May 2022.

Mr Michael Shelby

Managing Director and Company Secretary

Mr Shelby has over two decades of experience in oil & gas, mining and specialty rental markets spanning commercial, technical and project management roles. He obtained a Bachelor of Science in Chemical Engineering from Louisiana State University and began work for major oil service companies in his native United States.

In 2007 he moved his family to Perth where he has spent the last decade in various management positions at international oil service and specialty rental companies. Mr Shelby has an extensive network across Australian, Asian and Middle Eastern markets.

Whilst General Manager Oil & Gas at Resource Equipment Ltd (ASX:RQL) he had management responsibility for growing the oil & gas service business of RQL from inception until RQL was acquired by Pump Services LLC by way of cash on market takeover offer completed in 2015, recruited key personnel and launched an overseas branch to complement Australian business activities. Mr Shelby has 18 years of experience in Australia leading multifunction teams across mining and oil & gas during most recent market cycles.

Mr Shelby has completed the Senior Executive MBA program at Melbourne Business School, and the AICD Company Directors Course.

During the three years prior to the end of the year, Mr Shelby has not held any directorships in any other listed companies.

Mr Shelby was appointed Managing Director and Executive Chairman on 1 March 2017 and resigned from his position as Executive Chairman on the appointment of James Cullen as Non-Executive Chairman.

Mr Shelby was appointed Company Secretary on 3 September 2024.

Mr Patrick Maingard
Non-Executive Director

A graduate member of the Australian Institute of Company Directors (GAICD), Mr Maingard has 30 years plus of management experience with a strong SME background with Director and Managing Director portfolios.

Mr Maingard was a Director/co-owner of plastics manufacturing business Omni Manufacturing Pty Ltd, (acquired April 1999). Key milestones included increasing profitability via organic growth and acquisitions, overhaul of manufacturing plant and equipment, achieving ISO certification and Australian Standards accreditation and assisting in establishing and managing relationships with Bunnings, Reece Plumbing, Masters, Australian Defence Force, Constellation Wines, Matrix Asia Pacific and other clients. The business was sold to a European multinational, with Mr Maingard retained on contract as Managing Director until December 2015.

Mr Maingard holds a MSc Management from Oxford University.

During the three years prior to the end of the year, Mr Maingard has not held any directorships in any other listed companies.

Mr Maingard was appointed Executive Director on 18 December 2017 and transitioned to Non-Executive Director on 1 September 2022.

Ms Louise Bower
Independent Non-Executive Director

Ms Bower has accumulated over 30 years' experience in senior executive roles across varied industry sectors and jurisdictions including Australia, South Africa and the United Kingdom.

Ms Bower is currently Non-Executive Director at Perth based DUG Technology Ltd (ASX:DUG) – a global technology company providing high-performance computing with a strong foundation in applied physics. In August 2022, Ms Bower was appointed to the board of Lycopodium Limited (ASX:LYL) – an international integrated engineering, construction and asset management specialist operating across the resources, infrastructure and industrial processes sectors. Prior to this, Ms Bower held the positions of Executive Director and Chief Financial Officer at DUG where she was responsible for global commercial operations including financial planning, management and financial risks and governance.

Ms Bower holds an Honours Degree in Accounting Science from the University of South Africa and is a Chartered Accountant.

Ms Bower was appointed Non-Executive Director on 1 November 2021.

Mr Chris Radin
Independent Non-Executive Director

Mr Radin has accumulated 30 plus years' experience across equipment rental, capital equipment, industrial and retail markets, holding Senior Executive and Managing Director roles over the past 20 years.

Mr Radin's most recent position was Managing Director of Goodyear & Dunlop Tyres ANZ, where he was responsible for wholesale distribution and over 500 retail locations across Australia and New Zealand including the company owned Beaurepaires network. Goodyear is an iconic Fortune 500 company with a 125-year history of providing mobility solutions to the automotive, mining, aviation and construction industry.

Prior to this Mr Radin held the positions of Managing Director, STIHL Australia and General Manager, Sales & Marketing at Coates Hire. As a member of the Coates Executive Team, Mr Radin's tenure included the rapid expansion and revenue growth of Coates towards \$1.5B in revenue. This growth was driven by multiple acquisitions and the merger and integration of Coates and National Hire.

During the three years prior to the end of the year, Mr Radin has not held any directorships in any other listed companies.

Mr Radin was appointed Non-Executive Director on 1 March 2023.

1. Interests in Performance Rights, Convertible Notes and Shares in the Company and related bodies corporate

As at the date of this report, the direct and indirect interests of the directors and their related parties in the shares and options of Babylon Pump & Power Limited were:

<i>Director</i>	<i>30 June 2025 Performance Rights</i>	<i>30 June 2025 Ordinary Shares</i>	<i>Ordinary Shares as at Report Date</i>
James Cullen	130,000,000	63,474,650	63,474,650
Michael Shelby	63,636,667	30,774,312	30,774,312
Patrick Maingard	9,166,667	24,325,304	26,825,304
Louise Bower	9,166,667	3,917,143	3,917,143
Chris Radin	9,166,667	-	-
	221,136,668	122,491,409	124,991,409

Directors' meetings

The number of directors' meetings (including committee meetings) and the number of meetings attended by each of the directors of the Group during the financial year are:

<i>Director</i>	<i>Board</i>		<i>Audit and Risk</i>		<i>Remuneration</i>	
	<i>Held</i>	<i>Attended</i>	<i>Held</i>	<i>Attended</i>	<i>Held</i>	<i>Attended</i>
James Cullen	12	12	4	4	2	2
Michael Shelby	12	12	4	4	2	2
Patrick Maingard	12	12	4	4	2	2
Louise Bower	12	12	4	4	2	2
Chris Radin	12	12	4	4	2	2

The Audit and Risk Committee comprises Ms Bower as Chairperson, Mr Cullen, Mr Maingard and Mr Radin with Mr Shelby being a standard invitee.

During 2024 a Remuneration Committee was formalised. Prior to that this function was carried out by the Board. The Remuneration Committee comprises Mr Maingard as Chairperson, Mr Cullen, Mr Radin and Ms Bower, with Mr Shelby being a standard invitee.

2. Principal activities

Babylon Pump & Power Ltd is a provider of speciality mining services to the resources sector in Australia. The company is a specialist in high-pressure pumping, dewatering and project water management with decades of experience supplying and maintaining equipment in remote and offshore locations. Babylon also provides a full range of speciality power generation solutions, including system design, installation, commissioning, operations and maintenance services. With a team of highly experienced technicians, Babylon also provides full maintenance and asset management services for high-horsepower mobile equipment including engines, power train assemblies and components.

3. Dividends

No dividends have been paid or declared by the Group since the end of the current and previous financial year.

4. Industry and Geographic Exposures

The Group is exposed to the Australian mining and oil and gas industries. On a geographic basis, the Group is predominantly exposed to Western Australia and Queensland.

5. Significant changes in the state of affairs

On 13 January 2025 Babylon announced that the Company had executed agreements with National Australia Bank Limited ("NAB") to refinance its trade finance facilities with more fit for purpose, longer term and lower interest term debt facilities.

The restructure of the financing facilities involves the Company's existing \$3.0M revolving trade facilities being repaid through a newly established 4-year term loan facility with NAB. The new term loan facilities have an interest rate of BBSY +1.45%, which is significantly lower than the Company's current trade facilities, with the term loan due to be fully repaid in 2029. The facility will be reviewed annually and is secured by a security interest and charge of the rights, property and undertakings of the respective borrowing entities, and guarantees provided by members of the Babylon Group (refer ASX release 13 January 2025)

On 14 May 2025, Babylon announced an Accelerated Non-Renounceable Entitlement Offer (ANREO) to raise a total of \$3.5m, to fund the acquisition of Matrix Hydro Services Pty Ltd (Matrix), a WA-based specialist in aquifer testing and groundwater services (refer ASX release 14 May 2025)

On 16 May 2025, Babylon advised that the Company had received applications for 271,017,911 new Shares from eligible institutional shareholders and \$1,084,071.64 was raised under the accelerated component of the entitlement offer. (refer ASX release 16 May 2025)

On 2 June 2025, Babylon announced that it intended to acquire 100% of BPY Holdings Pty Ltd ("Blue Hire"), a WA-based specialist in pumping and hydrotesting solutions and extended the Retail Entitlement Offer to Friday 13 June 2025 to accommodate shareholders (refer to ASX release 2 June 2025)

In the Retail Entitlement Offer, 400,892,467 shares were taken up raising \$1,603,570 (refer ASX release 17 June 2025)

The Shares under the Shortfall Offer were taken up by various sophisticated and professional investors and raised \$811,727.82 (refer ASX release 19 June 2025).

6. Matters subsequent to the end of the financial year

On 15 July 2025, the Company held a general meeting to approve resolutions relating to the acquisitions by the Company of BPY Holdings Pty Ltd (trading as Blue Hire) ("Blue Hire") and Matrix Hydro Services Pty Ltd ("Matrix"). All resolutions at the meeting were passed by shareholders (refer ASX release 15 July 2025).

On 1 August 2025, the Company announced that it had completed the acquisitions of Blue Hire and Matrix (refer ASX release 1 August 2025). The Company paid upfront cash consideration of \$16,500,000 and issued a total of 330,000,000 fully paid ordinary shares to the vendors of Blue Hire (at a deemed issue price of \$0.005 per share), with up to \$8,200,000 payable in deferred cash and equity consideration. The Company paid upfront cash consideration of \$2,000,000 and issued a total of 100,000,000 fully paid ordinary shares to the vendors of Matrix (at a deemed issue price of \$0.005 per share), with deferred cash consideration of Matrix's FY26 EBITDA also payable subject to Matrix attaining a minimum EBITDA of \$800,000.

The total upfront cash consideration of \$18,500,000 was funded via a Corporate Markets Loan provided by National Australia Bank Ltd ("New NAB Facility"), in addition to the Company's existing Invoice Finance Facility and Asset Finance Facility with NAB. The New NAB Facility is for a three-year term and is secured by a registered General Security Agreement over all the present and future rights, property and undertaking of the Group, with interest accruing at a variable rate (8.67% p.a. at the time of execution). The facility is subject to standard financial covenants including maintenance of a 1.35x debt service cover ratio, a 3.00x gross leverage ratio (reducing to 2.25x from 31 December 2026), and a 25% shareholder equity ratio (increasing to 35% from 31 December 2026).

There are no other significant matters subsequent to the end of the financial year.

7. Likely developments and expected results of operations

The Group's strategy is to continue to grow the rental segment of the business through the acquisition of additional rental equipment while at the same time continuing to maintain a consistent asset utilisation level. It is believed that this strategy, combined with the strategy to keep the maintenance segment performing at a consistent level should contribute to FY26 targets being achieved.

8. Environmental regulation

The consolidated entity is not subject to any significant environmental regulation under Australian Commonwealth, State or Territory law.

9. Operating and financial review

Review of financial results

Babylon Pump & Power Limited ("Babylon" or "the Group") delivered a strong operational and financial performance in FY25, completing a transformative year marked by disciplined execution and improvement upon last year's maiden net

profit, delivering a 55% increase in full year net profit after tax to \$787,166. The Group continued to make significant progress advancing strategic acquisitions during the year while streamlining the Maintenance segment and overcoming weakness in the nickel and lithium sectors.

The table below provides a comparison of results for the year ended 30 June 2025 with the results of the preceding year.

Group Key Performance Indicators	30 June 2025 \$A	30 June 2024 \$A	Change
Revenue	31,763,812	41,738,133	-24%
EBITDA (non-IFRS measure)	5,810,619	6,124,066	-5%
EBITDA margin (non-IFRS measure)	18%	15%	+3pp
Net finance costs	1,305,313	1,644,404	-21%
Depreciation and amortisation	3,718,140	3,971,635	-6%
Reported profit/(loss) after tax attributable to members	787,166	508,027	+55%

The business demonstrated strong cash generation and operational leverage, supported by a sharpened focus on utilisation, cost control and working capital management. While operating cash flows were impacted late in the year by increased receivables, these balances are expected to normalise in early FY26.

FY25 marked a significant strategic shift for Babylon, with the announcements of the acquisitions of Matrix Hydro Services and Blue Hire positioning the business as a vertically integrated water management platform. These bolt-on transactions expand Babylon's equipment base, technical services capability, geographic footprint and will add high-margin revenue streams. Importantly, they were secured at attractive purchase multiples (2.5x–3.8x EBITDA) and funded without placing undue strain on the balance sheet.

The Group also completed a \$3.5 million equity raise via a non-renounceable entitlement offer and refinanced its debt facilities to improve liquidity and better align with its growth strategy.

Review of operations

Rental Segment

Continuation of the weakness in the lithium & nickel sectors referenced in the Company's H1 FY25 report, coupled with less industrial services works in the Pilbara, challenged the Rental segment during the year. The second quarter saw BHP NickelWest place the longest held Babylon dewatering services contract at Mt Keith mine site into care and maintenance. Curtailed and postponed industrial services work at FMG negatively impacted industrial services provided by Babylon's Ausblast subsidiary. Active cost management and overhead management kept profit margins level for the segment.

The Rental business recorded its strongest quarterly revenue in the final quarter of FY25 with notable recovery in fleet utilisation, setting the segment up for a solid start to the next financial year. Babylon expects profit growth as utilisation increases with minimal creep in overhead. The gold sector continues to be a stand out as test pumping activity increased in the sector for the second half of the year. Babylon successfully expanded its footprint in Western Australia and the Northern Territory, leveraging its early-project entry point through test pumping to deepen customer relationships and capture downstream water management work. Early test pumping activities have led to other water management opportunities at several gold mines, giving confidence in the strategy to embrace the entire water cycle in the resource sector.

The Group remains focused on growing specialty rental capabilities, with the introduction of hybrid power units and sprayerless evaporators, both of which support clients' emission reduction goals. The Australian distributorship with Brazilian based HIGRA Industrial, announced in early FY25, has proven successful and continued to provide new orders during the reporting period.

Rental Segment Key Performance Indicators	30 June 2025 \$A	30 June 2024 \$A	Change
Revenue	10,015,478	12,075,628	-17%
EBITDA (non-IFRS measure)	3,406,772	4,179,947	-18%
EBITDA margin (non-IFRS measure)	34%	35%	-1pp

Maintenance Segment

Focus on engine rebuilding programs drove increased profitability in the maintenance segment as lower margin parts and component sales were curtailed during the year, with a strong finish in Q4 driven by major project delivery and increased demand for field service support. The division completed key engine rebuilds and delivered reliable execution across mining and industrial clients. A smaller and more focused workforce was able to maintain profit levels on reduced turnover, thus reducing working capital requirements..

Maintenance Segment Key Performance Indicators	30 June 2025 \$A	30 June 2024 \$A	Change
Revenue	21,748,334	29,662,505	-27%
EBITDA (non-IFRS measure)	5,109,145	5,146,220	-1%
EBITDA margin (non-IFRS measure)	23%	17%	+6pp

Outlook

Babylon enters FY26 with a clear focus on profitable growth, capital discipline and operational integration of its significantly enhanced rental fleet and expanded customer footprint. With the Matrix Hydro and Blue Hire acquisitions completed on 1 August 2025, the business is well positioned to realise synergies, cross-sell across its divisions and strengthen its position in the high-margin rental and technical services market. Management's priorities remain on cash generation, debt reduction, enhanced utilisation and delivering consistent value to shareholders.

10. Sustainability

The Group is strongly committed to its people, systems, environment and communities within which it operates, all of which play an integral part in creating and delivering sustainable value to our stakeholders.

Safety is a holistic concept and is everyone's responsibility. Our leaders are focussed on creating and maintaining a positive safety culture through reporting, regular review, updating of policies and practice as required, communicating changes and ongoing training and development. Our goal is to have an accident and injury free healthy workplace with minimum exposure to physical hazards and risk to health or well-being of our people, clients, contractors and communities in which we operate. The Group completed the year with a Total Recordable Injury Frequency Rate (TRFIR) of 0.

The Group elects to follow international standards of design and maintenance and has the following accreditations: ISO 45001:2018, ISO 9001 and ISO 14001:2015.

We will continue to seek opportunities to further reduce our environment footprint and work with our clients to support sustainable practices and deliver service offerings that enable our clients to achieve their environmental objectives.

11. Risk Management

The Board and Management recognise that risk is inherent in the business and that the effective management of risk is vital to deliver the strategic objectives.

We are committed to the responsible management of the business and will seek to maintain policies and practices that are consistent with identifying and managing the current risk environment and risks that the business may face in future, based on sound recognised risk management principles.

The risk management program comprises a series of processes, structures and guidelines which assist the Company to identify, assess, monitor, manage and report its business risk, including any material changes to its risk profile.

Key areas of risk identified will be measured and rated so that the risk profile of each can be determined. Once this has been achieved the various risk mitigation strategies will be implemented to either eliminate or reduce risks to an acceptable level in light of current standards.

Outlined below is an overview on the material risks facing the business. These risks are not set out in any particular order and do not comprise every risk that the Group could encounter.

- Health, safety and wellbeing of all stakeholders
- Commercial, financial and reputational risks
- Environmental impact reduction
- Culture and behaviours at all levels
- Ongoing future viability and relevance of the business

The Board will oversee the risk management program while conferring responsibility on the Audit and Risk Committee to provide the framework and guidance for management to design, implement and maintain its risk management plans.

The Board is committed to managing and reviewing risks on an ongoing basis so as to ensure the sustained growth of the Company.

12. Indemnification and insurance of directors, officers and auditors

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

During the financial year, the Group paid a premium in respect of a contract to insure the directors and executive officers of the Group 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.

The Group has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the Group or any related entity against a liability incurred by the auditor. During the financial year, the Group has not paid a premium in respect of a contract to insure the auditor of the Group or any related entity.

13. Non-audit services

During the financial year BDO Audit Pty Ltd continued as the Group's auditor and no non-assurance services were provided (FY2024: nil).

14. 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 Group, or to intervene in any proceedings to which the Group is a party, for the purpose of taking responsibility on behalf of the Group for all or part of those proceedings.

15. Remuneration report – audited

The information provided in this Remuneration Report has been audited as required by section 308(c) of the *Corporations Act 2001*.

This report outlines the remuneration arrangements in place for directors and other key management personnel (KMP) of the Group. Remuneration is referred to as compensation throughout this report.

15.1 Key management personnel included in this report

<i>Name of KMP</i>	<i>Position held</i>	<i>Term as KMP to 30 June 2025</i>
James Cullen	Non-Executive Chairman	Full Financial Year
Michael Shelby	Managing Director	Full Financial Year
Michael Shelby	Company Secretary	Appointed 3 September 2024
Patrick Maingard	Non-Executive Director	Full Financial Year
Louise Bower	Non-Executive Director	Full Financial Year
Chris Radin	Non-Executive Director	Full Financial Year
Lawrence Phillips	Chief Operating Officer	Full Financial Year
Matthew Goldfinch	Chief Financial Officer/Company Secretary	Ceased 3 September 2024
Frank Ashe	Corporate Business Development Manager	Full Financial Year

15.2 Principles of compensation

Non-Executive Director remuneration policy

The Board's policy is to remunerate non-executive directors at market rates for time, commitment and responsibilities, having regard to the level of fees paid to non-executive directors by other companies of similar size in the industry.

Total compensation for all non-executive directors are set within the maximum aggregate amount approved by shareholders on 23 November 2023, being \$500,000 per annum. Directors' fees cover all main Board activities.

For the year ended 30 June 2025, inclusive of superannuation guarantee, the annual cash remuneration for non-executives was \$167,250 (30 June 2024 \$169,429). The total remuneration paid to the Group's non-executive directors during the year is set out in this report.

In addition to these fees, non-executive directors are entitled to reimbursement of reasonable travel, accommodation and other expenses incurred attending meetings of the Board, committees or shareholders, or while engaged on the Group's business. Non-executive directors are not entitled to compensation or retirement benefits on termination of their directorships.

Executive remuneration policy

Compensation levels for executives of the Group are competitively set to attract and retain appropriately qualified and experienced executives. The compensation structures explained below are designed to attract suitably qualified candidates, reward the achievement of strategic objectives and achieve the broader outcome of creation of value for shareholders.

Board fees are not paid to Executive Directors, as the time spent on Board work and the responsibilities of Board membership are included when determining the remuneration package provided as part of their normal employment responsibilities.

The compensation structures take into account:

- The capability and experience of the executive;
- The executive's ability to control the relevant segment's performance; and
- The Group's performance including safety, earnings and the growth in share price.

Fixed compensation

Fixed compensation consists of base compensation (which is calculated on a total cost basis and includes any Fringe Benefits Tax charges related to employee benefits) and employer contributions to superannuation funds. Compensation levels are reviewed annually by the Board through a process that considers individual, segment and overall performance of the Group.

Performance linked compensation

Performance linked compensation includes both short-term and long-term incentives and is designed to reward key management personnel for meeting or exceeding safety, financial and personal objectives. The short-term incentive (STI) is a discretionary 'at risk' bonus provided is paid upon the achievement of pre-determined key performance indicators set by the Board. The long-term incentive (LTI) is provided as performance rights over ordinary shares of the Group as outlined below. The objective of this form of reward is to align the behaviour of executives to maximise shareholder value. Performance evaluations of senior executives have taken place during the reporting period in accordance with the process disclosed above.

Key performance indicators of the Group over the last 5 years

<i>Consolidated</i>	<i>2025</i> \$	<i>2024</i> \$	<i>2023</i> \$	<i>2022</i> \$	<i>2021</i> \$
Revenue	31,763,812	41,738,133	32,500,899	27,517,238	21,331,973
Net gain/(loss) before tax	787,166	508,027	(1,487,804)	(5,209,881)	(6,357,777)
Net gain/(loss) after tax	787,166	508,027	(1,487,804)	(5,209,881)	(6,357,777)
Share price at start of year	0.005	0.006	0.005	0.017	0.018
Share price at end of year	0.006	0.005	0.006	0.005	0.017
Interim and final dividend	-	-	-	-	-
Basic gain/(loss) per share	0.0003	0.0002	(0.0006)	(0.0045)	(0.0068)

Employment contracts of executive key management personnel

Executive key management personnel have authority and responsibility for planning, directing and controlling the activities of the Group. A summary of the agreements are set out below:

Michael Shelby, Managing Director

- a) Term of agreement – commenced 1 March 2017 with indefinite duration and review of terms dated 28 September 2020;
- b) Base salary of \$326,875 (FY2024: \$312,500) per annum exclusive of superannuation;
- c) Eligible for annual cash bonus payment upon the achievement of key performance criteria to be agreed with the Board;
- d) Is capable of termination by individual with three months notice;
- e) Is capable of termination by the Group with twelve months notice;
- f) The agreement may be terminated for serious misconduct, in which case the Group is not required to pay any compensation.
- g) Implied performance condition performance rights will be granted at discretion of the board upon termination.

Lawrence Phillips, Chief Operating Officer

- a) Term of agreement – commenced 1 November 2022 with indefinite duration.
- b) Base salary of \$259,910 (FY2024: \$240,000) per annum exclusive of superannuation;
- c) Provided with motor vehicle allowance of \$20,000 per annum;
- d) Eligible for annual cash bonus payment upon the achievement of key performance criteria to be agreed with the Board;
- e) Is capable of termination by both parties on four weeks notice;
- f) The agreement may be terminated for serious misconduct, in which case the Group is not required to pay any compensation;
- g) Implied performance condition performance rights will be granted at discretion of the board upon termination.

Frank Ashe, Corporate Business Development Manager

- a) Term of agreement – commenced 1 July 2023 with indefinite duration.
- b) Base salary of \$279,910 (FY2024: \$240,000) per annum exclusive of superannuation;
- c) Eligible for annual cash bonus payment upon the achievement of key performance criteria to be agreed with the Board;
- d) Is capable of termination by both parties on four weeks notice;
- e) The agreement may be terminated for serious misconduct, in which case the Group is not required to pay any compensation;
- f) Implied performance condition performance rights will be granted at discretion of the board upon termination.

Directors' report
For the year ended 30 June 2025



15.3 Directors' remuneration

Details of the nature and amount of each major element of remuneration of each director of the Group and key management personnel for the year ended 30 June 2025 are as follows:

	Year	Salary & fees \$	Termination Benefits \$	Employee Performance / Bonus \$	Employee allowances \$	Post-employment superannuation \$	Share-based payments (shares) \$	Performance rights expense \$	Notes	Total \$	Performance Related % of remuneration
Directors											
James Cullen	2025	-	-	-	-	-	-	82,200	2	82,200	100%
	2024	-	-	-	-	-	-	82,200	2	82,200	100%
Michael Shelby	2025	326,875	-	122,400	-	29,610	-	124,439	1,2,3	603,324	21%
	2024	312,501	-	50,000	-	27,974	-	56,755	1,2	447,230	24%
Patrick Maingard	2025	51,438	-	-	-	4,312	-	17,861	2	73,611	17%
	2024	54,996	-	-	-	-	-	8,346	2	63,342	24%
Louise Bower	2025	55,750	-	-	-	-	-	17,861	2	73,611	17%
	2024	55,500	-	-	-	-	-	8,346	2	63,846	24%
Chris Radin	2025	55,750	-	-	-	-	-	17,861	2	73,611	17%
	2024	58,933	-	-	-	-	-	8,346	2	67,279	24%
Other key management personnel											
Lawrence Phillips	2025	250,780	-	79,077	6,667	32,108	-	24,420	1,2	393,052	6%
	2024	231,667	-	-	20,000	27,083	-	24,458	1,2	303,208	8%
Matthew Goldfinch	2025	42,730	18,333	(5,748)	-	14,100	-	(24,458)	1,2,4	49,957	-54%
	2024	216,667	-	-	-	23,833	21,528	24,458	1,2	286,486	9%
Frank Ashe	2025	247,360	-	79,077	-	28,446	-	24,458	1,2	462,211	7%
	2024	240,000	-	-	-	26,400	-	26,640	1,2	293,081	9%
	2025	1,030,683	18,333	274,806	6,667	108,576	-	286,824		1,725,889	17%
	2024	1,170,264	-	50,000	20,000	105,290	21,528	239,590		1,606,672	18%

Note 1: These balances contain an STI bonus accrual relating to FY2025 which has not yet been approved or paid.

Note 2: Expenses relates to performance rights – refer note 20 to the financial statements.

Note 3: Michael Shelby commenced as Company Secretary on 3 September 2024 and continued in the role of Managing Director for the full financial year.

Note 4: Matthew Goldfinch ceased to be Chief Financial Officer and Company Secretary on 3 September 2024.

STI Performance Hurdles

The Board determined the award of payments under the Short-Term Incentive Plan for the year ended 30 June 2025 based on the below performance hurdles:

Feature	Description	Weighting
Maximum opportunity	Managing Director: 60% of fixed remuneration Other Key Management Personnel : 50% of fixed remuneration	
Performance metrics	Safety: maintain TRIFR below 2.6	30%
	Financial: FY25 EBITDA \$8.0m	40%
	Individual performance: achievement of agreed personal objectives and key performance indicators	30%
Delivery of STI	Cash or shares	
Board discretion	The Board has discretion to adjust remuneration outcomes up or down to prevent any inappropriate reward outcomes, including reducing (down to zero, if appropriate) any STI award.	

KMP	Total STI Bonus Available FY24 \$	Actual STI Bonus Paid for FY24 \$
Michael Shelby	204,000	122,400
Lawrence Phillips	120,000	79,077
Frank Ashe	120,000	79,077
Matthew Goldfinch	110,000	-

15.4 Equity instruments

Movements in securities held by key management personnel during the year are summarised below. Since the end of the financial year no securities have been granted to key management personnel.

(a) Movements in shares

The movement during the reporting period in the number of ordinary shares held in the Company either directly, indirectly or beneficially, by each key management personnel, including their related parties, is as follows:

Key Management Personnel (KMP)	Opening balance 1 July 2024	Acquired	Received on vesting of performance rights	Disposed	Balance on resignation	Closing balance 30 June 2025
James Cullen	61,354,000	2,120,650	-	-	-	63,474,650
Michael Shelby	30,774,312	-	-	-	-	30,774,312
Patrick Maingard	20,575,304	3,750,000	-	-	-	24,325,304
Louise Bower	2,901,588	1,015,555	-	-	-	3,917,143
Chris Radin	-	-	-	-	-	-
Lawrence Phillips	6,525,043	-	-	-	-	6,525,043
Matthew Goldfinch	4,305,663	-	-	-	(4,305,663)	-
Frank Ashe	74,626,866	26,119,403	-	-	-	100,746,269
	201,092,776	33,005,608	-	-	(4,305,663)	229,762,721

(b) Movements in performance rights

The movement during the reporting period in the number of performance rights in the Company held, directly, indirectly or beneficially, by each key management personnel, including their related parties, is as follows:

Key Management Personnel (KMP)	Opening balance	Granted as compensation	Exercised performance rights	Lapsed / Cancelled	Closing balance
James Cullen	130,000,000	-	-	-	130,000,000
Michael Shelby	34,000,000	29,636,667	-	-	63,636,667
Patrick Maingard	5,000,000	4,166,667	-	-	9,166,667
Louise Bower	5,000,000	4,166,667	-	-	9,166,667
Chris Radin	5,000,000	4,166,667	-	-	9,166,667
Lawrence Phillips	14,652,000	-	-	-	14,652,000
Matthew Goldfinch	14,652,000	-	-	(14,652,000)	-
Frank Ashe	15,984,000	-	-	-	15,984,000
	224,288,000	42,136,668	-	(14,652,000)	251,772,668

Performance rights held by key management personnel

At 30 June 2025, the classes and numbers of performance rights held by key management personnel are as follows:

Class	Grant Date	Vesting Date	Rights on Issue at 1 July 2024	Rights Issued During the Period	Rights Lapsed / Cancelled During the Period	Rights on Issue at 30 June 2025	Rights Vested at 30 June 2025
D	30 Nov 2022	30 Nov 2027	130,000,000	-	-	130,000,000	-
E	23 Nov 2023	30 Jun 2025	14,143,200	-	2,197,800	11,945,400	11,945,400
E	23 Nov 2023	30 Jun 2026	14,143,200	-	2,197,800	11,945,400	-
F	23 Nov 2023	30 Jun 2025	33,000,800	-	5,128,200	27,872,600	27,872,600
F	23 Nov 2023	30 Jun 2026	33,000,800	-	5,128,200	27,872,600	-
G	28 Nov 2024	30 Jun 2026	-	6,320,500	-	6,320,500	-
G	28 Nov 2024	30 Jun 2027	-	6,320,500	-	6,320,500	-
H	28 Nov 2024	30 Jun 2026	-	14,747,834	-	14,747,834	-
H	28 Nov 2024	30 Jun 2027	-	14,747,834	-	14,747,834	-
			224,288,000	42,136,668	(14,652,000)	251,772,668	39,818,000

Terms of performance rights held by key management personnel

The material terms of performance rights held by key management personnel are set out below.

Class	Vesting Condition
Class D	<p>40,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.02.</p> <p>30,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.025.</p> <p>30,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.03.</p> <p>30,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.035.</p>

Class E	Upon the Group achieving a total recordable injury frequency rate (TRIFR) of below 2.6 for the financial year ended 30 June 2024, 50% of Class E Performance Rights will vest on 30 June 2025 and 50% of Class E Performance Rights will vest on 30 June 2026.											
Class F	<p>Upon the Group achieving earnings per share (EPS) growth of at least 10% for the financial year ending 30 June 2024, between 75% and 100% of Class F Performance Rights will vest in accordance with the targets outlined below:</p> <table><tr><th>Target EPS growth*</th><th>Stretch EPS growth</th><th>% to Vest at Target Performance</th><th>% to Vest at Stretch Performance</th></tr><tr><td>10%</td><td>15%</td><td>75%</td><td>100%</td></tr></table> <p>Of the total Class F Performance Rights which vest in accordance with the above criteria, 50% of vested Class F Performance Rights will vest on 30 June 2025 and 50% of vested Class F Performance Rights will vest on 30 June 2026. If less than 10% EPS growth is achieved, none of the Class F Performance Rights will vest. Straight-line vesting applies to performance between the target and stretch.</p> <p>The Board may adjust the Vesting Condition to take into account any significant non-cash items (for example impairment losses), acquisitions or divestments, revenue received in the form of government grants, rebates or other payments, and one-off events/non-recurring items where appropriate.</p>				Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance	10%	15%	75%	100%
Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance									
10%	15%	75%	100%									
Class G	Upon the Group achieving a TRIFR of below 2.6 for the financial year ended 30 June 2025, 50% of Class G Performance Rights will vest on 30 June 2026 and 50% of Class G Performance Rights will vest on 30 June 2027.											
Class H	<p>Upon the Group achieving earnings per share (EPS) growth of at least 10% for the financial year ending 30 June 2025, between 75% and 100% of Class H Performance Rights will vest in accordance with the targets outlined below:</p> <table><tr><th>Target EPS growth*</th><th>Stretch EPS growth</th><th>% to Vest at Target Performance</th><th>% to Vest at Stretch Performance</th></tr><tr><td>10%</td><td>15%</td><td>75%</td><td>100%</td></tr></table> <p>Of the total Class H Performance Rights which vest in accordance with the above criteria, 50% of vested Class H Performance Rights will vest on 30 June 2026 and 50% of vested Class H Performance Rights will vest on 30 June 2027. If less than 10% EPS growth is achieved, none of the Class H Performance Rights will vest. Straight-line vesting applies to performance between the target and stretch.</p> <p>The Board may adjust the Vesting Condition to take into account any significant non-cash items (for example impairment losses), acquisitions or divestments, revenue received in the form of government grants, rebates or other payments, and one-off events/non-recurring items where appropriate.</p>				Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance	10%	15%	75%	100%
Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance									
10%	15%	75%	100%									

16. Voting of shareholders at last year's annual general meeting

At the Company's most recent annual general meeting, 100% of shareholders voted in favour of adopting the remuneration report for the year ended 30 June 2024 (FY2023: 89.14%). The Group did not receive any specific feedback at the AGM or throughout the year on its remuneration practices.

17. Use of remuneration consultants

There were no remuneration consultants used by the Group during the year ended 30 June 2025 (FY24: none).

18. Other transactions with key management personnel

During the year ended 30 June 2025, the Group received proceeds of a total of \$1,650,000 from short-term loan agreements with key management personnel and related parties (FY2024: nil). Proceeds of \$600,000 were received from Mr Patrick Maingard and \$1,050,000 from an entity associated with Mr Frank Ashe. The loans were issued at market interest rates and made on normal commercial terms, and repaid in full during the year.

The Company acquired goods to the value of \$378,083 (inclusive of GST) from Mindustry Solutions Pty Ltd, a related party of Mr Maingard. The transaction was made on arm's length commercial terms. There were other transactions with key management personnel and related parties during the year (FY2024: nil).

This is the end of the audited remuneration report.

Lead auditor's independence declaration

The lead auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out immediately after the Director's report and forms part of the Directors' report for the financial year ended 30 June 2025.

Signed in accordance with a resolution of directors.



James Cullen
Non-Executive Chairman

Dated at Perth this 22nd day of August 2025



Michael Shelby
Managing Director

Dated at Perth this 22nd day of August 2025



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Australia

DECLARATION OF INDEPENDENCE BY ASHLEIGH WOODLEY TO THE DIRECTORS OF BABYLON PUMP & POWER LIMITED

As lead auditor of Babylon Pump & Power 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 Babylon Pump & Power Limited and the entities it controlled during the period.

A handwritten signature in black ink, appearing to read 'Ashleigh Woodley', with a stylized, cursive script.

Ashleigh Woodley
Director

BDO Audit Pty Ltd
Perth
22 August 2025

Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$	2024 \$
Revenue from contracts with customers	4	31,763,812	41,738,133
Other operating income	9	354,269	275,364
Changes in inventories of finished goods and work in progress		(270,857)	(1,413,013)
Raw materials and consumables used		(14,402,478)	(21,695,228)
Employee benefits expense	5	(9,634,269)	(10,249,651)
Administration and corporate expense	6	(1,995,427)	(2,509,894)
Other operating expense	10	(4,431)	(21,645)
Depreciation and amortisation	11&13	(3,718,140)	(3,971,635)
Finance income		28,355	13,234
Finance expense	8	(1,333,668)	(1,657,638)
Profit before tax from continuing operations		787,166	508,027
Income tax benefit / (expense)	7	-	-
Profit after income tax for the year		787,166	508,027
Other comprehensive income		-	-
Total comprehensive profit for the year attributable to the members of Babylon Pump & Power Limited		787,166	508,027
Profit attributable to:			
Equity holders of the Company		787,166	508,027
Profit for the year		787,166	508,027
Profit per share for profit attributable to the members of Babylon Pump & Power Limited:			
Basic earnings per share	21	0.0003	0.0002
Diluted earnings per share	21	0.0003	0.0002

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

Consolidated statement of financial position

As at 30 June 2025

	Notes	30 June 2025 \$	30 June 2024 \$
Current assets			
Cash and cash equivalents	16	3,065,160	366,777
Trade receivables	15	6,834,416	4,631,199
Inventories	14	6,723,311	6,076,613
Prepayments and other assets		267,586	408,673
Total current assets		16,890,473	11,483,262
Non-current assets			
Property, plant and equipment	11	13,122,926	13,782,031
Deposits		329,692	321,184
Goodwill	12	3,765,301	3,765,301
Right-of-use assets	13	2,951,076	4,063,084
Total non-current assets		20,168,995	21,931,600
Total assets		37,059,468	33,414,862
Current liabilities			
Trade and other payables	24	5,448,586	6,781,130
Employee provisions	23	557,665	594,956
Borrowings	22	8,062,768	8,075,620
Lease liabilities	13	751,763	1,028,942
Total current liabilities		14,820,782	16,480,648
Non-current liabilities			
Borrowings	22	4,256,532	2,264,988
Employee provisions	23	167,686	149,488
Lease liabilities	13	2,584,901	3,431,295
Total non-current liabilities		7,009,119	5,845,771
Total liabilities		21,829,901	22,326,419
Net assets		15,229,567	11,088,443
Equity			
Share capital	18	53,690,580	50,550,630
Reserves	19	573,859	964,934
Accumulated losses		(39,034,872)	(40,427,121)
Total equity		15,229,567	11,088,443

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

Consolidated statement of changes in equity

For the year ended 30 June 2025

Attributable to equity holders of the Group

<i>Consolidated Statement of Changes in Equity</i>	<i>Notes</i>	<i>Share Capital</i>	<i>Share Based Payment Reserve</i>	<i>Accumulated Profits/(Losses)</i>	<i>Total Equity</i>
		\$	\$	\$	\$
Balance as at 1 July 2023		50,412,357	855,786	(40,935,148)	10,332,995
Total comprehensive profit for the year					
Profit for the year		-	-	508,027	508,027
Total comprehensive profit for the year		-	-	508,027	508,027
Issue of ordinary shares	19	138,273	(152,790)	-	(14,517)
Share based payments	20	-	261,938	-	261,938
Total transactions with owners		138,273	109,148	-	247,421
Balance as at 30 June 2024		50,550,630	964,934	(40,427,121)	11,088,443
Balance as at 1 July 2024		50,550,630	964,934	(40,427,121)	11,088,443
Total comprehensive profit for the year					
Profit for the year		-	-	787,166	787,166
Total comprehensive profit for the year		-	-	787,166	787,166
Issue of ordinary shares	19	3,499,368	-	-	3,499,368
Transaction costs	19	(359,418)	-	-	(359,418)
Share based payments	20	-	214,008	-	214,008
Lapse of performance rights	19	-	(605,083)	605,083	-
Total transactions with owners		3,139,950	(391,075)	605,083	3,353,958
Balance as at 30 June 2025		53,690,580	573,859	(39,034,872)	15,229,567

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

Consolidated statement of cashflows

For the year ended 30 June 2025

		2025	2024
	Notes	\$	\$
Cash flows from operating activities			
Receipts from customers		33,072,114	45,709,481
Payments to suppliers and employees		(30,146,100)	(37,190,801)
Cash generated from operations		2,926,014	8,518,680
Other income		346,756	78,812
Interest received		19,846	13,883
Interest and other costs of finance paid		(1,157,547)	(1,063,851)
Net cash provided by operating activities	17	2,135,069	7,547,524
Cash flows from investing activities			
Payments for plant and equipment		(2,045,187)	(3,061,629)
Payments for business acquisitions	12	(61,707)	(2,502,528)
Proceeds from the sale of fixed assets		101,621	420,221
Net cash used in investing activities		(2,005,273)	(5,143,936)
Cash flows from financing activities			
Proceeds from the issue of shares		3,499,368	-
Costs associated with issue of shares		(68,698)	-
Payment of lease liabilities		(1,123,572)	(849,092)
Proceeds of borrowings		46,226,930	52,148,800
Repayments of borrowings		(45,965,441)	(54,901,042)
Net cash provided/(repaid) from financing activities		2,568,587	(3,601,334)
Net increase/(decrease) in cash held		2,698,383	(1,197,746)
Cash at the beginning of the financial year		366,777	1,564,523
Cash at the end of the financial year	16	3,065,160	366,777

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

Notes to the consolidated financial statements

For the year ended 30 June 2025

1. Reporting entity

Babylon Pump & Power Limited (“the Company”) is a company domiciled in Australia. The Company is a for-profit entity and the address of the Company’s registered office is 1 Port Place, High Wycombe, WA 6057. The consolidated financial statements of the Company as at and for the year ended 30 June 2025 comprise the Company and its subsidiaries (together referred to as the “Group”).

Babylon Pump & Power Ltd is a provider of speciality mining services to the resources sector in Australia. The company is a specialist in high-pressure pumping, dewatering and project water management with decades of experience supplying and maintaining equipment in remote and offshore locations. Babylon also provides a full range of speciality power generation solutions, including system design, installation, commissioning, operations and maintenance services. With a team of highly experienced technicians, Babylon also provides full maintenance and asset management services for high-horsepower mobile equipment including engines, power train assemblies and components.

The financial statements were authorised for issue on 22 August 2025 by the Directors of the Group.

2. Basis of preparation

a) Statement of compliance

The financial report is a general-purpose financial report which has been prepared in accordance with Australian Accounting Standards (AASBs) (including Australian Interpretations) adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The consolidated financial report of the Group complies with the International Financial Reporting Standards (IFRSs) and interpretations adopted by the International Accounting Standards Board (IASB).

The Group is a for-profit entity for the purpose of preparing the financial statements.

b) Basis of measurement

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

c) Functional and presentation currency

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

d) Going concern

The consolidated financial statements have been prepared on a going concern basis which assumes the continuity of normal business activity and the realisation of assets and the settlement of liabilities in the ordinary course of business.

For the year ended 30 June 2025, the Group recorded a profit of \$787,166 (2024: \$508,027) and had net cash inflows from operating activities of \$2,135,069 (2024: \$7,547,524). At 30 June 2025, the Group had net current assets of \$2,069,691 (30 June 2024: liabilities of \$4,997,386) and available financing facilities of \$2,401,689 at 30 June 2025 (30 June 2024: \$4,193,405).

Based on the Group’s anticipated future performance and projected cashflow forecast, the Group will be able to continue its normal business activities and ensure the realisation of assets and extinguishment of liabilities as and when they fall due. This is based on maintaining or improving underlying levels of activity, maintaining or improving operational throughput and efficiencies across the organisation and maintaining or improving levels of utilisation of rental assets.

The Directors have prepared the financial statements on the going concern basis as they are satisfied that the Group will be able to generate sufficient cash flow from operations to meet the Group’s operating and financing obligations and that funding will be sourced to support growth capital expenditure. This determination is based upon the recent cash flow performance of the Group, forward looking forecasts, the Group’s history of successful capital raisings, and the new debt facility obtained post year-end (refer Note 29).

e) Consolidated Entity Disclosure Statement

The Consolidated Entity Disclosure Statement has been prepared in accordance with the *Corporations Act 2001*, reflecting the amendments to section 295(3A)(vi) and (vii) which clarify the definition of foreign resident as being an entity that is treated as a resident of a foreign country under the tax laws of that foreign country. These amendments apply for financial years beginning on or after 1 July 2024. The statement includes certain information for each entity that was part of the consolidated entity at 30 June 2025 in accordance with AASB 10 *Consolidated Financial Statements*.

Determination of tax residency

Section 295(3B)(a) of the *Corporations Act 2001* defines Australian resident as having the meaning in the *Income Tax Assessment Act 1997*. The determination of tax residency may involve judgement as there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency. Section 295(3A)(a)(vii) requires the determination of tax residency in a foreign jurisdiction to be based on the law of the foreign jurisdiction relating to foreign income tax.

In determining tax residency, the Company has applied current legislation and judicial precedent, including having regard to the Tax Commissioner's public guidance in Tax Ruling TR 2018/5.

f) Use of critical accounting judgements, estimates and assumptions

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

Recognition of deferred tax assets

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future forecast taxable profits are available to utilise those temporary differences and losses, and the tax losses continue to be available having regard to the relevant tax legislation associated with their recoupment.

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 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 Group'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 Group 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.

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the entity estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Inventories

Net realisable value is determined using the estimated selling price in ordinary course of business less estimated costs to complete less estimated costs to sell which requires a degree of estimation and judgement. The quality of inventory is also taken into account in the assessment of net realisable value.

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 consolidated entity is considered to be the point that the customer gains unimpeded access to the relevant goods, being either ex works or on delivery in accordance with the relevant contract.

Fair value of assets acquired and liabilities assumed in a business combination

Estimates and judgements were made in determining the fair value of assets acquired and liabilities assumed in a business combination.

Expected credit losses of financial asset at amortised cost

Loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period.

Recoverability of intangibles

In accordance with AASB 136 Impairment of Assets, intangible assets with an indefinite useful life and goodwill are required to be tested for impairment annually. In assessing impairment, management estimates the recoverable amount of each asset or cash generating unit based on expected future discounted cash flows. Estimation uncertainty relates to assumptions about future operating results and the determination of a suitable discount rate (if applicable). Details of the key assumptions and inputs are disclosed in note 13.

Estimation of useful lives of assets

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

Share-based payment transactions

The Group measures the cost of equity-settled transactions by reference to the fair value of the equity instruments at the date at which they are granted. The fair value is determined based on the market price of the Company's shares on grant date, adjusted for market based vesting conditions where applicable. Judgement is exercised in determining the probability of non-market based vesting conditions being fulfilled in future periods. The accounting estimates and assumptions relating to equity-settled share-based payments would have no impact on the carrying amounts of assets and liabilities within the next annual reporting period but may impact profit or loss and equity.

3. Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these consolidated financial statements, and have been applied consistently by Group entities.

a) Basis of consolidation

Subsidiaries are entities controlled by the Group. Control exists when the Group 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. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies have been changed where necessary to align them with the policies adopted by the Group.

The acquisition method of accounting is used to account for business combinations by the Group.

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements. Unrealised gains arising from transactions with equity accounted investees are eliminated against the investment to the extent of the Group's interest in the investee.

Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment. Gains and losses are recognised when the contributed assets are consumed or sold by the equity accounted investees or, if not consumed or sold by the equity accounted investee, when the Group's interest in such entities is disposed of.

b) Share capital

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares and share options are recognised as a deduction from equity, net of any tax effects.

c) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, the costs of dismantling and removing the items and restoring the site on which they are located and capitalised borrowing costs.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

(ii) Subsequent costs

The cost of replacing a part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Group and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Depreciation

Depreciation is calculated over the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value. Depreciation is recognised in profit or loss on a diminishing value basis over the estimated useful lives of each part of an item of property, plant and equipment since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset.

Rental equipment assets

In the opinion of the Directors, rental equipment assets comprise a separate class of assets.

The rental equipment assets have been componentised in the following category and are being depreciated over their estimated useful lives as follows:

- Plant and equipment: 5 – 30 years

Rental equipment assets of the Group require ongoing maintenance and overhaul works over time. This is managed as part of an ongoing major cyclical maintenance program. The cost of this maintenance is charged as an expense as incurred, except where the cost relates to the replacement of a component of an asset, in which case costs are capitalised and depreciated in accordance with the component classifications above. Other routine maintenance, repair costs and minor renewals are also charged as expenses as incurred.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

The estimated useful lives of other classes of assets for current and comparative periods are as follows:

- Office and computer equipment: 2 – 5 years
- Motor vehicles 5 – 8 years

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

d) Leases

All leases are accounted for by recognising a right-of-use asset and a lease liability except for:

- leases of low value assets; and
- leases with a term of 12 months or less.

Lease liabilities are measured at the present value of the contractual payments due to the lessor over the lease term, with the discount rate determined by reference to the rate inherent in the lease unless (as is typically the case) this is not readily determinable, in which case the group's incremental borrowing rate on commencement of the lease is used. Variable lease payments are only included in the measurement of the lease liability if they depend on an index or rate. In such cases, the initial measurement of the lease liability assumes the variable element will remain unchanged throughout the lease term. Other variable lease payments are expensed in the period to which they relate.

Right of use assets are initially measured at the amount of the lease liability, reduced for any lease incentives received, and increased for:

- lease payments made at or before commencement of the lease;
- initial direct costs incurred; and
- the amount of any provision recognised where the group is required to dismantle, remove or restore the leased asset.

Right-of-use assets are amortised on a straight-line basis over the remaining term of the lease or over the remaining economic life of the asset if, rarely, this is judged to be shorter than the lease term.

When the group revises its estimate of the term of any lease (because, for example, it re-assesses the probability of a lessee extension or termination option being exercised), it adjusts the carrying amount of the lease liability to reflect the payments to make over the revised term, which are discounted using a revised discount rate (being the interest rate implicit in the lease for the remainder of the lease term or, if that cannot be readily determined, the Group's incremental borrowing rate at the re-assessment date). An equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term.

The carrying value of lease liabilities is also revised when the variable element of future lease payments dependent on a rate or index is revised or there is a revision to the estimate of amounts payable under a residual value guarantee. In both cases an unchanged discount rate is used. In both cases an equivalent adjustment is made to the carrying value of the right-of-use asset, with the revised carrying amount being amortised over the remaining (revised) lease term.

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets are items such as IT-equipment and small items of office furniture.

e) Inventories

Consumables and spare parts and engine trading stock are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity.

Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchases of inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

f) Impairment

Non-financial assets

The carrying amounts of the Group's non-financial assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such impairment exists, then the asset's recoverable amount is estimated. For goodwill, the recoverable amount is estimated each year at the same time.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and risks specific to the asset.

For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets – the cash-generating unit ("CGU"). For the purposes of goodwill impairment testing, CGUs to which goodwill has been allocated are aggregated so that the level at which impairment is tested reflects the lowest level at which goodwill is monitored for internal reporting purposes. Goodwill acquired in a business combination is allocated to groups of CGUs that are expected to benefit from the acquisition synergies.

g) Employee benefits

(i) Short-term benefits

Short-term employee benefit obligations are those benefits expected to be settled within 12 months of the reporting date. They are recognised in current liabilities in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

(ii) Other long-term employee benefits

The Group's net obligation in respect of long-term employee benefits are those not expected to be settled within 12 months of the reporting date and are recognised in non-current liabilities, provided there is an unconditional right to defer settlement of the liability. The liability is measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

h) Provisions

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

The Company does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year from reporting date. As a consequence, the group does not adjust any of the transaction prices for the time value of money.

i) Finance income and finance costs

Finance income comprises interest income on funds invested. Interest income is recognised as it accrues in profit or loss, using the effective interest method. Finance costs comprise interest expense on borrowings and unwinding of the discount on provisions. Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

j) Revenue recognition

The accounting policies for the Group's revenue recognition from customers are explained in note 4.

k) Income tax

Tax consolidation

The Company and its wholly owned Australian resident entities are part of a tax-consolidated group, with the Company as the head entity. As a consequence, all members of the tax-consolidated group are taxed as a single entity.

Current tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the "separate taxpayer within group" approach by reference to the carrying amounts of assets and liabilities in the separate financial statements of each entity and the tax values applying under tax consolidation.

Any current tax liabilities (or assets) and deferred tax assets arising from unused tax losses of the subsidiaries are assumed by the head entity in the tax-consolidated group and are recognised by the Group as amounts payable to or receivable from other entities in the tax-consolidated group in conjunction with any tax funding arrangement amounts (refer below). Any difference between these amounts is recognised by the Group as an equity contribution or distribution.

The Group recognises deferred tax assets arising from unused tax losses of the tax-consolidated group to the extent that it is probable that future taxable profits of the tax-consolidated group will be available against which the asset can be utilised.

Any subsequent period adjustments to deferred tax assets arising from unused tax losses as a result of revised assessments of the probability of recoverability is recognised by the head entity only.

l) Operating segments

An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses that relate to transactions with any of the Group's other components.

m) Financial instruments

For trade receivables, the group has applied the standard's simplified approach and has calculated ECLs based on lifetime expected credit losses. The Group has established a provision matrix that is based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payment are 120 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group.

n) New standards and interpretations not yet adopted

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2025 reporting periods and have not been early adopted by the Group. These standards are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

4. Reporting segments

The Group's performance is divided into two reporting segments based on service offerings: Rental and Maintenance.

The Rental segment provides rental services of specialty-diesel driven pumping, power generation and ancillary equipment.

The Maintenance segment primarily focuses on rebuild and maintenance services for large diesel-driven equipment including field service work and high-pressure water blasting and ancillary services to the resources sector.

These are the Group's strategic business units and the Board reviews internal management reports for these business units monthly.

	2025 \$	2024 \$
(a) Segment revenues		
Rental	10,015,478	12,075,628
Maintenance	21,748,334	29,662,505
	<u>31,763,812</u>	<u>41,738,133</u>
(b) Earnings before interest, tax, depreciation and amortisation		
Rental	3,406,772	4,179,747
Maintenance	5,109,145	5,146,220
	<u>8,515,917</u>	<u>9,325,967</u>
Depreciation and amortisation – Rental	(3,183,640)	(3,010,780)
Depreciation and amortisation – Maintenance	(500,835)	(960,854)
Net finance expense	(1,305,313)	(1,644,386)
Unallocated corporate overheads:		
Head office employee costs	(1,355,879)	(2,034,660)
Depreciation and amortisation	(33,665)	-
Administration expenses	(1,325,831)	(1,173,707)
Other income/(expenses)	(23,587)	6,447
Profit before tax from continuing operations	<u>787,166</u>	<u>508,027</u>

Revenue – accounting policies

Rental revenue from equipment rental comprises short-term hire arrangements and is included in the statement of profit or loss. Rental revenue is recognised over the rental period, with the exception of contracts for external equipment works completed by personnel within the Rental segment which are recognised at the point in time the performance obligation is completed.

Maintenance revenue in relation to the provision of goods is recognised at the point in time the performance obligation is complete. Minor site services completed by personnel within the Maintenance segment are recognised over the period of completion. Warranties on service and repairs are within commercial terms with no option of extension, therefore are accounted for under AASB 137 Provisions, Contingent Liabilities and Contingent Assets. Management have determined the warranties to be immaterial.

Sales between segments are carried out at arm's length and are eliminated upon consolidation. No material inter-segment transactions occurred during the period ended 30 June 2025 (30 June 2024: nil).

Segment assets and liabilities

For internal management reporting purposes, assets and liabilities are not divided between segments with the exception. Property, plant and equipment held by each segment at 30 June 2025 was \$365,889 for Maintenance (30 June 2024: \$594,691) and \$12,226,304 for Rental (30 June 2024: \$13,187,340). Goodwill was attributable entirely to the Rental segment as disclosed in Note 12 (30 June 2024: 100%).

5. Employee benefits expense

Employee benefits expense	2025 \$	2024 \$
Wages and salaries	8,979,501	9,465,489
Employment-related taxes and workers' compensation insurance	427,355	536,649
Share-based payment expense	214,008	247,428
Other employment related expenses	13,405	85
	9,634,269	10,249,651

6. Administration and corporate expense

Administration and corporate expense	2025 \$	2024 \$
Office expenses	341,995	747,133
Corporate costs and compliance expenses	1,387,960	1,238,559
Consumables and operational costs	194,722	524,202
Acquisition-related costs	70,750	-
	1,995,427	2,509,894

7. Income tax expense

Income tax expense	2025 \$	2024 \$
Reconciliation of income tax benefit and tax at the statutory rate		
Profit before tax	787,166	508,027
Tax at the statutory rate of 25% (2024: 25%)	196,791	127,008
Tax effect amounts which are not deductible in calculating taxable income		
Entertainment	2,687	3,024
Share based payments	53,502	61,857
Capital expenditure	122,033	-
Other expenses	1,174	8,290
Unused tax losses and temporary differences not recognised as deferred tax assets	(376,187)	(200,179)
Income tax benefit	-	-
Deferred tax assets not recognised attributable to:		
Tax losses - revenue	4,813,523	5,467,883
Temporary differences	(598,693)	(656,506)
	4,214,830	4,811,377

Unrecognised temporary differences	30 June 2025 \$	30 June 2024 \$
Deferred tax liability comprises temporary differences attributable to:		
Assets		
Inventories	62,618	62,618
Prepayments and other assets	(3,908)	(12,631)
Property, plant & equipment	(1,107,272)	(1,279,419)
Right of use assets	(737,769)	(1,015,771)
	(1,786,331)	(2,245,203)
Liabilities		
Employee provisions - current	139,416	148,739
Superannuation payable	58,801	57,046
Employee provisions - non-current	41,922	37,372
Accruals	41,449	212,921
Lease liabilities	834,166	1,115,059
	1,115,754	1,571,137
Equity		
Charged to equity	71,884	17,560
	71,884	17,560
Set-off of deferred tax assets pursuant to set-off provisions	598,693	656,506
Closing balance	-	-

8. Finance expense

Finance expense	2025 \$	2024 \$
Bank and other finance charges	258,954	427,193
Interest expense	1,074,714	1,230,445
	1,333,668	1,657,638

9. Other operating income

Other operating income	2025 \$	2024 \$
Other income	360,526	189,006
Net (loss)/gain on disposal of property, plant and equipment	(6,257)	86,358
	354,269	275,364

Other income comprises sales of scrap metal and insurance recoveries.

10. Other operating expense

Other operating expense	2025 \$	2024 \$
Net foreign exchange loss	4,431	21,645
	4,431	21,645

11. Property, plant and equipment

Summary	30 June 2025 \$	30 June 2024 \$
Cost	28,867,764	26,947,182
Accumulated depreciation	(15,744,838)	(13,165,151)
	13,122,926	13,782,031

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the current financial year:

	Leasehold Improve- ments \$	Plant & Equip- ment \$	Office Equip- ment \$	IT Equip- ment \$	Motor Vehicles \$	Capital Work in Progress \$	Total \$
Carrying amount at 30 June 2024	236,725	10,840,208	20,579	17,513	1,672,019	994,987	13,782,031
Additions	50,631	1,800,186	2,409	28,789	146,446	-	2,028,461
Disposals	(23,097)	(70,706)	-	-	(14,076)	-	(107,879)
Transfers	-	994,987	-	-	-	(994,987)	-
Depreciation expense	(31,399)	(2,201,896)	(5,206)	(14,145)	(327,041)	-	(2,579,687)
Balance at 30 June 2025	238,860	11,362,779	17,782	32,157	1,477,348	-	13,122,926

Movement in the carrying amounts for each class of plant and equipment between the beginning and the end of the previous financial year:

	Leasehold Improve- ments \$	Plant & Equip- ment \$	Office Equip- ment \$	IT Equip- ment \$	Motor Vehicles \$	Capital Work in Progress \$	Total \$
Carrying amount at 30 June 2023	256,213	11,532,139	23,924	24,390	2,166,738	69,700	14,073,104
Additions	6,156	2,130,913	2,090	136,505	101,225	994,987	3,371,876
Disposals	-	(418,234)	-	(118,224)	(100,583)	(69,700)	(706,741)
Depreciation expense	(25,644)	(2,404,610)	(5,435)	(25,158)	(495,361)	-	(2,956,208)
Balance at 30 June 2024	236,725	10,840,208	20,579	17,513	1,672,019	994,987	13,782,031

12. Goodwill

The aggregate carrying amount of goodwill is as follows:

Intangible assets	Note	30 June 2025 \$	30 June 2024 \$
Opening balance		3,765,301	3,765,301
Closing balance	3(d)	3,765,301	3,765,301

The recoverable amount of goodwill was determined to be higher than its carrying value and as such no impairment loss was recognised during the financial year ended 30 June 2025 (2024: nil).

Impairment tests for goodwill

The Group tests whether goodwill has suffered any impairment on an annual basis. The entirety of goodwill recognised at 30 June 2025 related to the rental segment which is deemed to form the sole cash-generating unit (CGU) for impairment testing.

The recoverable amount of the cash-generating unit is estimated based on value-in-use (VIU) calculations which require the use of assumptions. The calculations use cash flow projections based on approved financial budgets. The following table sets out the key assumptions used in VIU calculations:

Key assumptions - goodwill impairment assessment	FY25	FY24
Budgeted EBITDA % for next financial year	34.0%	36.8%
Pre-tax discount rate	11.0%	10.0%
Inflation rate	2.5%	2.5%
Short-term growth rate	1.9%	2.0%
Long-term growth rate	1.9%	2.0%
Capital expenditure outlay (% of EBITDA)	40.0%	40.0%

Management has determined the values assigned to each of the above key assumptions as follows:

- EBITDA % – sourced from the budget adopted by the Board for the relevant year.
- Pre-tax discount rate – includes the cost of capital, debt, gearing ratio and corporate tax rate. The risk-free rate was ascertained with reference to the ten-year Australian government bond rate. An average of a low and high scenario was used in the value-in-use modelling.
- Inflation rate – sourced from the Reserve Bank of Australia using the lower end of the target inflation rate range of 2% to 6%. Use of the mid-point of the range is (in management's view) supported by Australian Bureau of Statistics (ABS) forecast inflation rates.
- Growth rate – this rate has been set in line with ABS forecasting.
- Capital expenditure outlay – anticipated level at which assets will need to be replaced in order to maintain the business.

i) Impact of possible changes in key assumptions:

If the budgeted revenue used in the value in use calculation had been 4% lower than management's estimates, the recoverable amount of the CGU would have equalled the carrying amount.

Business combinations

In 2023, Babylon acquired Resource Water Group Pty Ltd for total consideration of \$3,000,000 and RBH Engineering Pty Ltd for total consideration of \$3,000,000.

Finalisation of the acquisition accounting was completed in the year ended 30 June 2024 with no adjustments to previously provisionally recognised fair values.

After the end of the reporting period, the Company completed the acquisitions of BPY Holdings Pty Ltd (t/a Blue Hire) and Matrix Hydro Services Pty Ltd (refer Note 29). At the time when the financial statements were authorised for issue, the accounting for the new acquisitions had not yet been completed.

Purchase consideration – cash outflow	2025 \$	2024 \$
<i>Deferred consideration</i>		
Primepower Queensland Pty Ltd	-	146,038
Resource Water Group Pty Ltd	-	1,600,000
RBH Engineering Pty Ltd	-	756,490
Net outflow – investing activities	-	2,502,528

13. Leases

Right-of-use asset	30 June 2025 \$	30 June 2024 \$
Opening balance	4,063,084	3,132,913
Additions	26,445	1,945,597
Amortisation expense	(1,138,453)	(1,015,426)
Closing balance	2,951,076	4,063,084

Lease liability	30 June 2025 \$	30 June 2024 \$
Current		
Lease liability	751,763	1,028,942
Non-current		
Lease liability	2,584,901	3,431,295
Total	3,336,664	4,460,237

The lease liabilities relate to the lease of office and workshop premises and rental equipment.

For impairment testing, the right-of-use assets have been allocated to their respective cash-generating units. Refer to note 12 for further information on the impairment testing key assumptions and sensitivity analysis.

14. Inventories

Inventories	30 June 2025 \$	30 June 2024 \$
Consumables and spare parts at cost	2,956,870	1,714,523
Engine trading stock at cost	3,027,359	3,352,151
Work in progress at cost	739,082	1,009,939
	6,723,311	6,076,613

Write downs of inventories to net realisable value are recognised as an expense and included in cost of sales in the statement of profit or loss. Write downs to net realisable value amounted to nil in the year ended 30 June 2025 (FY2024: \$50,000).

15. Trade and other receivables

Trade receivables	30 June 2025 \$	30 June 2024 \$
Trade debtors	6,834,416	4,631,199

Current trade and other receivables are non-interest bearing and generally on 30-day end of month terms.

Impairment and risk exposure

Details about the group's impairment policies and the calculation of the loss allowance are provided in Note 25. No loss allowance has been recorded at 30 June 2025 (30 June 2024: nil) based on management's assessment.

Trade receivables are factored utilising an invoice finance facility. The invoice finance facility bears interest at prevailing market rates and on a rolling loan term. The invoice finance facility is secured via a registered General Security Agreement ("GSA") over all the present and future rights, property and undertaking of Group entities and is used to assist with working capital requirements.

The group applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables. The expected credit losses have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are based on the payment profiles of sales over a period of 18 months before 30 June 2025 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

On that basis, the loss allowance as at 30 June 2024 and 30 June 2025 was determined as follows for trade receivables:

30 June 2024	Current	30 Days	60 Days	90 Days	>90 Days	Total (\$)
Expected loss rate	0%	0%	0%	0%	0%	
Gross carrying amount	2,660,605	1,711,038	16,342	35,457	207,757	4,631,199
Net carrying amount	2,660,605	1,711,038	16,342	35,457	207,757	4,631,199

30 June 2025	Current	30 Days	60 Days	90 Days	>90 Days	Total (\$)
Expected loss rate	0%	0%	0%	0%	0%	
Gross carrying amount	298,804	3,531,135	2,774,656	172,231	57,590	6,834,416
Net carrying amount	298,804	3,531,135	2,774,656	172,231	57,590	6,834,416

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure to make contractual payments for a period of greater than 120 days past due and the failure of a debtor to commit to a repayment plan with the Group or adhere to the terms of an agreed plan.

Impairment losses on trade receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item. No impairment losses were recognised in the statement of profit or loss for the year ended 30 June 2025 (30 June 2024: nil) in relation to receivables arising from contracts with customers.

16. Cash and cash equivalents

Cash and cash equivalents	30 June 2025 \$	30 June 2024 \$
Bank balances	3,065,160	366,777

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

17. Reconciliation of cash flows from operations

Reconciliation of net profit/(loss) after tax to net cash flows from operations	30 June 2025 \$	30 June 2024 \$
Net profit after tax	787,166	508,027
Non-cash items		
Loss/(profit) on sale of fixed assets	6,257	(189,006)
Depreciation expense	2,579,686	2,956,209
Share based payments expense	214,008	261,938
Amortisation expense	1,138,453	1,015,426
Changes in assets and liabilities		
Inventories - (increase) / decrease	(646,698)	1,413,013
Receivables - (increase) / decrease	(2,204,888)	1,127,127
Other operating assets - (increase) / decrease	125,321	291,073
Trade and other creditors - increase / (decrease)	(2,201,116)	(883,923)
Other operating liabilities - increase / (decrease)	2,336,880	1,047,640
Net cash flow from operating activities	2,135,069	7,547,524

The only non-cash investing activities is the purchase of capital equipment using asset finance. There are no non-cash financing activities

18. Share capital

The Company issued 874,841,974 fully paid ordinary shares during the year ended 30 June 2025 (2024: 41,777,657).

On 14 May 2025, Babylon announced an Accelerated Non-Renounceable Entitlement Offer (ANREO) to raise a total of approximately \$3.5 million at an issue price of \$0.005 per share (refer to ASX release 14 May 2025).

On 16 May 2025, Babylon advised that the Company had received applications for 271,017,911 new Shares from eligible institutional shareholders and raised \$1,084,071.64 under the accelerated component of the ANREO (refer to ASX release 16 May 2025)

On 2 June 2025, Babylon announced that it intended to acquire 100% of BPY Holdings Pty Ltd ("Blue Hire"), a WA-based specialist in pumping and hydrotesting solutions and extended the Retail Entitlement Offer to 13 June 2025 to accommodate shareholders (refer to ASX release 2 June 2025).

In the Retail Entitlement Offer, 400,892,467 shares were taken up raising \$1,603,570 (refer to ASX release 17 June 2025)

A total of 202,931,596 shares were taken up under the Shortfall Offer by various sophisticated and professional investors and raised \$811,728 (refer to ASX release 19 June 2025).

Ordinary shares	30 June 2025 No.	30 June 2025 \$	30 June 2024 No.	30 June 2024 \$
Opening balance	2,499,549,000	50,550,630	2,457,771,343	50,412,357
Issue of shares	874,841,974	3,499,368	-	-
Exercise of performance rights	-	-	37,472,024	121,050
Issued to employees as remuneration	-	-	4,305,633	17,223
Transaction costs	-	(359,418)	-	-
	3,374,390,974	53,690,580	2,499,549,000	50,550,630

19. Reserves

The share-based payments reserve is used to recognise the fair value of performance rights granted to employees but not yet vested.

Share Based Payment Reserve	30 June 2025 No.	30 June 2025 \$	30 June 2024 No.	30 June 2024 \$
Opening balance	226,173,840	964,934	192,172,439	855,786
Exercise of performance rights	-	-	(37,472,024)	(152,790)
Vesting of performance rights	-	214,008	-	261,938
Performance rights lapsed	(14,652,000)	(605,083)	(22,814,575)	-
Issue of performance rights to employees	42,136,668	-	94,288,000	-
	253,658,508	573,859	226,173,840	964,934

The Group measures the cost of equity-settled transactions with employees by reference to the fair value of the equity instruments at the date at which they are granted.

The grant date fair value of equity instruments granted to employees is recognised as an expense, with a corresponding increase in the equity reserve, over the vesting period. The amount recognised as an expense is adjusted to reflect the number of equity instruments for which the related service and non-market vesting conditions are expected to be met, such that the amount ultimately recognised as an expense is based on the number of equity instruments that meet the related service and non-market performance conditions at the vesting date.

For equity instruments with non-vesting conditions, the grant date fair value of the equity instruments is measured to reflect such conditions and there is no true-up for differences between expected and actual outcomes.

20. Share-based payments

During the year ended 30 June 2025, share-based payments to key management personnel to the value of \$243,832 were recognised in the profit and loss statement (FY2024: \$261,938). Share-based payments relating to forfeited performance rights were credited against the profit and loss statement to the value of \$29,824 (FY2024: nil).

Valuation of performance rights

The fair value of performance rights expensed in the period has been calculated using an appropriate valuation methodology for each class of performance rights, in accordance with *AASB 2 Share-based Payment*. For performance rights not yet vested at 30 June 2025, the value of the performance rights expensed has been determined in accordance with the portion of the vesting period falling within the reporting period.

The fair value of the rights at grant date was estimated by taking the market price of the Company's shares on that date less the present value of expected dividends that will not be received on their rights during the vesting period.

Details of inputs into valuation models for performance rights expensed in the period are provided below:

Class	Grant Date	Vesting Date	Share Price at Grant Date (\$)	Risk-Free Interest Rate	Volatility	Management Probability Assessment at 30 June 2025	Rights Issued During the Period	Value Taken Up During the Period (\$)
D	30 Nov 2022	30 Nov 2027	0.004	3.275%	110%	100%	-	82,200
E	23 Nov 2023	30 Jun 2025	0.004	N/A	N/A	100%	-	28,441
E	23 Nov 2023	30 Jun 2026	0.004	N/A	N/A	100%	-	28,441
F	23 Nov 2023	30 Jun 2025	0.004	N/A	N/A	100%	-	37,922
F	23 Nov 2023	30 Jun 2026	0.004	N/A	N/A	100%	-	37,922
G	28 Nov 2024	30 Jun 2026	0.006	N/A	N/A	100%	6,320,500	14,453
G	28 Nov 2024	30 Jun 2027	0.006	N/A	N/A	100%	6,320,500	14,453
H	28 Nov 2024	30 Jun 2026	0.006	N/A	N/A	0%	14,747,834	-
H	28 Nov 2024	30 Jun 2027	0.006	N/A	N/A	0%	14,747,834	-
							42,136,668	243,832

Terms of performance rights

On achievement of the relevant vesting condition, each performance right converts to one fully paid ordinary share in the Company. The details of performance rights issued during the year ended 30 June 2025, or for which an expense was recognised in the period, are set out below. All unvested performance rights are subject to the overarching provisions of the Company's Incentive Award Plan ("Plan") which require holders to remain an Eligible Participant (as defined in the Plan) in order to benefit from the achievement of the relevant vesting condition, unless otherwise determined by the Board.

Class	Vesting Condition								
Class D	<p>40,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.02.</p> <p>30,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.025.</p> <p>30,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.03.</p> <p>30,000,000 Class D Performance Rights will vest on the 20-day volume-weighted average price of the Company's shares exceeding \$0.035.</p>								
Class E	Upon the Group achieving a total recordable injury frequency rate (TRIFR) of below 2.6 for the financial year ended 30 June 2024, 50% of Class E Performance Rights will vest on 30 June 2025 and 50% of Class E Performance Rights will vest on 30 June 2026.								
Class F	<p>Upon the Group achieving earnings per share (EPS) growth of at least 10% for the financial year ending 30 June 2024, between 75% and 100% of Class F Performance Rights will vest in accordance with the targets outlined below:</p> <table><tr><th>Target EPS growth*</th><th>Stretch EPS growth</th><th>% to Vest at Target Performance</th><th>% to Vest at Stretch Performance</th></tr><tr><td>10%</td><td>15%</td><td>75%</td><td>100%</td></tr></table> <p>Of the total Class F Performance Rights which vest in accordance with the above criteria, 50% of vested Class F Performance Rights will vest on 30 June 2025 and 50% of vested Class F Performance Rights will vest on 30 June 2026. If less than 10% EPS growth is achieved, none of the Class F Performance Rights will vest. Straight-line vesting applies to performance between the target and stretch.</p> <p>The Board may adjust the Vesting Condition to take into account any significant non-cash items (for example impairment losses), acquisitions or divestments, revenue received in the form of government grants, rebates or other payments, and one-off events/non-recurring items where appropriate.</p>	Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance	10%	15%	75%	100%
Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance						
10%	15%	75%	100%						
Class G	Upon the Group achieving a TRIFR of below 2.6 for the financial year ended 30 June 2025, 50% of Class G Performance Rights will vest on 30 June 2026 and 50% of Class G Performance Rights will vest on 30 June 2027.								
Class H	<p>Upon the Group achieving earnings per share (EPS) growth of at least 10% for the financial year ending 30 June 2025, between 75% and 100% of Class H Performance Rights will vest in accordance with the targets outlined below:</p> <table><tr><th>Target EPS growth*</th><th>Stretch EPS growth</th><th>% to Vest at Target Performance</th><th>% to Vest at Stretch Performance</th></tr><tr><td>10%</td><td>15%</td><td>75%</td><td>100%</td></tr></table> <p>Of the total Class H Performance Rights which vest in accordance with the above criteria, 50% of vested Class H Performance Rights will vest on 30 June 2026 and 50% of vested Class H Performance Rights will vest on 30 June 2027. If less than 10% EPS growth is achieved, none of the Class H Performance Rights will vest. Straight-line vesting applies to performance between the target and stretch.</p> <p>The Board may adjust the Vesting Condition to take into account any significant non-cash items (for example impairment losses), acquisitions or divestments, revenue received in the form of government grants, rebates or other payments, and one-off events/non-recurring items where appropriate.</p>	Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance	10%	15%	75%	100%
Target EPS growth*	Stretch EPS growth	% to Vest at Target Performance	% to Vest at Stretch Performance						
10%	15%	75%	100%						

21. Earnings per share

Net profit used in earnings per share calculations	2025 \$	2024 \$
Net profit from continuing operations attributable to ordinary shareholders	787,166	508,027
Weighted average number of ordinary shares	2025	2024
Weighted average number of ordinary shares outstanding during the year used in calculation of basic EPS	2,497,606,332	2,482,971,693
Adjustments for calculation of diluted earnings per share: Performance rights	224,162,840	94,288,000
Basic earnings per share	\$0.0003	\$0.0002
Diluted earnings per share	\$0.0003	\$0.0002

22. Borrowings

Borrowings	30 June 2025 \$	30 June 2024 \$
Current		
Asset finance facilities	1,722,739	1,496,258
Insurance premium funding facility	186,861	149,313
Invoice finance facility	5,003,757	3,449,792
Supply chain finance facilities	386,899	-
Trade finance facility	-	2,980,257
Term loans	762,512	-
	8,062,768	8,075,620
Non-current		
Asset finance facilities	2,256,516	2,264,988
Term loans	2,000,016	-
	4,256,532	2,264,988
Total	12,319,300	10,340,608

Details of the material contractual terms of the Group's interest-bearing loans and borrowings are provided below:

a) Asset finance

The asset finance facilities bear fixed interest at prevailing market rates (ranging from 4.54% to 8.48%) and are primarily repayable over 1 to 5 years. The asset finance facilities are secured via a registered general security agreement (GSA) over all the present and future rights, property and undertaking of Babylon Operations Pty Ltd and Pilbara Trucks Pty Ltd and are used by those entities to purchase new and used capital equipment.

b) Insurance premium funding

The insurance premium funding facility bears interest at prevailing market rates and is repayable over 12 months at an annual interest rate of 3.75%. It is used by Group entities to finance insurance premiums.

c) Invoice finance

The invoice finance facility with the National Australia Bank (NAB) bears interest at prevailing market rates and on a rolling loan term. The invoice finance facility is secured via a security interest and charge over all the present and future rights, property and undertaking of Group entities, and a letter of subordination by the Directors of Babylon Operations Pty Ltd. The facility is used to assist with working capital requirements and has a limit of \$5,100,000 with interest accruing at 1.50 points above the NAB daily variable rate.

d) Supply chain finance

Babylon Operations Pty Ltd has an amortising trade finance facility provided by Caterpillar Financial Australia Limited, used for the purchase of parts and materials. The facility has a limit of \$750,000 with a fixed interest rate of 5.29% p.a. and is secured by a parent-company guarantee.

e) Revolving trade finance facilities

Previous revolving trade finance facilities with NAB were closed out during the year and replaced with two new term loan facilities (refer ASX release 13 January 2025). The NAB trade finance facilities bore interest at prevailing market rates and were secured via a security interest and charge over all of the present and future rights, property and undertaking of Group entities and were used to fund the purchase of parts, materials and trading stock. The facility had a limit of \$3,000,000 at an annual interest rate of 9.0%.

f) Term loans

On 13 January 2025 Babylon announced that the Company had executed agreements with NAB to refinance its trade finance facilities with more fit for purpose, longer term and lower interest term debt facilities.

The restructure of the financing facilities involves the Company's existing revolving trade facilities of approximately \$3 million being repaid through a newly established 4-year term loan facility with NAB. The new term loan facilities have an interest rate of BBSY +1.45%, which is significantly lower than the Company's current trade facilities, with the term loan due to be fully repaid in 2029. The facility will be reviewed annually and is secured by a security interest and charge of the rights, property and undertakings of the respective borrowing entities, and guarantees provided by members of the Babylon Group (refer to ASX release 13 January 2025).

23. Employee provisions

Employee provisions	30 June 2025 \$	30 June 2024 \$
Current		
Provision for annual leave	542,740	557,406
Provision for long service leave	14,925	37,550
	557,665	594,956
Non-current		
Provision for long service leave	167,686	149,488
Total	725,351	744,444

The current provision for employee benefits includes all unconditional entitlements where employees have completed the required period of service and also those where employees are entitled to pro-rata payments in certain circumstances. The annual leave liability is presented as current, since the consolidated entity does not have an unconditional right to defer settlement. However, based on past experience, the consolidated entity does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months.

24. Trade and other payables

Trade and other payables	30 June 2025 \$	30 June 2024 \$
Trade payables	4,043,988	5,404,183
GST and PAYG withholdings payable	339,997	920,245
Superannuation liability	235,203	228,185
Other payables	829,398	228,517
	5,448,586	6,781,130

The Group's exposure to liquidity risk related to trade and other payables is disclosed in note 25(e).

25. Financial risk

a) Overview

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

This note presents information about the Group's exposure to each of the above risks, its objectives, policies and processes for measuring and managing risk, and the management of capital.

b) Risk management framework

The Board of Directors has overall responsibility for the establishment and oversight of the risk management framework.

The Audit and Risk Committee comprises Ms Bower as Chairperson, Mr Maingard and Mr Radin with Mr Shelby being a standard invitee. A risk register is reviewed and maintained by the Audit and Risk Committee.

Risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

c) Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the Group's receivables from customers. Trade and other receivables that are neither past due nor impaired are considered to be of high credit quality.

The Group's exposure to credit risk is influenced mainly by the individual credit characteristics of each customer. Management has established a credit policy under which new customers and counterparties to transactions are analysed individually for creditworthiness before the Group's standard payment and delivery terms and conditions are offered. The Group's review includes the use of external ratings, when available, with such monitoring used in assessing receivables for impairment. Risk is also minimised through investing surplus funds in financial institutions that maintain a high credit rating.

Trade receivables

The Group applies the AASB 9 simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance for all trade receivables. The expected credit losses are grouped based on shared credit risk characteristics and the days past due. Further information on the Group's approach to trade receivables is included in note 15 above.

d) Exposure to credit risk

The carrying amount of the Group's financial assets represents the maximum credit exposure. The credit risk on liquid funds is limited because the counterparties are banks with a minimum credit rating of AA assigned by reputable credit rating agencies. The Group's maximum exposure to credit risk at the reporting date was:

<i>Exposure to credit risk</i>	30 June 2025 \$	30 June 2024 \$
Cash and cash equivalents	3,065,160	366,777
Trade receivables	6,834,416	4,631,199
Deposits	29,039	47,653
	9,928,615	5,045,629

e) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The Group's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Group's reputation.

	Weighted average interest rate	1 year or less	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Contractual undiscounted cash flows
30 June 2025	%	\$	\$	\$	\$	\$
Non-derivatives						
Non-interest bearing						
Trade payables	0.0%	4,043,988	-	-	-	4,043,988
Other payables	0.0%	1,404,598	-	-	-	1,404,598
Interest-bearing – variable						
Invoice finance facility	11.4%	5,003,757	-	-	-	5,003,757
Term loans	5.9%	762,512	762,512	1,240,504	-	2,765,528
Interest-bearing – fixed rate						
Premium funding	3.8%	186,681	-	-	-	186,681
Asset finance facilities	7.3%	1,722,739	999,010	1,257,506	-	3,979,255
Supply chain facilities	5.3%	386,899	-	-	-	386,899
Lease liabilities	7.5%	751,763	663,816	1,660,505	260,580	3,336,664
Total non-derivatives		14,262,937	2,425,338	4,158,515	260,580	21,107,370

	Weighted average interest rate	1 year or less	Between 1 and 2 years	Between 2 and 5 years	Over 5 years	Contractual undiscounted cash flows
30 June 2024	%	\$	\$	\$	\$	\$
Non-derivatives						
Non-interest bearing						
Trade payables	0.0%	5,404,183	-	-	-	5,404,183
Other payables	0.0%	1,376,948	-	-	-	1,376,948
Interest-bearing – variable						
Invoice finance facility	11.4%	3,449,792	-	-	-	3,449,792
Trade finance facility	9.0%	2,980,256	-	-	-	2,980,256
Interest-bearing - fixed rate						
Insurance premium funding	5.8%	149,313	-	-	-	149,313
Asset finance facilities	7.3%	1,711,934	1,751,824	1,081,332	-	4,545,090
Lease liabilities	7.5%	1,292,724	1,336,664	1,858,878	803,921	5,292,187
Total non-derivatives		16,365,150	3,088,488	2,940,210	803,921	23,197,769

f) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

g) Currency risk

The Group is exposed to currency risk on purchases of spare parts and plant and equipment that are denominated in US dollars (USD). The Group uses forward exchange and participating forward exchange contracts to manage currency risk; no forward exchange contracts were in use at 30 June 2025 (30 June 2024: nil). Profit and loss on the foreign currency transactions are recorded within other expenses in the profit and loss statement.

h) Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments. The Group is also exposed to earnings volatility on floating rate instruments.

The financial instruments which primarily expose the Group to interest rate risk are borrowings and cash and cash equivalents. The Group manages its exposure to changes in interest rates on borrowings by using a mix of fixed and floating rate debt. The Group is exposed to movements in market interest rates on short term deposits. The Directors monitor the Group's cash position relative to the expected cash requirements. Where appropriate, surplus funds are placed on deposit earning higher interest. The Group also has short or long-term debt, and therefore the risk is minimal.

i) Profile

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

Variable rate instruments	30 June 2025 \$	30 June 2024 \$
Financial assets	3,065,160	366,777
Financial liabilities	(15,655,964)	(6,430,049)
	(12,590,804)	(6,063,272)

Capital management

The Board's policy is to maintain adequate capital so as to maintain investor, creditor and market confidence and to sustain future development of the business.

The Group's debt and capital structure includes ordinary share capital and loans and borrowings. The Group is not subject to externally imposed capital requirements. Management effectively manages the Group's capital by assessing the Group's financial risk and adjusting its capital structure in response to changes in these risks and in the market. These responses include the management of debt levels, distributions to shareholders and share issues.

The Group's debt-to-adjusted capital ratio at the end of the reporting period was as follows:

Debt-to-capital ratio	30 June 2025 \$	30 June 2024 \$
Total liabilities	21,829,901	22,326,419
Less: cash and cash equivalents	(3,065,160)	(366,777)
Net debt	18,764,741	21,959,642
 Total capital	 15,229,567	 11,415,851
Debt-to-capital ratio	1.23	1.92

j) Fair values

(i) Trade and other receivables and trade and other payables

Trade and other receivables and trade and other payables are short-term instruments in nature whose carrying value is equivalent to fair value.

(ii) Borrowings

For borrowings, the fair values are not materially different from their carrying amounts, since either the interest payable on those borrowings is close to current market rates, or the borrowings are of a short-term nature.

(ii) *Fair value hierarchy*

Financial instruments carried at fair value are determined by valuation level, as determined in accordance with the relevant accounting standard. The different levels have been defined as:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities;
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

There have been no transfers between levels during the current or prior year.

26. Related parties

a) Key management personnel remuneration

Remuneration	2025 \$	2024 \$ (restated)
Short term benefits	1,330,489	1,240,264
Share based payments	286,824	261,118
Post-employment benefits	108,576	105,290
Total	1,725,889	1,606,672

Information regarding individual directors' and executives' compensation and some equity instruments disclosures as permitted by Corporations Regulations 2M.3.03 is provided in the remuneration report section of the directors' report. The reported remuneration for the year ended 30 June 2024 has been restated to reflect an overaccrual of executive bonuses, as detailed in the remuneration report.

Apart from the details disclosed in this note, no director has entered into a material contract with the Group since the end of the previous financial year and there were no material contracts involving directors' interests existing at year-end.

a) Other key management personnel and director transactions

During the year ended 30 June 2025, the Group received proceeds of a total of \$1,650,000 from short-term loan agreements with key management personnel and related parties (FY2024: nil). Proceeds of \$600,000 were received from Mr Patrick Maingard and \$1,050,000 from an entity associated with Mr Frank Ashe. The loans were issued at market interest rates and made on normal commercial terms, and repaid in full during the year.

The Company acquired goods to the value of \$378,083 (inclusive of GST) from Mindustry Solutions Pty Ltd, a related party of Mr Maingard. The transaction was made on arm's length commercial terms. There were other transactions with key management personnel and related parties during the year (FY2024: nil).

b) Subsidiaries

All loans and receivables between Group entities are eliminated on consolidation and are interest free with no set repayment terms.

27. Group entities

Entity	Entity Type	Country of incorporation	Ownership interest
Parent entity			
Babylon Pump & Power Limited	Body Corporate	Australia	N/A
Significant subsidiaries			
Babylon Operations Pty Ltd	Body Corporate	Australia	100%
Primepower Queensland Pty Ltd	Body Corporate	Australia	100%
Pilbara Trucks Pty Ltd	Body Corporate	Australia	100%
RBH Engineering Pty Ltd	Body Corporate	Australia	100%

28. Dividends

No amounts were paid, declared or recommended by the Group by way of dividend in the year ended 30 June 2025 (FY2024: nil).

29. Subsequent events

On 15 July 2025, the Company held a general meeting to approve resolutions relating to the acquisitions by the Company of BPY Holdings Pty Ltd (trading as Blue Hire) ("Blue Hire") and Matrix Hydro Services Pty Ltd ("Matrix"). All resolutions at the meeting were passed by shareholders (refer ASX release 15 July 2025).

On 1 August 2025, the Company announced that it had completed the acquisitions of Blue Hire and Matrix (refer ASX releases 1 August 2025). The Company paid upfront cash consideration of \$16,500,000 and issued a total of 330,000,000 fully paid ordinary shares to the vendors of Blue Hire (at a deemed issue price of \$0.005 per share), with up to \$8,200,000 payable in deferred cash and equity consideration. The Company paid upfront cash consideration of \$2,000,000 and issued a total of 100,000,000 fully paid ordinary shares to the vendors of Matrix (at a deemed issue price of \$0.005 per share), with deferred cash consideration of Matrix's FY26 EBITDA also payable subject to Matrix attaining a minimum EBITDA of \$800,000. At the time when the financial statements were authorised for issue, the group had not yet completed the accounting for the acquisitions of Blue Hire and Matrix.

The total upfront cash consideration of \$18,500,000 was funded via a Corporate Markets Loan provided by National Australia Bank Ltd ("New NAB Facility"), in addition to the Company's existing Invoice Finance Facility and Asset Finance Facility with NAB. The New NAB Facility is for a three-year term and is secured by a registered General Security Agreement over all the present and future rights, property and undertaking of the Group, with interest accruing at a variable rate (8.67% p.a. at the time of execution). The facility is subject to standard financial covenants including maintenance of a 1.35× debt service cover ratio, a 3.00× gross leverage ratio (reducing to 2.25× from 31 December 2026), and a 25% shareholder equity ratio (increasing to 35% from 31 December 2026).

No other matter or circumstance has arisen since the end of the reporting period which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs in future financial years.

30. Auditors' remuneration

Auditors' remuneration	2025 \$	2024 \$
Audit services		
Audit and review of financial reports	120,400	121,630

31. Parent entity disclosures

Financial position	30 June 2025 \$	30 June 2024 \$
Current assets		
Current assets	1,164,255	273,187
Non-current assets	13,339,256	8,359,689
Total assets	14,503,511	8,632,876
Liabilities		
Current liabilities	1,489,815	1,273,038
Non-current liabilities	68,040	54,787
Total liabilities	1,557,855	1,327,825
Net assets	12,945,656	7,305,051
Equity		
Share capital	53,690,589	50,550,639
Reserves	573,859	964,934
Accumulated losses	(41,318,792)	(44,210,522)
Total equity	12,945,656	7,305,051

Financial performance	2025 \$	2024 \$
Loss for the year	(2,569,076)	(3,275,370)
Other comprehensive income	-	-
Total comprehensive loss	(2,569,076)	(3,275,370)

a) Guarantees provided in relation to parent-entity accounting policies

Babylon Pump & Power Limited provides a parent-company guarantee in respect to asset finance, invoice finance and trade finance facilities established by Babylon (see note 22).

b) Subsidiaries

The parent entity disclosures include transactions with subsidiaries.

c) Accounting policies

The financial information for the parent entity has been prepared on the same basis as the consolidated financial statements, except as set out below.

d) Investment in subsidiaries

Investments in subsidiaries are accounted for at cost.

32. Contingencies and capital commitments

There are no other contingencies or capital commitments as at 30 June 2025 (30 June 2024: nil).

Consolidated Entity Disclosure Statement

As at 30 June 2025

Entity	Type	Share Capital Held	Country of incorporation	Australian resident
Parent entity				
Babylon Pump & Power Limited	Body Corporate	100%	Australia	Yes
Significant subsidiaries				
Babylon Operations Pty Ltd	Body Corporate	100%	Australia	Yes
Primepower Queensland Pty Ltd	Body Corporate	100%	Australia	Yes
Pilbara Trucks Pty Ltd	Body Corporate	100%	Australia	Yes
RBH Engineering Pty Ltd	Body Corporate	100%	Australia	Yes

Directors' declaration

For the year ended 30 June 2025

- 1 In the opinion of the directors of Babylon Pump & Power Limited:
- (a) the Group's financial statements and notes are in accordance with the *Corporations Act 2001*, including:
 - (i) giving a true and fair view of the Group's financial position as at 30 June 2025 and of its performance, for the financial period ended on that date; and
 - (ii) complying with Australian Accounting Standards (including Interpretations), the Corporations Regulations 2001 and other mandatory professional reporting requirements;
 - (b) the financial report also complies with International Financial Reporting Standards as set out in note 2(a);
 - (c) the remuneration disclosures that are contained in the remuneration report in the directors' report comply with AASB 124 Related Party Disclosures, the *Corporations Act 2001* and the Corporations Regulations 2001.
 - (d) there are reasonable grounds to believe that the Group will be able to pay its debts and when they become due and payable; and
 - (e) the consolidated entity disclosure statement included in this report is true and correct.
- 2 The directors have been given the declarations required by Section 295A of the *Corporations Act 2001* for the year ended 30 June 2025.

Signed in accordance with a resolution of the directors:



James Cullen
Non-Executive Chairman



Michael Shelby
Managing Director

Dated at Perth this 22nd day of August 2025

INDEPENDENT AUDITOR'S REPORT

To the members of Babylon Pump & Power Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Babylon Pump & Power 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 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.

Impairment Assessment

Key audit matter	How the matter was addressed in our audit
<p>Note 12 of the financial report discloses the carrying value of goodwill and the assumptions which have been used by the Group in testing for impairment.</p> <p>As required by Australian Accounting Standards, the Group has performed an annual impairment assessment for the cash generating unit ("CGU") to which goodwill has been allocated to determine whether the recoverable amount exceeds or is below the carrying amount.</p> <p>Impairment testing of goodwill was assessed as being a key audit matter as management's assessment of the recoverable amount is based on value in use ("VIU") cash flow forecasts which requires estimates and judgement about future financial performance.</p>	<p>Our procedures included, but were not limited to the following:</p> <ul style="list-style-type: none"> Assessing the appropriateness of the Group's categorisation of Cash Generating Units ("CGUs") and the allocation of assets to the CGUs based on our understanding of the Group's business and the Group's internal reporting; Challenging key inputs used in the value in use calculations including the following: <ul style="list-style-type: none"> In conjunction with our valuation specialist, assessing the appropriateness of the discount rate utilised by management; Assessing the Group's forecasted cash flows are consistent with our knowledge of the business, board approved budget and corroborating our work with external information where possible; Comparing growth rates with historical rates and industry data; and Performing sensitivity analysis on the key assumptions. Assessing the adequacy of the Group's disclosures and impairment assessment methodology as disclosed in Notes 2 (f) and Note 12 to the financial report.

Revenue Recognition

Key audit matter	How the matter was addressed in our audit
<p>Revenue is disclosed in Note 3 (k) and Note 4 of the financial report.</p> <p>Revenue is generated from maintenance services and equipment rental.</p> <p>This area is a key audit matter as revenue is one of the key drivers to the Group's performance and there is a significant volume of transactions included in revenue.</p>	<p>Our audit procedures included, but were not limited to the following:</p> <ul style="list-style-type: none">• Agreeing, for a sample of revenue transactions, the amounts recorded by the Group to supporting documentation to confirm the existence and accuracy of the revenue recognised and to consider whether the transaction was recorded in the correct period;• Assessing the design and implementation of internal controls relevant to the recording of revenue transactions in accordance with accounting standards;• Assessing credit notes issued post year end and performing cut-off testing to ensure revenue transactions around year end have been recorded in the correct reporting period; and• Assessing the adequacy of the Group's relevant disclosures and as disclosed in Note 4 to the financial report.

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:

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 11 to 18 of the directors' report for the year ended 30 June 2025.

In our opinion, the Remuneration Report of Babylon Pump & Power 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

A handwritten signature in black ink. The signature starts with the letters 'BDO' in a stylized, cursive font, followed by a large, sweeping flourish that extends downwards and to the right, ending in a small loop.

Ashleigh Woodley

Director

Perth 22 August 2025

Corporate Governance Statement

For the year ended 30 June 2025

Babylon Pump & Power Limited has established a strong governance framework and continues to be committed to a high level of integrity and ethical standards in all its business practices.

Effective and transparent corporate governance is of critical importance to Babylon Pump & Power Limited and its Board of Directors. The Board fully supports the intent of the Australian Securities Exchange (ASX) Corporate Governance Council's 4th edition of Corporate Governance Principles and Recommendations.

The Corporate Governance Framework continues to evolve as it seeks continual improvement in the way it conducts its business. Further details on Babylon Pump & Power Limited's governance principles can be found in the Company's Corporate Governance Statement which is available at www.babylonpumpandpower.com.

ASX Additional Information

For the year ended 30 June 2025

Additional information required by the ASX Listing Rules and not disclosed elsewhere in this report is set out below. The information is current as at 21 August 2025.

1. Substantial holders

The below information is provided in accordance with Listing Rule 4.10.4.

Substantial Holder	Shares Held at Date of Last Notice	% Issued Share Capital at Date of Last Notice
Mr Geoffrey Frederick Lord	676,356,354	27.05%
Cumulus Wealth Pty Ltd	420,281,781	12.46%

2. Holders of equity securities

The below information is provided in accordance with Listing Rules 4.10.5 and 4.10.16.

Class of Equity Securities	Securities on Issue	No. of Holders
BPP: fully paid ordinary shares	3,376,890,974	789
BPP: fully paid ordinary shares – escrowed	430,000,000	4
BPPAD: Class A performance rights expiring 15 December 2025	667,355	1
BPPAE: Class B performance rights expiring 15 December 2025	374,918	1
BPPAF: Class C performance rights expiring 15 December 2025	843,567	1
BPPAH: Class D performance rights expiring 15 May 2028	130,000,000	1
BPPAI: Class E performance rights expiring 19 March 2028	23,140,800	6
BPPAJ: Class F performance rights expiring 19 March 2028	53,995,200	6
BPPAK: Class G performance rights expiring 18 March 2029	12,641,000	4
BPPAL: Class H performance rights expiring 18 March 2029	29,495,668	4

All unquoted equity securities were issued pursuant to employee incentive schemes.

3. Voting rights attaching to equity securities

All fully paid ordinary shares carry one vote each.

4. Distribution schedules

The below information is provided in accordance with Listing Rule 4.10.7.

BPP: fully paid ordinary shares

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	93	12,518	0.00%
above 1,000 up to and including 5,000	19	60,120	0.00%
above 5,000 up to and including 10,000	5	30,494	0.00%
above 10,000 up to and including 100,000	156	8,834,437	0.26%
above 100,000	516	3,367,953,405	99.74%
Totals	804	3,376,890,974	100.00%

BPP: fully paid ordinary shares (escrowed)

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	4	430,000,000	100.00%
Totals	4	430,000,000	100.00%

BPPAD: Class A performance rights expiring 15 December 2025

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	1	667,355	100.00%
Totals	1	667,355	100.00%

BPPAE: Class B performance rights expiring 15 December 2025

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	1	374,918	100.00%
Totals	1	374,918	100.00%

BPPAF: Class C performance rights expiring 15 December 2025

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	1	843,567	100.00%
Totals	1	843,567	100.00%

BPPAH: Class D performance rights expiring 15 May 2028

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	1	130,000,000	100.00%
Totals	1	130,000,000	100.00%

BPPAI: Class E performance rights expiring 19 March 2028

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	6	23,140,800	100.00%
Totals	6	23,140,800	100.00%

BPPAJ: Class F performance rights expiring 19 March 2028

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	6	53,995,200	100.00%
Totals	6	53,995,200	100.00%

BPPAK: Class G performance rights expiring 18 March 2029

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	1	12,641,000	100.00%
Totals	1	12,641,000	100.00%

BPPAL: Class H performance rights expiring 18 March 2029

Holding Ranges	Holders	Total Units	% Issued Share Capital
above 0 up to and including 1,000	0	0	0.00%
above 1,000 up to and including 5,000	0	0	0.00%
above 5,000 up to and including 10,000	0	0	0.00%
above 10,000 up to and including 100,000	0	0	0.00%
above 100,000	1	29,495,668	100.00%
Totals	1	29,495,668	100.00%

5. Unmarketable parcel

Based on a market price of \$0.005 per share, 242 shareholders held less than a marketable parcel of securities.

6. Twenty largest holders of quoted equity securities

The below information is provided in accordance with Listing Rule 4.10.9.

#	Holder Name	Holding	% IC
1	G & N LORD SUPERANNUATION PTY LTD <GNR SUPERANNUATION FUND A/C>	623,735,808	18.47%
2	BELGRAVIA STRATEGIC EQUITIES PTY LTD	238,590,400	7.07%
3	CHEMCO SUPERANNUATION FUND PTY LTD <CHEMCO SUPER FUND NO 2 A/C>	114,436,735	3.39%
4	RETZOS EXECUTIVE PTY LTD <RETZOS EXECUTIVE S/FUND A/C>	108,420,940	3.21%
5	RESOURCE WATER GROUP PTY LTD	100,746,269	2.98%
6	MR GEOFFREY FREDERICK LORD	82,282,322	2.44%
7	CHESAPEAKE CAPITAL LTD	55,295,000	1.64%
8	DARMAL PTY LIMITED	47,250,000	1.40%
9	MCNEIL NOMINEES PTY LIMITED	40,000,000	1.18%
10	RETZOS FAMILY PTY LTD <RETZOS FAMILY S/FUND A/C>	39,838,648	1.18%
11	BAYESIAN HOLDINGS PTY LTD <M&IL A/C>	39,155,360	1.16%
12	ROCKSTONE ENTERPRISES PTY LTD <O'DONNELL SUPER A/C>	38,783,794	1.15%
13	MR RICHARD THOMAS HAYWARD DALY & MRS SARAH KAY DALY <THE DALY FAMILY SUPER A/C>	38,324,340	1.13%
14	JASPER HILL RESOURCES PTY LTD <AR CONSTANTINE SUPER A/C>	34,112,329	1.01%
15	MR CHARLES FARQUHARSON & MRS JAYNE FRANKLIN FARQUHARSON <C & J FARQUHARSON S/F A/C>	33,750,000	1.00%
16	MR ANDREW LENOX HEWITT	32,287,665	0.96%
17	LOQUELA PTY LTD	31,418,000	0.93%
18	PIYA PTY LTD	31,125,000	0.92%
19	SCOTCH INVESTMENTS PTY LTD <SCOTCH INVESTMENTS A/C>	29,824,870	0.88%
20	MR TIMOTHY GRANTHAM SIMPSON HOSKING	28,604,287	0.85%
	Total	1,787,981,767	52.95%
	Total issued capital - selected security class(es)	3,376,890,974	100.00%

7. Securities subject to escrow

A total of 430,000,000 fully paid ordinary shares are subject to voluntary escrow, being part consideration for the Company's acquisition of Matrix Hydro Services Pty Ltd ("Matrix") and BPY Holdings Pty Ltd (trading as Blue Hire) ("Blue Hire") (refer Note 29 to the financial statements). The escrow period for 100,000,000 fully paid ordinary shares held by the vendors of Matrix ends on 1 April 2027 (being 18 months from the date of issue) and the escrow period for 330,000,000 fully paid ordinary shares held by Blue Hire ends on 1 August 2027 (being 24 months from the date of issue).

8. On-market buy-back

There is no current on-market buy-back.