atturra

Appendix 4E

Preliminary final report

1. Company details

Name of entity:	Atturra Limited
ABN:	34 654 662 638
Reporting period:	For the year ended 30 June 2025
Previous period:	For the year ended 30 June 2024

2. Results for announcement to the market

				$'000
Revenue from ordinary activities	up	23.5%	to	300,615
Underlying Earnings Before Interest, Tax, Depreciation and Amortisation ('Underlying EBITDA')	up	23.9%	to	31,545
Underlying Earnings Before Interest and Tax ('Underlying EBIT')	up	15.0%	to	21,886
Profit from ordinary activities after tax attributable to the owners of Atturra Limited	down	7.0%	to	9,098
Profit for the year attributable to the owners of Atturra Limited	down	7.0%	to	9,098

A reconciliation of statutory profit after tax to Underlying EBITDA is disclosed in the table below.

Dividends

During the current financial year, no dividend was paid, recommended or declared to the Atturra Limited shareholders.

In the previous financial year ended 30 June 2024, a dividend of $265,000 was paid to the minority shareholders of Noetic Group Pty Ltd, with the remainder being paid to Atturra Holdings Pty Ltd and FTS NHC Pty Ltd that was eliminated on consolidation.

Comments

The profit for the Atturra Group after providing for income tax and non-controlling interest amounted to $9,098,000 (30 June 2024: $9,784,000).

Underlying EBIT, Underlying EBITDA and other adjustments as disclosed are financial measures which are not prescribed by the Australian Accounting Standards Board ('AASB') and represents the results under AASBs adjusted for specific items, including capital raising, share-based payments, merger & acquisition ('M&A') transaction and integration costs and M&A related retentions.

The Directors consider Underlying EBITDA to be one of the key financial measures of Atturra Group.

Appendix 4E

The following table summarises key reconciling items between statutory profit after-tax and Underlying EBITDA:

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Profit after income tax	**9,098**	**9,731**
Add: Income tax expense	5,170	3,332
Add: Interest expense	2,803	1,823
Less: Interest income	(2,093)	(768)
Reported EBIT	**14,978**	**14,118**
Share-based payments	1,742	1,086
Revaluation of contingent consideration	(200)	(506)
M&A transaction, capital raising, and integration costs	4,592	3,987
Gain on bargain purchase	–	(347)
M&A related retentions	774	692
Underlying EBIT	**21,886**	**19,030**
Depreciation	5,588	3,950
Amortisation	4,071	2,482
Underlying EBITDA	**31,545**	**25,462**

3. Net tangible assets

	Reporting period Cents	Previous period Cents
Net tangible assets per ordinary security	**12.32**	**6.89**

Net tangible assets per ordinary security has been calculated using the following:

	30 June 2025 $'000	30 June 2024 $'000
Net assets	228,093	150,186
Less: Deferred tax assets	(3,988)	(3,322)
Less: Intangible assets	(178,686)	(126,401)
Less: Right-of-use assets	(16,364)	(11,236)
Add: Lease liabilities	17,651	12,310
	46,706	**21,537**

	Number	Number
Total shares issued	**378,990,547**	**312,770,789**

4. Control gained over entities

During the current financial year, Atturra Group gained control over the following entities:

Acquisition date	Entities	Share capital acquired %
31/07/2024	Exent Holdings Pty Ltd	100%
31/07/2024	Exent Pty Ltd	100%
29/11/2024	Chrome Consulting Pty Ltd	100%
30/11/2024	Morgan Holdco Limited	100%
30/11/2024	Morgan Bidco Limited	100%
30/11/2024	Plan B Limited	100%
30/11/2024	Plan B-Australia Pty Limited	100%
31/12/2024	Brooks Investment Partners Pty Ltd	100%
31/12/2024	ComActivity Pty Ltd	100%
31/12/2024	ComActivity (NZ) Pty Ltd	100%
07/03/2025	Project Delivery Services LLC	100%
31/05/2025	DalRae Solutions Pty Ltd	100%
31/05/2025	D'Alrae Solutions NZ Limited	100%

Refer to note 34 to the consolidated financial statements for further details.

5. Loss of control over entities

Not applicable.

6. Dividends

During the current financial year, no dividend was paid, recommended or declared to the Atturra Limited shareholders.

In the previous financial year ended 30 June 2024, a dividend of $265,000 was paid to the minority shareholders of Noetic Group Pty Ltd, with the remainder being paid to Atturra Holdings Pty Ltd and FTS NHC Pty Ltd that was eliminated on consolidation.

7. Dividend reinvestment plans

Not applicable.

8. Details of associates

	Reporting entity's percentage holding		Contribution to profit	
Name of associate	Reporting period %	Previous period %	Reporting period $'000	Previous period $'000
Protegic Pty Ltd	49%	49%	–	116
Group's aggregate share of associates entity's profit				
Profit from ordinary activities after income tax			–	116

Appendix 4E

9. Foreign entities

Details of origin of accounting standards used in compiling the report:

Not applicable.

10. Audit qualification

Details of audit dispute or qualification (if any):

The financial statements were subject to an audit by the auditor and the audit report is attached as part of the Annual Report.

11. Attachments

Details of attachments (if any):

The Annual Report of Atturra Limited for the year ended 30 June 2025 is attached.

12. Signed

Approved by the Board and signed on its behalf by:

Shan Kanji
Chairman

Sydney

27 August 2025

atturra

Annual Report 2025

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Acknowledgement of Country

Atturra acknowledges the Traditional Custodians of Country throughout Australia and their connections to Land, Sea and Community. We pay our respects to Elders past and present and extend that respect to all First Nations Peoples across Australia and the Torres Strait Islands.

Atturra Limited ABN 34 654 662 638

We exist to help clients see exciting possibilities through technology that works today and into the future.

We bring specialised experience offering assured leadership as your organisation evolves

Letter to Shareholders

I'm proud to share our achievements over the last 12 months in Atturra's Annual Report

Key Milestones

This has been another year of significant growth and strategic advancement for our business. Atturra has continued to expand our service offerings and industry position through local and international acquisitions. In FY25, we completed six acquisitions: Exent in August 2024, Chrome Consulting in November 2024, Plan B in December 2024, ComActivity in January 2025, Kitepipe in March 2025, and DalRae Solutions in June 2025.

These acquisitions have strengthened the foundation on which our industry and technology strategies are built, with Plan B and Kitepipe broadening Atturra's reach to New Zealand and the US. Whilst Chrome Consulting and DalRae Solutions have enabled our expansion into Enterprise Solutions.

Atturra is successfully expanding its footprint in the State Government, signing more than a dozen contracts across several states. The most notable of these is in South Australia, where we have signed a transformational deal worth more than $10 million to assist an agency in improving its case management system.

Our Managed Services team has been successful in onboarding multiple agencies in the national security space. These were both seamless and positive transition projects. It is a testament to our capabilities in providing effective and efficient Managed IT Services to the public sector. I see many more opportunities for Atturra in the local, State, and Federal Government sectors.

Financial Highlights

We're proud that Atturra has grown strongly despite unfavourable economic conditions and, in particular, a challenging Canberra market. Atturra has delivered FY25 revenue of $300.6 million, representing a 24% increase compared to the PCP. Underlying EBITDA of $31.5 million, also representing a 24% increase compared to the PCP. This strong revenue growth reflects the successful integration of acquisitions and serves as a testament to Atturra's ability to execute its strategy effectively.

We have increased the share of predictable revenue to 78%, which is a combination of recurring and long-term client revenue. This highlights that Atturra is delivering quality solutions as clients are engaging with Atturra on a long-term basis.

> Atturra continues to experience strong demand for AI solutions from clients and is well-positioned to meet this demand.

I am confident notwithstanding those headwinds we will continue to see Atturra achieve its growth philosophy of 20% delivering on its forecast underlying EBITDA of $40.3 million in FY26.

As part of our ongoing capital management, Atturra initiated a share buyback program in April 2025. It is an on-market share buy-back program for up to 10% of Atturra's issued capital, and will run for a maximum of 12 months. Even after the planned buy-back, Atturra will continue to have significant financial capacity to pursue its core strategy, including the M&A strategy without a need for any external capital.

Strategic Vision

We remain committed to becoming Australia's leading advisory and IT solutions provider, with high engagement across technology, industries, employees, and clients.

In the FY24 Results Presentation, we mentioned our intention to expand into the Enterprise Solutions space. This would enable Atturra to support technologies such as SAP and ServiceNow. Our clients asked for SAP ecosystem support, and with the acquisitions of Chrome Consulting and DalRae Solutions, we are uniquely positioned as a sovereign IT solutions provider to help them succeed in this area.

The technologies we support have made significant improvements in their AI capabilities. We work closely with our technology partners to integrate and optimise AI models, data, and infrastructure, delivering solutions to our clients that accelerate time to value.

I'd like to call out two examples that demonstrate Atturra as a leading partner. In August 2024, we announced an initiative, co-developed with analytics and software company Nuix and Hewlett Packard Enterprise (HPE), that enabled them to accelerate AI workloads on their Neo software platform. The results showed that AI workloads analysing text, chat messages, emails, images, video, and other unstructured data ran 10 times faster than previous equivalent Nuix benchmarks.

The other notable achievement is Atturra's global award for winning one of our key technology partners, Boomi's AI Agent Hackathon. The hackathon challenged participants to build generative AI-powered agents using the Boomi Enterprise Platform and its new Boomi AI Agent Framework. Atturra was named a winner in this global competition by developing the CodeGuard AI Agent — a tool for automated monitoring of Boomi code quality and process design, and it is now included in Boomi's AI Agent Marketplace.

Atturra continues to experience strong demand for AI solutions from clients and is well-positioned to meet this demand.

Our industry strategy is to focus on:

- Further expanding into industries through deep industry-specific capabilities. Specifically, Defence, with Atturra providing over 350 security-cleared personnel and more than 450 member organisations through its Industry Engagement business.
- Grow market share through industry-specific IP. Specifically, in K-12 Education, where we have evolved into a leading, trusted partner and are seeing strong demand for our proprietary Student Information SaaS platform, Scholarion™.
- An expansion into Natural Resources. Several of Atturra's practice areas are now delivering solutions into this sector, with further penetration expected.

Our technology strategy is to focus on:

- High-growth technologies so that we can grow in sync with them. For example, Atturra has the largest team of onshore Boomi consultants, winning four awards, including APJ Partner of the Year (for the third consecutive year and sixth time overall) and ANZ Partner of the Year in FY25, as well as a global win for Boomi's AI Hackathon.
- Becoming the dominant provider of specialist and niche technologies such as webMethods, OpenText, and QAD. For example, we are OpenText's APJ Partner of the Year and the only ANZ-based OpenText Platinum Certified Partner.
- Expand into Enterprise Solutions. For example, recent acquisitions that provide SAP support will enable Atturra to expand its market size and pursue new opportunities.

Talent & Culture

Our vision of being Australia's leading advisory and IT solutions provider is making steady progress. Our total employee base now exceeds 1,200 team members, and I'm pleased to see many high-performing teams within this base across various areas of the business. We continue to prioritise people as our teams remain one of Atturra's core differentiators.

We continue to reap the benefits of a diverse team that expands with each new acquisition. All employees embrace our One Atturra approach and culture as they integrate into our business. This process has been reinforced with the introduction of Atturra Base Camp — a monthly, full-day session that brings together new talent and business leaders to help develop camaraderie and culture, two of Atturra's core values.

Over the last 12 months, we have also become a certified veteran-friendly employer. This required Atturra to demonstrate to the Department of Veterans Affairs that our current activities support an inclusive and flexible employment experience for veterans, from pre-recruitment through the employment lifecycle, and our leadership's commitment to continuous improvement.

Looking Ahead

Atturra is now well-positioned to compete for larger enterprise deals. As a sovereign, end-to-end IT solutions provider with an exceptional client retention track record, I believe we are the preferred Australian option to global system integrators.

Last year, we experienced a relative increase in revenue outside the Canberra market, and I anticipate this trend will continue in FY26. We have remained a strong presence in the Canberra market, so when demand increases — and I believe it is a matter of when, not if — Atturra is the sovereign entity to come out stronger.

Whilst focusing on integrating the six completed acquisitions of FY25, we continue with our acquisition strategy and have a pipeline of acquisition opportunities, and financial and operational expertise to deliver them. I look forward to the opportunities it brings for growth and expansion in FY26. Whilst we haven't been able to deploy all the capital from our most recent raise, we remain careful about asset selection to ensure good commercial and cultural fit to retain our values and ability to grow organically.

Thank you for supporting us through another year of growth and change for Atturra. We look forward to continuing to build our exciting future together.

Shan Kanji
Chairman

We continue to reap the benefits of a diverse team that expands with each new acquisition. All employees embrace our One Atturra approach and culture as they integrate into our business

Business Overview

Redefine what your future looks like through technology

We exist to help clients see exciting possibilities through technology that works today and into the future

MARKET SIZE

$53.4 billion

Estimated IT services spend in Australia in 2025

STAFF

1,200+

Staff members

SECURITY CLEARANCE

300+

Number of security-cleared staff

INDUSTRY EXPERTISE

8

Targeted industries with deep industry expertise

AWARD WINNING

15+

Industry & Technology Partner Awards

OFFICES

15

Across Australia, New Zealand, USA, Hong Kong and Singapore

Client Showcase

Beyond Bank

One of Australia's largest customer-owned financial institutions streamlined loan processing and reduced manual effort with Atturra's Boomi-powered integration solution.

Facing inefficiencies from duplicated data and disconnected systems, Beyond Bank partnered with Atturra to modernise and automate its loan origination process. Using Boomi's integration Platform as a Service (iPaaS), Atturra connected the bank's CRM, lending, and core banking systems, reducing 35 points of manual data entry and enabling secure, centralised data flow.

The solution introduced e-signing and faster loan fulfilment across home loans, credit cards, and overdrafts. This has resulted in a significant reduction in the time required to complete new applications and a more intuitive customer experience. The transformation has ensured that critical reporting data accurately flows to relevant governance and business intelligence systems, while internal workflows have been dramatically improved.

"We've earned back the business 14 full working days per month, which means my team isn't swamped by administrative duties and can tackle strategic initiatives."

Wendy Den Hartog

Senior Manager for Loan Fulfilment, Beyond Bank

Hive + Wellness Australia

Australia's leading honey producer, Hive + Wellness Australia streamlined its finance operations by automating the processing of 11,000 invoices annually using Atturra's tailored Esker Accounts Payable (AP) integration with QAD ERP.

Manual invoice processing created inefficiencies, limited visibility, and placed pressure on staff during peak periods. To improve accuracy, scalability, and control, Hive + Wellness partnered with Atturra to implement Esker's AI-powered Accounts Payable Automation, seamlessly integrated with its QAD ERP system.

Atturra customised the solution to align with Hive + Wellness's business processes and this has resulted in improved visibility, real-time validation and data-driven decision-making. Automation has freed up staff capacity, improved accuracy and enabled consistent AP workflows regardless of demand.

"Our partnership with Atturra is collaborative, supportive and focused on achieving successful outcomes together. This enabled the solution to be implemented seamlessly into our business."

Allen Wang

Financial Controller, Hive + Wellness Australia

Unitywater

Unitywater is a utility supplier operating in one of Australia's fastest-growing regions, South-East Queensland. It streamlined and simplified manual workflows and transformed the customer experience with Atturra's innovative Microsoft Dynamics 365 and Power Platform solution.

Over the course of 18 months, Atturra replaced Unitywater's fragmented mix of siloed systems, applications, emails and spreadsheets with an integrated online portal and a comprehensive CRM system. The solution seamlessly integrates with nearly 10 external applications, including Novoplan, Gentrack, and Maximo. It automates repetitive processes and provides clearer workflow management.

Development industry customers now experience an easy and consistent application and assessment process and can make online payments effortlessly. The portal has enhanced efficiency across Unitywater's 1,000+ users and provides a foundation for managing high regional growth.

"Atturra worked closely with us to bring our vision to life. We're thrilled that they've helped us deliver significant system improvements that will have a material positive impact on the Unitywater business and its development customers."

Katherine Gee

Executive Manager, Unitywater

To deliver the best results for clients, we partner with other leading technology companies

Board of Directors and Key Management

Shan Kanji

Non-Executive Chairman / Non-Independent

Shan has spent more than 20 years as a senior business leader with a proven track record of running scale diversified and complex industrial and technology businesses in Australia and New Zealand. He has extensive experience with start-ups in technology, property development, manufacturing and other sectors. Shan was instrumental in the formation of, and growth in, Atturra and its predecessor organisations. Shan is on the Board of the Australian Steel Institute, the nation's peak body representing the Australian manufactured steel supply chain. Shan holds a Bachelor of Laws and a Bachelor of Commerce from the University of NSW and is a lawyer and the Principal of Kanji & Co.

Stephen Kowal

CEO & Executive Director / Non-Independent

Stephen has been the CEO since early 2019 and, prior to his appointment, has held senior executive and non-executive positions in the IT and consultancy sectors since 2001. Prior to joining Atturra, Stephen led sales for the Australian and New Zealand division for DXC Technology, a US multinational business-to-business IT services provider. Stephen is highly experienced across the insurance, banking, government, and natural resources sectors, holding several Chief Information Officer roles within the US, Chile, and Australiasia. Stephen holds a Bachelor of Science from the University of NSW, a Graduate Diploma in Applied Finance and Investment from the Securities Institute of Australia (FINSIA), and Diploma of Insurance from the Australian and New Zealand Institute of Insurance and Finance (ANZIF). ANZIF awarded Stephen the PC

Wickens award in 2015. Stephen is a Fellow of the Governance Institute of Australia (GIA), Fellow of FINSIA, Senior Associate of ANZIF and a member of the Australian Institute of Company Directors (AICD).

Nicole Bowman

Non-Executive Director / Independent

Nicole is an experienced leader, non-executive director and lawyer whose leadership career has spanned over two decades across industries as diverse as mining, finance, sport and manufacturing, both in Australia and internationally. In addition to her executive and legal experience, Nicole spent a combined total of seven years as a non-executive director of ASX-listed mining and exploration companies Blackthorn Resources Limited, and Intrepid Mines Limited. During this period Nicole chaired each of the Audit and Risk Committee and the Nomination and Remuneration Committee in turn. Nicole also spent 5 years on the Board of the charity Dress for Success Sydney Inc. and is the founder of its Illawarra branch. In 2019 she was appointed the Australia Day Ambassador for Wollongong in recognition of her philanthropic work. Nicole holds a Bachelor of Economics and Bachelor of Laws (Hons) from the University of Sydney, a Graduate Certificate in E-Commerce from the University of New England and is a member of the AICD.

Jonathan Rubinsztein

Non-Executive Director / Independent

Jonathan, a seasoned CEO with a track record of building world class global technology companies and leading high-performance teams in the technology sector, has been a Non-Executive Director of Atturra since 2021. Jonathan is currently the Chief Executive Officer at Nuix, an ASX-listed global company and a leading provider of investigative analytics and intelligence software with a vision of being a Force for Good and Finding Truth in a Digital Age. Previously, Jonathan was Managing Director and CEO of Infomedia Ltd, an ASX-listed SaaS company. Prior to that role, Jonathan was CEO and founding shareholder at UXC Red Rock Consulting, where he was instrumental in growing the business from a start-up to over 700 people across 13 offices in Australia, New Zealand, India, and Singapore. Jonathan was also a Founder and Director of RockSolid SQL, a company that built monitoring and automated data management software for over 18,000 databases globally. Jonathan is an active member of YPO, a Global Leadership Community of CEOs and alongside his wife and three daughters, dedicates holiday time to working at the Missionvale charity in South Africa.

Herb To

Chief Financial Officer

Herb has held CFO roles in the IT, Telecoms, professional services and media industries for over 25 years across Australia, North America and the South Pacific. Over his career, Herb has been the CFO of ASX-listed companies and held divisional executive positions with global multinational corporations. As CFO at Kantar ANZ, Herb oversaw the successful merger of Kantar with the WPP AUNZ Data Investment Management Group. Herb is a Chartered Accountant, a Chartered Professional Accountant, and a Chartered Business Valuator. He holds a Bachelor of Accounting and Finance (Hons) from the University of Waterloo and a Graduate Diploma in Applied Finance and Investment from the Securities Institute of Australia (FINSIA).

Kunal Shah

Company Secretary

Kunal has over 24 years of financial experience in the technology, manufacturing, and construction industries. Kunal has co-ordinated and assisted in numerous corporate transactions including acquisitions, divestments, and business restructures. Kunal holds a Bachelor of Commerce from Gujarat University and a Master of Business in Accounting from the University of Technology, Sydney. Kunal also has a Graduate Certificate of Applied Corporate Governance and Risk Management and is an Affiliate member of the Governance Institute of Australia.

ESG Highlights 2025

Sustainability approach

Over the last 12 months, Atturra has continued its growth trajectory through organic growth and the acquisition of companies aligned with our business strategy. A crucial aspect of this process involves integrating newly acquired businesses into our ESG planning. This enables us to remain sustainably competitive.

Our sustainability behaviours are aligned to the following five pillars:

1

Ethics and governance

Our organisational values remain central to operations across all business areas, and these embedded principles define and clarify expected behaviours. A robust Corporate Governance structure, overseen by the Board of Directors, provides the foundation for how we conduct business. Staff can access established channels to raise any concerns, and we hold regular internal audits to ensure compliance.

2

People and culture

As we continue to grow through acquisition, we welcome new talent, perspectives and capabilities. Atturra's Employee Value Proposition is focused on supporting long-term career growth that begins by establishing early connections between new talent and business leaders across the organisation through an onboarding program called Atturra Base Camp. We are committed to fostering an environment of possibility and growth for our people, encouraging development at both organisational and personal levels.

3

Protecting our workplace and clients

As part of our digital transformation, we have upgraded our network infrastructure to a modern Software-Defined Wide Area Network (SD-WAN). This is enhancing connectivity across our offices, reducing operational overhead and improving scalability — all while supporting a more efficient, secure, and resilient network. These improvements will enable us to better serve our clients, support innovation and meet growing demands in a responsible and sustainable way.

4

Community support

Community engagement and support continues to diversify as we integrate acquired companies into the Atturra business. In the last year, our staff have raised thousands of dollars for local and national charities close to their hearts, including those that focus on cancer research and empowering women to re-enter the workforce. We've also joined forces with some of our partners to sponsor fundraising events that support veterans and families in need.

5

Environmental accountability

We continue to work on minimising our carbon footprint by maintaining processes and policies that help us reduce emissions and environmental impact and protect the environment during our daily operations. These include carbon offsetting, having recycling targets for our offices and repurposing decommissioned assets.

General Information

The financial statements cover Atturra Limited and the entities it controlled at the end of, or during, the financial year (**Atturra Group**). The financial statements are presented in Australian dollars, which is Atturra Limited's functional and presentation currency.

Atturra Limited is a listed public company limited by shares, incorporated, and domiciled in Australia. Its registered office and principal place of business are:

Registered office	Principal place of business
Level 33, Aurora Place	Level 2
88 Phillip Street	10 Bond Street
Sydney NSW 2000	Sydney NSW 2000

A description of the nature of Atturra Group's operations and its principal activities are included in the Directors' report, which is not part of the financial statements.

The financial statements were authorised for issue, in accordance with a resolution of Directors, on 27 August 2025. The Directors have the power to amend and reissue the financial statements.

Directors' Report

The Directors present their report, together with the financial statements, on Atturra Group at the end of, or during, the year ended 30 June 2025.

Directors

The following persons were Directors of Atturra Limited during the whole of the financial year and up to the date of this report, unless otherwise stated:

Shan Kanji – Non-Executive Chairman

Stephen Kowal – Executive Director and Chief Executive Officer

Nicole Bowman – Independent Non-Executive Deputy Chair and Lead Independent Director

Jonathan Rubinsztein – Independent Non-Executive Director

Principal activities

Atturra Group provides whole-of-organisation technology solutions covering service lines of advisory, managed services, business applications, data & integration, cloud services, change management, managed control solutions and industry engagement.

Dividends

During the current financial year, no dividend was paid, recommended or declared to the Atturra Limited shareholders. In the previous financial year ended 30 June 2024, a dividend of $265,000 was paid to the minority shareholders of Noetic Group Pty Ltd, with the remainder being paid to Atturra Holdings Pty Ltd and FTS NHC Pty Ltd that was eliminated on consolidation.

Review of operations

Atturra Group is a leading Australian technology solutions and managed services business. It provides expertise across a broad range of specialist in-demand IT areas to deliver solutions to clients. Atturra Group uses transformative, market leading technologies and business applications that enable digital transformations. Atturra Group has over 1,000 staff members including consultants, IT and support personnel in Australia, New Zealand, Singapore, Hong Kong and North America.

Atturra Group has two key strategies, a technology strategy, and an industry strategy. The technology strategy is to focus on high growth technologies or specialist and niche-technologies so it benefits from above market growth and have a higher level of pricing power. The industry strategy is to focus on industries in which there is either a high barrier to entry or there is no clear market leader. These strategies are supported by an end-to-end IT managed services capability, ensuring that Atturra Group can manage the entire customer technology lifecycle.

The profit for Atturra Group after providing for income tax and non-controlling interest was $9,098,000 (30 June 2024: $9,784,000).

Shareholders' equity attributable to owners of Atturra Limited increased by $77,907,000 from 30 June 2024 to $228,093,000 as at 30 June 2025 and Atturra Group had cash on hand of $91,576,000 as at 30 June 2025 (2024: $60,639,000). Atturra Limited has 378,990,547 shares on issue as at 30 June 2025 (2024: 312,770,789).

Underlying earnings before interest, taxation, depreciation, and amortisation and other adjustments as disclosed (**Underlying EBITDA**) is a financial measure which is not prescribed by the Australian Accounting Standards Board (**AASB**) and represents the profit under AASB adjusted for specific items, including capital raising, share based payments, and merger and acquisition (**M&A**) transaction and integration costs and retention costs. The Directors consider Underlying EBITDA to be one of the key financial measures of Atturra Group.

Directors' Report

The following table summarises key reconciling items between statutory profit after-tax and Underlying EBITDA:

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
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Underlying EBIT	**21,886**	**19,030**
Depreciation	5,588	3,950
Amortisation	4,071	2,482
Underlying EBITDA	**31,545**	**25,462**

Business risks

A summary of material business risks that could adversely affect Atturra Group's financial performance and growth potential in future years include:

Ability to attract and retain clients

Atturra Group may not be able to retain existing clients when contract terms expire, or otherwise retain those clients to use Atturra Group's service offerings. Atturra Group may not be able to attract new clients at the rate, over time frames or with the pricing revenues and costs it currently expects or have experienced historically. Atturra Group ensures regular communications with clients and the assigned representative regularly connects with clients to ensure satisfaction with services, in addition all the major businesses have key Executive General Managers that overlook service delivery to ensure satisfaction. In relation to growth, Atturra Group runs a centralised process to coordinate sales to ensure that the Group actively looking to grow at all times. With the centralised oversight of sales, Atturra Group can continually react to market changes in both composition of services but also in prices in the market.

Competitive market and changes to market trends

Atturra Group operates in a competitive market with a number of other companies that provide similar IT services. There is a risk that competitors could enter the market who offer more cost-efficient services, develop new software or have significantly greater resources. Atturra Group continually monitors the competitive landscape for emerging technologies that may compete with existing offerings to ensure that Atturra Group can change the go to market if required. The risks Atturra Group faces are lower than the general market given the majority of the revenue in Atturra Group is a result of being a leader in certain specialisations, so the risk of disruption is minimised as any new market entrant would have significant resourcing challenges.

Reliance on third party technology

Atturra Group relies on the success of third-party software for the development, implementation and operation of its service offerings. Atturra Group's operations would be materially impacted if existing third-party suppliers no longer made their software and technologies available or materially increase their pricing. Although Atturra Group has exposure to changes in directions of third party technology providers, and this exposure is material, it is likely any such change would provide us with a long lead time to react and find an alternative partner/product and it is likely that we would be well positioned to assist the client to transition to a new technology stack.

Cyber security and Information technology infrastructure

There is a risk that security and technology precaution measures taken by Atturra Group will not be sufficient to prevent unauthorised access to the Atturra Group's networks, systems, and data bases. Atturra Group monitors its environment on a continuous basis to ensure security compliance, and in the event of an attack, Atturra Group has an advanced backup and recovery solutions.

Significant changes in the state of affairs of Atturra Group during the current financial year

On 15 July 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Atturra Advisory Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Exent Holdings Pty Ltd (Exent) and its controlled entity, an advisory and consulting firm specialising in business transformation in technology and data. The maximum total purchase consideration is $8,214,000. $6,000,000 was settled on completion in cash. There was an additional earn-out/post-completion consideration of up to $2,000,000 in cash subject to Exent achieving first half FY25 performance hurdles. As the first half FY25 performance hurdles were not achieved, this earn-out/post-completion consideration is not payable. The transaction was completed on 31 July 2024.

On 13 November 2024, Atturra Limited announced a placement to raise approximately $60.5 million and a share purchase plan (SPP) to raise up to $6.1 million, each at an issue price of $1.05 per Atturra share (Issue Price). The two tranche placement (Placement) and SPP were both conducted at $1.05 per Atturra share to raise funds of up to $66.6 million to be utilised to fund inorganic growth opportunities and provide balance sheet flexibility.

On 14 November 2024, Atturra Limited announced the successful completion of Tranche 1 of its Placement, which was upsized to raise approximately $30.8 million (before costs) through the issue of 29,380,230 new fully paid ordinary shares (Placement Shares). Tranche 2 of the Placement raised approximately $39.7 million (before costs) from the substantial shareholder 263 Finance Pty Limited, controlled by the Director Shan Kanji, after shareholder approval on 19 December 2024.

On 22 November 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Anatas Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Chrome Consulting Pty Ltd (Chrome), an award-winning OpenText partner delivering enterprise content management (ECM) advice. The maximum total purchase consideration is $7,465,000. $4,000,000 was settled on completion in cash and $1,000,000 in Atturra Ltd shares (934,491 shares were issued at an issue price of $1.07). There is additional earn-out/post-completion consideration of up to $2,465,000 in cash subject to Chrome achieving performance hurdles based on audited EBITDA targets for FY25 and FY26. The probability-adjusted present value of the earn-out/post completion consideration is $2,123,000. The transaction was completed on 29 November 2024.

On 2 December 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Cirrus Networks Holdings Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Morgan Holdco Limited (Plan B) and its controlled entities, a leading cloud, network connectivity, data centre and managed services provider. The maximum total purchase consideration is $23,533,000. $19,443,000 was settled on completion in cash. There is an additional earn-out/post-completion consideration of up to $4,090,000 in cash subject to Plan B achieving performance hurdles based on audited EBITDA targets for the period ending 31 March 2025. The actual payout of the earn-out/post-completion consideration was $3,438,000 paid in cash on 21 July 2025. The transaction was completed on 30 November 2024.

On 5 December 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Galaxy42 Group Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Brooks Investment Partners Pty Ltd (ComActivity) and its controlled entities, a leading provider of innovative manufacturing solutions based on Infor's M3 product suite. The maximum total purchase consideration is $13,000,000. $9,000,000 was settled on completion in cash. There is an additional earn-out/post-completion consideration of up to $4,000,000 in cash subject to ComActivity achieving performance hurdles based on audited EBITDA targets for FY25 and FY26. The probability-adjusted present value of the earn-out/post completion consideration is $2,499,000. The transaction was completed on 31 December 2024.

On 10 December 2024, Atturra Limited announced the completion of a Share Purchase Plan (SPP) which opened on 20 November 2024 and closed on 5 December 2024. Atturra has raised approximately $0.86 million (before costs) from the SPP. Approximately 819,940 New Shares were issued on 11 December 2024 and commenced normal trading on 12 December 2024. The New Shares will rank equally with existing Atturra Shares on issue.

On 10 March 2025, Atturra Limited announced to the ASX that a wholly owned subsidiary, Atturra North America Inc, has simultaneously entered into and completed a Membership Interest Purchase Agreement to acquire the membership interests of Project Delivery Services LLC (Kitepipe), an award-winning Boomi partner in the US with full platform suite expertise. The maximum total purchase price consideration is $10,000,000. $4,593,000 was settled on completion in cash. There is a holdback amount of $396,000 which will be paid to the vendor 18 months after completion. There also is additional earn-out/post-completion consideration of up to $5,020,000 in cash subject to Kitepipe achieving performance hurdles based on audited EBITDA targets for March 2025 to December 2025, contract value target, sales target, and key employee retention. The probability-adjusted present value of the earn-out/post completion consideration and the holdback amount is $3,359,000. The transaction was completed on 7 March 2025.

On 2 June 2025, Atturra Limited announced to the ASX that a wholly owned subsidiary, Atturra PHC Pty Ltd, has completed the acquisition of DalRae Solutions Pty Ltd (DalRae) and its controlled entity, a premier SAP partner delivering cutting-edge expertise in SAP's Business Technology Platform (BTP), S/4HANA, and SAP's Clean Core methodologies. The maximum total purchase price consideration is $20,000,000. $2,823,000 was settled on completion in cash. There also is additional earn-out/post-completion consideration of up to $15,200,000 in cash subject to DalRae achieving performance hurdles based on audited EBITDA targets for the calendar years of 2025 to 2027 and key employee retention. The probability-adjusted present value of the earn-out/post completion consideration is $4,792,000. The transaction was completed on 31 May 2025.

There were no other significant changes in the state of affairs of the Atturra Group during the financial year.

Matters subsequent to the end of the financial year

On 31 July 2025, Atturra Limited announced to the ASX that a wholly owned subsidiary, Cirrus Networks Holdings Pty Ltd, is to acquire the business of Blue Connections Pty Ltd (**Blue Connections**), a leading managed services provider and systems integrator. The maximum total purchase consideration is $25,500,000, with $18,000,000 payable upfront in cash and up to $7,500,000 for earn out/post-completion consideration, subject to Blue Connections achieving performance hurdles for FY26 and FY27, and retention of key staff. The acquisition is expected to complete on or around 31 August 2025, subject to the satisfaction of conditions precedent in the SPA, including obtaining change-of-control consents required under Blue Connections' material contracts.

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

Likely developments and expected results of operations

Information on likely developments in the operations of Atturra Group and the expected results of operations have not been included in this report because the Directors believe it would be likely to result in unreasonable prejudice to Atturra Group.

Environmental regulation

Atturra Group is not subject to any significant environmental regulation under Australian Commonwealth or State law.

Information on Directors

Name:	**Shan Kanji**
Title:	Non-Executive Chairman
Qualifications:	Shan holds a Bachelor of Laws and a Bachelor of Commerce from the University of NSW.
Experience and expertise:	Shan has spent more than 20 years as a senior business leader with a proven track record of running scale diversified and complex industrial and technology businesses in Australia and New Zealand. He has extensive experience with start-ups in technology, property development, manufacturing, and other sectors. Shan is a lawyer and the Principal of Kanji & Co.
Other current directorships:	Spirit Technology Solutions Limited (ASX: ST1) – appointed 31 January 2024
Former directorships (last 3 years):	None
Special responsibilities:	Member of the Audit and Risk Committee and Nominations and Remuneration Committee
Interests in shares:	219,155,153 ordinary shares
Interests in options:	None
Interests in performance rights:	None
Contractual rights to shares:	None
Name:	**Stephen Kowal**
Title:	Chief Executive Officer and Executive Director
Qualifications:	Stephen holds a Bachelor of Science from the University of NSW, a Graduate Diploma in Applied Finance and Investment from the Securities Institute of Australia, and Diploma of Insurance from Australian and New Zealand Institute of Insurance and Finance (ANZIF).
Experience and expertise:	Prior to his appointment as CEO for Atturra Group, Stephen has held senior executive and non-executive positions in the IT and the consultancy sectors since 2001. Stephen is highly experienced across the insurance, banking, government, and natural resources sectors, holding several Chief Information Officer roles within the United States, Chile, and Australia.
Other current directorships:	None
Former directorships (last 3 years):	None
Special responsibilities:	CEO and Executive Director
Interests in shares:	5,252,943 ordinary shares
Interests in options:	None
Interests in performance rights:	2,319,558
Contractual rights to shares:	None

Name:	**Nicole Bowman**
Title:	Independent Non-Executive Deputy Chair and Lead Independent Director
Qualifications:	Nicole holds a Bachelor of Economics and Bachelor of Laws (Hons) from the University of Sydney and is a member of the AICD.
Experience and expertise:	Nicole is an experienced leader, non-executive director and former lawyer whose leadership career has spanned over 22 years across industries as diverse as mining, finance, sport and manufacturing, both in Australia and internationally.
Other current directorships:	None
Former directorships (last 3 years):	None
Special responsibilities:	Chair of the Audit and Risk Committee, Chair of the Nomination and Remuneration Committee, Lead Independent Director and Deputy Chair of the Board of Directors
Interests in shares:	141,667 ordinary shares
Interests in options:	None
Interests in performance rights:	None
Contractual rights to shares:	None
Name:	**Jonathan Rubinsztein**
Title:	Independent Non-Executive Director
Experience and expertise:	Jonathan is the Group Chief Executive at Nuix, which is an ASX Listed Company and a leading provider of investigative analytics and intelligence software with a vision of "finding truth in the digital age".
Other current directorships:	Nuix Limited – appointed 6 December 2021
Former directorships (last 3 years):	None
Special responsibilities:	Member of the Audit and Risk Committee and Nomination and Remuneration Committee
Interests in shares:	6,103,626 ordinary shares
Interests in options:	None
Interests in performance rights:	None
Contractual rights to shares:	None

'Other current directorships' quoted above are current directorships for listed entities only and excludes directorships of all other types of entities, unless otherwise stated.

'Former directorships (last three years)' quoted above are directorships held in the last three years for listed entities only and excludes directorships of all other types of entities, unless otherwise stated.

Company Secretary

Kunal Shah is the company secretary. Kunal has over 24 years' financial experience in the technology, manufacturing, and construction industries. Kunal has coordinated and assisted in numerous corporate transactions including acquisitions, divestments, and business restructures.

Kunal holds a Bachelor of Commerce from Gujarat University and a Master of Business in Accounting from the University of Technology, Sydney. Kunal also has a Graduate Certificate of Applied Corporate Governance and Risk Management and is an Affiliate member of the Governance Institute of Australia.

Meetings of Directors

The number of meetings of Atturra Limited's Board of Directors (**Board**) and of each Board committee held during the year ended 30 June 2025, and the number of meetings attended by each Director were:

	Full Board		Nomination and Remuneration Committee		Audit and Risk Committee	
	Attended	Held	Attended	Held	Attended	Held
Shan Kanji	10	10	3	3	7	7
Stephen Kowal*	10	10	2	3	2	7
Nicole Bowman	10	10	3	3	7	7
Jonathan Rubinsztein	10	10	2	3	7	7

* Attended the Audit and Risk Committee meetings as a non-member.

Held: represents the number of meetings held during the time the Director held office or was a member of the relevant committee.

Note: The meetings of the Directors above relate to the meetings that took place during the year ended 30 June 2025.

Remuneration report (audited)

The remuneration report details the key management personnel remuneration arrangements for Atturra Group, in accordance with the requirements of the Corporations Act 2001 and its Regulations.

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including all Directors (**KMP**s).

The remuneration report is set out under the following main headings:

- Principles used to determine the nature and amount of remuneration
- Details of remuneration
- Service agreements
- Share-based compensation
- Additional information
- Additional disclosures relating to KMPs

Principles used to determine the nature and amount of remuneration

The objective of Atturra Group's executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with the achievement of strategic objectives and the creation of value for shareholders, and it is considered to conform to the market best practice for the delivery of reward. The Board ensures that executive reward satisfies the following key criteria for good reward governance practices:

- competitiveness and reasonableness;
- acceptability to shareholders;
- performance linkage/alignment of executive compensation; and
- transparency.

The Nomination and Remuneration Committee is responsible for determining and reviewing remuneration arrangements for its Directors and executives. The performance of Atturra Group depends on the quality of its directors and executives. The remuneration philosophy is to attract, motivate and retain high performance and high-quality personnel.

The Nomination and Remuneration Committee has structured an executive remuneration framework that is market competitive and complementary to the reward strategy of Atturra Group.

The reward framework is designed to align executive reward to shareholders' interests. The Board has considered that it should seek to enhance shareholders' interests by:

- having economic profit as a core component of plan design;
- focusing on sustained growth in shareholder wealth, consisting of dividends and growth in share price, and delivering constant or increasing return on assets as well as focusing the executive on key non-financial drivers of value; and
- attracting and retaining high calibre executives.

Additionally, the reward framework should seek to enhance executives' interests by:

- rewarding capability and experience;
- reflecting competitive reward for contribution to growth in shareholder wealth; and
- providing a clear structure for earning rewards.

In accordance with best practice corporate governance, the structure of non-executive Director and executive Director remuneration is separate.

Non-executive Directors' remuneration

Fees and payments to non-executive Directors reflect the demands and responsibilities of their role. Non-executive Directors' fees and payments are reviewed annually by the Nomination and Remuneration Committee, except in relation to Shan Kanji who was not paid any Directors fees in the current or previous financial year. The Nomination and Remuneration Committee may, from time to time, receive advice from independent remuneration consultants to ensure non-executive Directors' fees and payments are appropriate and in line with the market. Non-executive Directors do not receive performance rights, share options or other incentives.

The total aggregate amount provided to all non-executive Directors of Atturra Limited for their services as Directors must not exceed in any financial year the amount fixed by Atturra Limited in a general meeting. This amount is fixed at $900,000 per annum.

Executive remuneration

Atturra Group aims to reward executives based on their position and responsibility, with a level and mix of remuneration which has both fixed and variable components.

The executive remuneration and reward framework has four components:

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

The combination of these comprises the executive's total remuneration.

Fixed remuneration, consisting of base salary, superannuation and non-monetary benefits, are reviewed annually by the Nomination and Remuneration Committee based on individual and business unit performance, the overall performance of Atturra Group and comparable market remunerations.

Executives may receive their fixed remuneration in the form of cash or other fringe benefits (for example motor vehicle benefits) where it does not create any additional costs to Atturra Group and provides additional value to the executive.

The short-term incentives (**STI**) program is designed to align the targets of the business units with the performance hurdles of executives. STI payments are granted to executives based on annual targets being achieved for a combination of:

i. Consolidated revenue for Atturra Group,

ii. Revenue controlled by the relevant executive,

ii. Consolidated EBIT for Atturra Group, and

iv. EBIT controlled by the relevant executive.

These financial measures have been chosen as they align executive effort to key drivers of entity profitability and growth which are considered to be drivers of shareholder value. Financial methods of assessing the achievement of performance conditions have been selected because they are easily measured and establish clear transparent targets.

The long-term incentives (**LTI**) include share-based payments. Performance rights are awarded to executives based on long-term incentive measures assessed over periods in excess of 12 months.

Consolidated entity performance and link to performance

Performance rights are issued by Atturra Limited to KMPs and other executives under its long-term incentive plan at the discretion of the Board. The purpose of this incentive plan is to align the remuneration of executives and senior management with shareholder value, while retaining key executives.

The key metrics that are considered for the creation of shareholder wealth by KMPs and other executives are revenue growth, Underlying EBIT growth and total shareholder return of Atturra Group. Key metrics for the financial years since Atturra Limited has been listed are set out below:

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Revenue	300,615	243,352
Underlying EBIT	21,886	19,030
Underlying EBITDA	31,545	25,462

The share price of Atturra Limited on IPO was $0.50 and increased to $0.80 at 30 June 2025. Refer to the section 'Additional information' below for details of the earnings and total shareholders return for the last five years.

The long-term incentive plan offers performance rights in Atturra Limited subject to the satisfaction of the relevant performance milestones, as well as service and other conditions, at the relevant vesting date.

The performance rights in place for KMPs as at 30 June 2025 are set out below:

Plan	Issued to	Grant date	Date of record	Total performance rights granted	Converted	Forfeited	Total balance at the end of the financial year
2022 LTI award	KMP – Stephen Kowal	22/12/2021	31/12/2024	375,000	–	(375,000)	–
2022 LTI award	KMP – Stephen Kowal	22/12/2021	31/12/2025	375,000	–	(375,000)	–
2023 LTI award	KMP – Stephen Kowal	07/10/2022	31/12/2025	311,307	–	–	311,307
2023 LTI award	KMP – Stephen Kowal	07/10/2022	31/12/2026	311,307	–	–	311,307
2023 LTI award	KMP – Stephen Kowal	13/10/2023	15/12/2026	222,222	–	–	222,222
2023 LTI award	KMP – Stephen Kowal	13/10/2023	15/12/2027	222,222	–	–	222,222
2023 LTI award	KMP – Herbert To	21/10/2023	01/11/2026	39,100	–	–	39,100
2024 LTI award	KMP – Stephen Kowal	21/10/2024	31/12/2027	345,000	–	–	345,000
2024 LTI award	KMP – Stephen Kowal	21/10/2024	31/12/2028	345,000	–	–	345,000
2024 LTI award	KMP – Stephen Kowal	21/10/2024	21/10/2025	140,000	–	–	140,000
2024 LTI award	KMP – Stephen Kowal	21/10/2024	21/10/2026	180,000	–	–	180,000
2024 LTI award	KMP – Stephen Kowal	21/10/2024	21/10/2027	242,500	–	–	242,500
2024 LTI award	KMP – Herbert To	25/10/2024	01/11/2027	50,000	–	–	50,000
				3,158,658	**–**	**(750,000)**	**2,408,658**

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2022 LTI award: The average fair value of the performance rights at grant date was $0.29 each.

2023 LTI award: The average fair value of the performance rights at grant date was $0.38 each.

2023 LTI award: The average fair value of the performance rights at grant date was $0.48 each for Stephen Kowal and $0.81 for Herbert To.

2024 LTI award: The average fair value of the performance rights at grant date was $0.73 each for Stephen Kowal and $1.15 for Herbert To.

Each performance right is issued by Atturra Limited and converts into one ordinary share in Atturra Limited. If the employment and performance criteria are satisfied, the relevant Executive will be allocated shares on the date of record. Performance rights carry no dividend or voting rights. For performance rights to convert, the relevant Executive must remain employed or engaged by Atturra Group at the relevant date of record and the relevant performance milestones must be satisfied.

No price is payable on conversion of performance rights. If the minimum set value for each performance milestone is not satisfied on a particular date of record, the relevant performance rights will lapse. The performance hurdles were chosen to align with Atturra Group's strategy and shareholder interests and best reflect the key financial performance metrics of Atturra Group and strike an appropriate balance between growth and long-term profitability.

The key vesting conditions for the LTI awards for KMPs are:

Stephen Kowal

2023 LTI award

The number of performance rights has been calculated by dividing $400,000 (being Stephen Kowal's on target long term incentive plan remuneration per annum) by 64.2453 cents, being the rounded volume weighted average price (**VWAP**) of Atturra Limited's shares on 16 August 2022, being the date of preparation of the agreement relating to Stephen Kowal's long term incentive.

Vesting of the rights is based on three-year cumulative Total Shareholder Return performance and assessment of strategic priorities execution against rolling three-year strategic targets. The Board establishes a three-year cumulative Total Shareholder Return target taking into account historical financial performance and future growth predictions (including forecast economic conditions and other market factors). The cumulative Total Shareholder Return target for the LTI is not disclosed as this is considered sensitive information.

If the performance criteria are satisfied and Stephen Kowal remains in the employment of Atturra Group, he will be entitled to be allocated shares, Atturra Limited will allocate:

- 311,307 shares by no later than 31 December 2025; and
- 311,307 shares by no later than 31 December 2026.

2023 LTI award

The number of performance rights has been calculated by dividing $400,000 (being Stephen Kowal's on target long term incentive plan remuneration per annum) by 90.0 cents, being the rounded volume weighted average price (**VWAP**) of Atturra Limited's shares on 10 August 2023, being the date of preparation of the agreement relating to Stephen Kowal's long term incentive.

Vesting of the rights is based on three-year cumulative Total Shareholder Return performance and assessment of strategic priorities execution against rolling three-year strategic targets. The Board establishes a three-year cumulative Total Shareholder Return target taking into account historical financial performance and future growth predictions (including forecast economic conditions and other market factors). The cumulative Total Shareholder Return target for the LTI is not disclosed as this is considered sensitive information.

If the performance criteria are satisfied and Stephen Kowal is otherwise entitled to be allocated shares, Atturra Limited will allocate:

- 222,222 shares by no later than 31 December 2026; and
- 222,222 shares by no later than 31 December 2027.

Performance Criteria based on "market relative total shareholder return" – XTX

If less than 50.1% of the 444,444 Performance Rights vest by reference to the Total Shareholder Return Performance Criteria, and Stephen Kowal is otherwise entitled to be allocated Shares (including a requirement that Stephen Kowal is an Eligible Employee on the relevant allocation date), the Board will instead measure the Company's relative total shareholder return for the period commencing on the Start Reference Date and ending on the date of announcement of the FYE 2026 annual results (Reference Period) by reference to the S&P/ASX All Technology Index (**XTX Index**) (or any successor that the Board nominates if it ceases to be measured).

If the Company falls within the top 10% of the total shareholder returns of companies on the XTX Index for the Reference Period, then 75% of the Performance Rights will vest and the Company will allocate:

- half of any Shares (which are entitled to be allocated) in December 2026; and
- the other half of any Shares (which are entitled to be allocated) in December 2027.

2024 LTI award

The number of performance rights has been calculated by dividing $550,000 (being Stephen Kowal's on target long term incentive plan remuneration per annum) by 79.7101 cents, being the rounded volume weighted average price (VWAP) of Atturra Limited's shares on 23 August 2024, being the date of preparation of the agreement relating to Stephen Kowal's long term incentive.

Vesting of the rights is based on three-year cumulative Total Shareholder Return performance and assessment of strategic priorities execution against rolling three-year strategic targets. The Board establishes a three-year cumulative Total Shareholder Return target taking into account historical financial performance and future growth predictions (including forecast economic conditions and other market factors). The cumulative Total Shareholder Return target for the LTI is not disclosed as this is considered sensitive information

If the performance criteria are satisfied and Stephen Kowal is otherwise entitled to be allocated shares, Atturra Limited will allocate:

- 345,000 shares by no later than 31 December 2027; and
- 345,000 shares by no later than 31 December 2028.

2024 LTI award

On 21 October 2024, Stephen Kowal was granted 562,500 retention rights. The only performance criteria is continued employment with Atturra Group.

The retention rights vesting schedule is set out below:

- 140,000 shares if continued employment with Atturra Group until 21 October 2025;
- 180,000 shares if continued employment with Atturra Group until 21 October 2026; and
- 242,500 shares if continued employment with Atturra Group until 21 October 2027.

Herbert To

On 21 October 2023, Herbert To was granted 39,100 performance rights. The only performance criteria is continued employment with the Atturra Group until 1 November 2026.

On 25 October 2024, Herbert To was granted 50,000 performance rights. The only performance criteria is continued employment with the Atturra Group until 1 November 2027.

Consolidated entity performance and link to remuneration

Remuneration for KMP's is directly linked to the performance of Atturra Group. A portion of cash bonus and incentive payments are dependent on performance targets being met. The remaining portion of the cash bonus and incentive payments are at the discretion of the Nomination and Remuneration Committee.

The Nomination and Remuneration Committee is of the opinion that the performance-based compensation will assist in increasing shareholder wealth over the coming years.

Use of remuneration consultants

During the financial year ended 30 June 2025, Atturra Group did not engage a remuneration consultant to advise on the remuneration package awarded to the Directors and KMPs.

Details of remuneration

Amounts of remuneration

Details of the remuneration of KMPs of Atturra Group are set out in the following tables.

The KMPs of Atturra Group consisted of the Directors of Atturra Limited:

- Shan Kanji (Non-Executive Chairman)
- Stephen Kowal (Executive Director and Chief Executive Officer)
- Nicole Bowman (Independent Non-Executive Deputy Chair and Lead Independent Director)
- Jonathan Rubinsztein (Independent Non-Executive Director)

And:

- Herbert To (Chief Financial Officer)

Changes since the end of the reporting period: None

	Short-term benefits			Post-employment benefits	Long-term benefits		
30 June 2025	Cash salary and fees $	Cash bonus $	Non-monetary $	Super-annuation $	Annual/ Long service leave $	Share-based payments Equity-settled $	Total $
Non-Executive Directors:							
Nicole Bowman	81,923	–	–	9,421	–	–	91,344
Jonathan Rubinsztein	76,923	–	–	2,300	–	–	79,223
Shan Kanji	–	–	–	–	–	–	–
Executive Director:							
Stephen Kowal	488,751	440,000	–	29,932	23,766	419,099	1,401,548
Other Key Management Personnel:							
Herbert To	260,634	50,000	–	29,615	6,223	23,383	369,855
	908,231	490,000	–	71,268	29,989	442,482	1,941,970

30 June 2024	Short-term benefits: Cash salary and fees $	Short-term benefits: Cash bonus $	Short-term benefits: Non-monetary $	Post-employment benefits: Super-annuation $	Long-term benefits: Annual/ Long service leave $	Share-based payments Equity-settled $	Total $
Non-Executive Directors:							
Nicole Bowman	76,575	–	–	8,423	–	–	84,998
Jonathan Rubinsztein	70,000	–	–	1,925	–	–	71,925
Shan Kanji	–	–	–	–	–	–	–
Executive Director:							
Stephen Kowal	364,619	400,000	–	27,399	9,913	168,858	970,789
Other Key Management Personnel:							
Herbert To	263,236	50,000	–	27,399	3,625	7,238	351,498
	774,430	450,000	–	65,146	13,538	176,096	1,479,210

The proportion of remuneration linked to performance and the fixed proportion for the current financial year are as follows:

	Fixed remuneration		At risk – STI		At risk – LTI	
Name	**30 June 2025**	**30 June 2024**	**30 June 2025**	**30 June 2024**	**30 June 2025**	**30 June 2024**
Non-Executive Directors:						
Nicole Bowman	100%	100%	–	–	–	–
Jonathan Rubinsztein	100%	100%	–	–	–	–
Shan Kanji	–	–	–	–	–	–
Executive Director:						
Stephen Kowal	39%	42%	31%	41%	30%	17%
Other Key Management Personnel:						
Herbert To	80%	84%	14%	14%	6%	2%

The proportion of the cash bonus paid/payable or forfeited for the current financial year is as follows:

	Cash bonus paid/payable		Cash bonus forfeited	
Name	**30 June 2025**	**30 June 2024**	**30 June 2025**	**30 June 2024**
Non-Executive Directors:				
Nicole Bowman	–	–	–	–
Jonathan Rubinsztein	–	–	–	–
Shan Kanji	–	–	–	–
Executive Director:				
Stephen Kowal	100%	100%	–	–
Other Key Management Personnel:				
Herbert To	100%	100%	–	–

Service agreements

Remuneration and other terms of employment for KMPs are formalised in service agreements. Details of these agreements are as follows:

Name:	**Shan Kanji**
Title:	Non-Executive Chairman
Agreement commenced:	20 October 2021
Term of agreement:	Permanent
Details:	Shan does not receive a fee for services as Non-Executive Director and Chairman of Atturra Limited.
Name:	**Stephen Kowal**
Title:	Chief Executive Officer
Agreement commenced:	20 October 2021
Term of agreement:	Permanent
Details:	Stephen is entitled to receive a remuneration of $550,000 per annum, inclusive of superannuation and a discretionary STI cash bonus of up to $440,000 per annum (inclusive of superannuation) to be paid within three months of the end of the relevant financial year. Stephen is issued an LTI (subject to shareholders approving it at the AGM) otherwise it is cash settled. 6 months termination notice in writing.
Name:	**Nicole Bowman**
Title:	Independent Non-executive Deputy Chair and Lead Independent Director
Agreement commenced:	20 October 2021
Term of agreement:	Permanent
Details:	$95,000 per annum, inclusive of superannuation (including remuneration as chair of Audit and Risk, Nomination and Remuneration Committees, Deputy Chair and Lead Independent Director of the Board of Directors).
Name:	**Jonathan Rubinsztein**
Title:	Independent, Non-Executive Director
Agreement commenced:	4 November 2021
Term of agreement:	Permanent
Details:	$80,000 per annum, exclusive of superannuation (including remuneration as a member of Audit and Risk and Nomination and Remuneration Committees).
Name:	**Herbert To**
Title:	Chief Financial Officer
Agreement commenced:	3 October 2022
Term of agreement:	Permanent
Details:	Herbert is entitled to receive a remuneration of $270,000 per annum, exclusive of superannuation. For the period commencing 1 July 2024 to 30 June 2025, a target STI of $50,000 per annum (inclusive of superannuation) and a LTI of 50,000 performance rights which are subject to continued employment with the Atturra Group until 1 November 2027. 3 months termination notice in writing.

KMPs have no entitlement to termination payments in the event of removal for misconduct.

Share-based compensation

Issue of shares

There were no ordinary shares of Atturra Limited issued on the exercise of performance rights during the year ended 30 June 2025 and up to the date of this report.

Performance rights

During the year ended 30 June 2025, 690,000 performance rights were issued to Stephen Kowal (30 June 2024: 444,444 performance rights). The fair value of the performance rights at grant date was $0.42 each (2024: $0.48 each).

During the year ended 30 June 2025, 562,500 retention rights were issued to Stephen Kowal (30 June 2024: nil retention rights). The fair value of the retention rights at the grant date was $1.12 each (2024: nil)

50,000 of performance rights were issued to Herbert To during the year ending 30 June 2025 (30 June 2024: 39,100). The fair value of the performance rights at the grant date was $1.15 each (2024: $0.81 each).

Performance rights granted carry no dividend or voting rights.

Additional information

The earnings of the Atturra Group for the five years to 30 June 2025 are summarised below:

	2025 $'000	2024 $'000	2023 $'000	2022 $'000	2021 $'000
Sales revenue	300,615	243,352	178,331	134,579	98,340
EBITDA	24,637	17,368	21,009	15,141	11,227
EBIT	14,978	14,886	18,695	12,355	9,587
Profit after income tax	9,098	9,731	10,643	8,085	7,564

The factors that are considered to affect total shareholders return ('TSR') are summarised below:

	2025	2024	2023	2022	2021
Share price at financial year end ($)	0.80	0.73	0.89	0.69	–
Total dividends declared (cents per share)	–	–	–	–	–
Basic earnings per share (cents per share)	2.60	3.59	4.71	4.12	4.86
Diluted earnings per share (cents per share)	2.55	3.52	4.61	4.11	4.86

Additional disclosures relating to KMPs

Shareholding

The number of shares in Atturra Limited held during the financial year by each Director and KMPs of Atturra Group, including their personally related parties, is set out below:

	Balance at the start of the year	Received as part of remuneration	Additions	Disposals/ other	Balance at the end of the year
Ordinary shares					
Shan Kanji	173,909,207	–	45,245,946	–	219,155,153
Stephen Kowal	7,095,318	–	157,625	(2,000,000)	5,252,943
Nicole Bowman	141,667	–	–	–	141,667
Jonathan Rubinsztein	6,075,055	–	28,571	–	6,103,626
Herbert To	20,000	–	–	–	20,000
	187,241,247	–	45,432,142	(2,000,000)	230,673,389

Option holding

No Directors held any options over ordinary shares.

Performance Rights holding receivable from and payable to related parties

The number of performance rights over ordinary shares in Atturra Limited held during the financial year by each Director and KMPs of Atturra Group, including their personally related parties, is set out below:

	Balance at the start of the year	Granted	Vested	Expired/ forfeited/ other	Balance at the end of the year*
Performance rights over ordinary shares					
Stephen Kowal	1,817,058	1,252,500	–	(750,000)	2,319,558
Herbert To	39,100	50,000	–	–	89,100
	1,856,158	**1,302,500**	**–**	**(750,000)**	**2,408,658**

* Performance rights at the end of the year are unvested and not exercisable.

Other transactions with key management personnel and their related parties

The following transactions occurred with parties related to Shan Kanji.

	Consolidated	
	30 June 2025 $	30 June 2024 $
Sale of goods and services:		
Sale of services to other related party	1,488,996	248,695
Payment for goods and services:		
Payment for services from other related party	231,492	386,292

As at 14 June 2024, Atturra Group sold two of its dormant subsidiaries to parties related to Shan Kanji at market price.

Receivable from and payable to related parties

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	Consolidated	
	30 June 2025 $	30 June 2024 $
Trade receivables from Kanji Group Pty Ltd	463,748	–

Loans to key management personnel and their related parties

There are no other loans provided to or related party transactions with KMPs.

Terms and conditions

All transactions were made on normal commercial terms and conditions and at market rates.

This concludes the remuneration report, which has been audited.

Shares under option

There were no unissued ordinary shares of Atturra Limited under option outstanding at the date of this report.

Shares under performance rights

Unissued ordinary shares of Atturra Limited under performance rights at the date of this report are as follows:

Grant date	Date of record	Exercise price	Number under rights
28/07/2022	01/11/2025	$0.00	182,910
29/07/2022	01/11/2025	$0.00	574,962
07/12/2022	15/12/2025	$0.00	311,307
07/12/2022	15/12/2026	$0.00	311,307
13/10/2023	15/12/2026	$0.00	222,222
13/10/2023	15/12/2027	$0.00	222,222
21/10/2023	01/11/2026	$0.00	1,083,323
25/10/2024	21/10/2025	$0.00	140,000
25/10/2024	21/10/2026	$0.00	180,000
25/10/2024	21/10/2027	$0.00	242,500
25/10/2024	01/11/2027	$0.00	2,370,330
25/10/2024	31/12/2027	$0.00	345,000
25/10/2024	31/12/2028	$0.00	345,000
			6,531,083

No person entitled to exercise the performance rights had or has any right by virtue of the performance right to participate in any share issue of Atturra Limited or of any other body corporate.

Shares issued on the exercise of options

There were no ordinary shares of Atturra Limited issued on the exercise of options during the year ended 30 June 2025 and up to the date of this report.

Shares issued on the exercise of performance rights

There were no ordinary shares of Atturra Limited issued on the exercise of performance rights during the year ended 30 June 2025 and up to the date of this report.

Indemnity and insurance of officers

Atturra Limited has indemnified the Directors and executives of Atturra Limited for costs incurred, in their capacity as a Director or executive, for which they may be held personally liable, except where there is a lack of good faith.

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

Indemnity and insurance of auditor

Atturra Limited has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of Atturra Limited or any related entity against a liability incurred by the auditor.

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

Proceedings on behalf of Atturra Limited

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

Non-audit services

During the year, Crowe USA LLP, an associated network firm of the auditor, provided due diligence services in relation to the acquisition of Project Delivery Services LLC (Kitepipe). Details of the amounts paid or payable to the audit for non-audit services provided during the year are set out in Note 29 to the consolidated financial statements.

The Directors have considered the non-audit services provided by Crowe and, are satisfied that the auditor's provision of those non-audit services is compatible with, and did not compromise, the general standard of independence for auditors imposed by the Corporations Act 2001, for the following reasons:

- all non-audit services were reviewed and approved to ensure that they would not impact the integrity and objectivity of the auditor; and
- all of the non-audit services provided did not, and do not, undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accounts issued by the Accounting Professional & Ethical Standards Board, as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision-making capacity for the Company, acting as advocate for the Company or jointly sharing economic risks and rewards.

Officers of Atturra Limited who are former partners of Crowe Audit Australia

There are no officers of Atturra Limited who are former partners of Crowe Audit Australia.

Rounding of amounts

Atturra Limited is of a kind referred to in ASIC Legislative Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Corporations Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

Auditor's independence declaration

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

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

On behalf of the Directors

Shan Kanji
Chairman

27 August 2025

Auditor's Independence Declaration

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Auditor's Independence Declaration Under Section 307c of the *Corporations Act 2001* to the Directors of Atturra Limited

As lead engagement partner, I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 there have been:

(i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and

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

Yours sincerely,

Crowe Audit Australia

Crowe Audit Australia

Ash Pather
Partner

27 August 2025
Sydney

Some of the Crowe personnel involved in preparing this document may be members of a professional scheme approved under Professional Standards Legislation such that their occupational liability is limited under that Legislation. To the extent that applies, the following disclaimer applies to them. If you have any questions about the applicability of Professional Standards Legislation Crowe's personnel involved in preparing this document, please speak to your Crowe adviser.

Liability limited by a scheme approved under Professional Standards Legislation.

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.

Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity. Findex (Aust) Pty Ltd and its affiliates are not responsible or liable for any acts or omissions of Crowe Global or any other member of Crowe Global. Crowe Global does not render any professional services and does not have an ownership or partnership interest in Findex (Aust) Pty Ltd. Services are provided by Crowe Audit Australia, an affiliate of Findex (Aust) Pty Ltd.
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FY25 Financial Report

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Consolidated statement of profit or loss and other comprehensive income
For the year ended 30 June 2025

	Note	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Revenue			
Revenue from contracts with customers	4	300,615	243,352
Cost of goods sold and providing services		(198,195)	(164,311)
Gross margin		102,420	79,041
Share of profits of associates accounted for using the equity method		–	116
Other income		445	1,183
Interest revenue calculated using the effective interest method		2,093	768
Expenses			
Depreciation and amortisation expense	5	(9,659)	(6,432)
General and administrative expenses		(76,461)	(58,125)
Sales and marketing expenses		(1,888)	(1,549)
Recovery/(impairment) of receivables	8	121	(116)
Finance costs	5	(2,803)	(1,823)
Profit before income tax expense		14,268	13,063
Income tax expense	6	(5,170)	(3,332)
Profit after income tax expense for the year		9,098	9,731
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss			
Foreign currency translation		(176)	–
Other comprehensive income for the year, net of tax		(176)	–
Total comprehensive income for the year		**8,922**	**9,731**
Profit for the year is attributable to:			
Non-controlling interest		–	(53)
Owners of Atturra Limited		9,098	9,784
		9,098	**9,731**
Total comprehensive income for the year is attributable to:			
Non-controlling interest		–	(53)
Owners of Atturra Limited		8,922	9,784
		8,922	**9,731**
		Cents	**Cents**
Basic earnings per share	40	2.60	3.59
Diluted earnings per share	40	2.55	3.52

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

Consolidated statement of financial position

As at 30 June 2025

	Note	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Assets			
Current assets			
Cash and cash equivalents	7	91,576	60,639
Trade and other receivables	8	63,701	67,065
Contract assets	9	16,067	739
Inventories	10	414	1,621
Other assets	11	4,736	3,015
Total current assets		176,494	133,079
Non-current assets			
Trade and other receivables	8	5,026	6,718
Investments accounted for using the equity method	12	1,307	1,307
Property, plant and equipment	13	6,947	2,425
Right-of-use assets	14	16,364	11,236
Intangible assets	15	178,686	126,401
Deferred tax asset	6	3,988	3,322
Other assets	11	1,002	–
Total non-current assets		213,320	151,409
Total assets		389,814	284,488
Liabilities			
Current liabilities			
Trade and other payables	16	73,280	71,272
Contract liabilities	17	12,469	9,652
Borrowings	18	526	395
Lease liabilities	19	2,981	3,046
Income tax payable	6	2,931	2,080
Employee benefits	20	10,964	9,328
Other liabilities	21	7,516	7,045
Total current liabilities		110,667	102,818
Non-current liabilities			
Trade and other payables	16	4,023	5,704
Contract liabilities	17	1,405	–
Borrowings	18	18,258	14,099
Lease liabilities	19	14,670	9,264
Employee benefits	20	2,709	2,022
Other liabilities	21	9,989	395
Total non-current liabilities		51,054	31,484
Total liabilities		161,721	134,302
Net assets		**228,093**	**150,186**
Equity			
Issued capital	22	210,795	142,105
Reserves	23	(9,977)	(9,897)
Retained earnings	24	27,275	17,978
Total equity		**228,093**	**150,186**

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

Consolidated	Issued capital $'000	Reserves $'000	Retained earnings $'000	Non-controlling interest $'000	Total equity $'000
Balance at 1 July 2023	77,958	(10,983)	11,463	623	79,061
Profit/(loss) after income tax expense for the year	–	–	9,784	(53)	9,731
Other comprehensive income for the year, net of tax	–	–	–	–	–
Total comprehensive income for the year	–	–	9,784	(53)	9,731
Transactions with owners in their capacity as owners:					
Contributions of equity, net of transaction costs (note 22)	64,645	–	–	–	64,645
Share buy-back – Treasury shares (note 22)	(498)	–	–	–	(498)
Other	–	–	56	–	56
Transactions with non-controlling interests – Noetic share purchase	–	–	(3,325)	(305)	(3,630)
Share-based payments (note 41)	–	1,086	–	–	1,086
Dividends paid	–	–	–	(265)	(265)
Balance at 30 June 2024	**142,105**	**(9,897)**	**17,978**	**–**	**150,186**

Consolidated	Issued capital $'000	Reserves $'000	Retained earnings $'000	Non-controlling interest $'000	Total equity $'000
Balance at 1 July 2024	142,105	(9,897)	17,978	–	150,186
Profit after income tax expense for the year	–	–	9,098	–	9,098
Other comprehensive income for the year, net of tax	–	(176)	–	–	(176)
Total comprehensive income for the year	–	(176)	9,098	–	8,922
Transactions with owners in their capacity as owners:					
Contributions of equity, net of transaction costs (note 22)	68,339	–	-	–	68,339
Issue of shares – share-based payments (note 22)	1,360	(1,360)	–	–	–
Share buy-back - Treasury shares (note 22)	(1,009)	–	–	–	(1,009)
Share-based payments (note 41)	–	1,742	–	–	1,742
Lapsed and forfeited - share-based payments (note 23 and 24)	–	(286)	286	–	–
Other	–	–	(87)	–	(87)
Balance at 30 June 2025	**210,795**	**(9,977)**	**27,275**	**–**	**228,093**

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

Consolidated statement of cash flows
For the year ended 30 June 2025

	Note	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		322,711	221,285
Payments to suppliers and employees (inclusive of GST)		(304,499)	(206,023)
		18,212	15,262
Interest received		2,093	768
Interest and other finance costs paid		(1,320)	(1,004)
Income taxes paid		(4,279)	(3,182)
Net cash from operating activities	38	14,706	11,844
Cash flows from investing activities			
Payments for acquisition of subsidiaries, net of cash acquired	34	(40,685)	(41,217)
Payments for purchase of business assets		–	(3,482)
Payments for deferred consideration for purchase of subsidiaries		(6,545)	(4,292)
Payments for property, plant and equipment	13	(1,594)	(776)
Payments for intangibles	15	(896)	–
Loan provided to associate		(450)	–
Net cash used in investing activities		(50,170)	(49,767)
Cash flows from financing activities			
Proceeds from issue of shares, net of costs		69,217	49,035
Proceeds from borrowings from third parties		4,445	42,200
Payments for share buy-backs		(3,245)	(265)
Repayment of borrowings to third parties		(346)	(33,198)
Repayments of lease liabilities		(3,670)	(3,195)
Dividends paid	25	–	(265)
Net cash from financing activities		66,401	54,312
Net increase in cash and cash equivalents		30,937	16,389
Cash and cash equivalents at the beginning of the financial year		60,639	44,250
Cash and cash equivalents at the end of the financial year	**7**	**91,576**	**60,639**

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

Notes to the Consolidated Financial Statements

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Notes to the Consolidated Financial Statements

Note 1. Material accounting policy information

The accounting policies that are material to the Atturra Group are set out either in the respective notes or below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted

Atturra Group has adopted all the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. The adoption of these Accounting Standards and Interpretations did not have any significant impact on the financial performance or position of Atturra Group.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

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

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for contingent consideration payable in a business combination, which is measured at fair value.

Parent entity information

In accordance with the *Corporations Act 2001*, these financial statements present the results of Atturra Group only. Supplementary information about the parent entity is disclosed in note 33.

Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Atturra Limited as at 30 June 2025 and the results of all subsidiaries for the year then ended. Atturra Limited and its subsidiaries together are referred to in these financial statements as Atturra Group.

Subsidiaries are all those entities over which Atturra Group has control. Atturra Group controls an entity when Atturra 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. Subsidiaries are fully consolidated from the date on which control is transferred to Atturra Group. They are de-consolidated from the date that control ceases.

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

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

Where Atturra Group loses control over a subsidiary, it derecognises the assets including goodwill, liabilities and non-controlling interest in the subsidiary together with any cumulative translation differences recognised in equity. Atturra Group recognises the fair value of the consideration received and the fair value of any investment retained together with any gain or loss in profit or loss.

Foreign currency translation

The financial statements are presented in Australian dollars, which is Atturra Group's functional and presentation currency.

Foreign currency transactions

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

Current and non-current classification

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

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

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

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

Investments and other financial assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Atturra Group has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

Financial assets at amortised cost

A financial asset is measured at amortised cost only if both of the following conditions are met: (i) it is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and (ii) the contractual terms of the financial asset represent contractual cash flows that are solely payments of principal and interest.

Impairment of financial assets

The Atturra Group recognises a loss allowance for expected credit losses on financial assets which are measured at amortised cost. The measurement of the loss allowance depends upon the Atturra Group's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

The loss allowance reduces the asset's carrying value with a corresponding expense through profit or loss.

Impairment of non-financial assets

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

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

Rounding of amounts

Atturra Limited is of a kind referred to in Corporations Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Corporations Instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

Note 2. Critical accounting judgements, estimates and assumptions

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

Share-based payment transactions

Atturra 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 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.

Principal versus agent considerations – revenue

Management has determined that entities within the Atturra Group act as an agent in respect to certain transactions with its customers. This determination has been made on the basis that the Atturra Group does not bear primary responsibility for service delivery to the customer. This is a key judgment given it significantly reduces the amount of revenue recognised by Atturra Group.

Software licencing revenue includes commission received as an agent for selling software licences of other software providers.

Goodwill

Atturra Group tests annually, or more frequently if events or changes in circumstances indicate impairment, whether goodwill has suffered any impairment, in accordance with the accounting policy stated in note 15. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions, including estimated discount rates based on the current cost of capital and growth rates of the estimated future cash flows.

Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to Atturra 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. Atturra 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 Atturra Group 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.

Employee benefits provision

As discussed in note 20, the liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Business combinations

As discussed in note 1, business combinations are initially accounted for on a provisional basis. The fair value of assets acquired, liabilities, contingent consideration and contingent liabilities assumed are initially estimated by Atturra Group taking into consideration all available information at the reporting date. Fair value adjustments on the finalisation of the business combination accounting is retrospective, where applicable, to the period the combination occurred and may have an impact on the assets and liabilities, depreciation and amortisation reported.

Note 3. Operating segments

Identification of reportable operating segments

Atturra Group is organised into only one operating and reporting segment based on the market it serves which is Information Technology (IT) Solutions in Australia. This operating segment is based on the internal reports that are reviewed and used regularly by the Board (who is identified as the Chief Operating Decision Maker ('CODM')) in assessing performance and in determining the allocation of resources.

The CODM reviews Underlying EBITDA (eamings before interest, tax, depreciation, and amortisation, and other adjustments as disclosed) for the reportable segment's measure of profit or loss. The accounting policies adopted for internal reporting to the CODM are consistent with those adopted in the financial statements.

Reconciliation of statutory profit to underlying EBITDA:

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Profit after income tax	**9,098**	**9,731**
Add: Interest expense	2,803	1,823
Add: Income tax expense	5,170	3,332
Less: Interest income	(2,093)	(768)
Reported EBIT	**14,978**	**14,118**
Share-based payments	1,742	1,086
Revaluation of contingent consideration	(200)	(506)
M&A transaction, capital raising, and integration costs	4,592	3,987
Gain on bargain purchase	–	(347)
M&A related retentions	774	692
Underlying EBIT	**21,886**	**19,030**
Depreciation	5,588	3,950
Amortisation	4,071	2,482
Underlying EBITDA	**31,545**	**25,462**

The information reported to the CODM is on a monthly basis. Refer to note 4 for revenue from products and services.

Major customers

During the year ended 30 June 2025 and 30 June 2024, no single customer contributed more than 10% of Atturra Group's total revenue.

Accounting policy for operating segments

Operating segments are presented using the 'management approach', where the information presented is on the same basis as the internal reports provided to the Chief Operating Decision Makers ('CODM'). The CODM is responsible for the allocation of resources to its operating segment and assessing its performance.

Note 4. Revenue from contracts with customers

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Consulting services – time and materials agreements	170,336	137,724
Consulting services – fixed price agreements	23,871	20,641
Software licensing	1,031	5,695
Software maintenance and managed services	68,591	53,613
Management fee revenue	4,409	6,789
Product sales revenue	31,045	16,500
Other revenue	1,332	2,390
Revenue from contracts with customers	**300,615**	**243,352**

Disaggregation of revenue

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

2025	Time and materials $'000	Fixed price $'000	Software licensing $'000	Software maintenance and managed services $'000	Management fee $'000	Product sales $'000	Others $'000	Total $'000
Timing of revenue recognition								
At a point in time	–	–	1,031	–	–	31,045	1,332	33,408
Over time	170,336	23,871	–	68,591	4,409	–	–	267,207
	170,336	**23,871**	**1,031**	**68,591**	**4,409**	**31,045**	**1,332**	**300,615**

2024	Time and materials $'000	Fixed price $'000	Software licensing $'000	Software maintenance and managed services $'000	Management fee $'000	Product sales $'000	Others $'000	Total $'000
Timing of revenue recognition								
At a point in time	–	–	5,695	–	–	16,500	2,390	24,585
Over time	137,724	20,641	–	53,613	6,789	–	–	218,767
	137,724	**20,641**	**5,695**	**53,613**	**6,789**	**16,500**	**2,390**	**243,352**

Accounting policy for revenue recognition

Revenue from contracts with customers

Revenue is recognised at an amount that reflects the consideration to which Atturra Group is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, Atturra Group: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised. The majority of customer payment terms are between 30 and 60 days.

Atturra Group recognises revenue for its major business activities as follows:

Consulting services – time and materials agreements

Where Atturra Group provides services charged on the basis of time and materials, revenue is recognised over time when the services are rendered, and costs are incurred. If services have not been invoiced at reporting date but are billable by Atturra Group, an amount is recorded as trade receivables.

Consulting services – fixed price agreements

Where Atturra Group provides services under a fixed price agreement the performance obligation is completed over time and hence an output method based on percentage-of-completion is applied to recognise revenue. When the outcome of a fixed price agreement can be measured reliably, revenue is recognised over time based on the proportion of work performed to date relative to the total contract. When the outcome of a fixed price agreement cannot be measured reliably, revenue is recognised only to the extent the costs incurred under the contract are expected to be recoverable. Atturra Group has adopted the practical expedient requirements of AASB 15 (121(a)), where the performance obligations contained in the project have an original expected duration of one year or less.

Software licensing

Software licensing revenue includes commission received as an agent for selling software licenses of other software providers. Revenue is recognised at a point in time when the software license is sold to the customer.

Software maintenance and managed services

Software maintenance and managed services revenue is recognised over time, evenly over the life of the relevant contracts in line with the delivery of services.

Management fee revenue

Management has determined that entities within the Atturra Group act as an agent in respect to certain transactions with its customers. This determination has been made on the basis that the Atturra Group does not bear primary responsibility for service delivery to the customer. This is a key judgment given it significantly reduces the amount of revenue recognised by Atturra Group.

Software licencing revenue includes commission received as an agent for selling software licences of other software providers.

Product sales revenue

Product sales revenue is recognised at a point in time when the product is delivered to the customer.

Other revenue

Other revenue mainly includes membership fees, income from security clearances and partner incentive income. Membership fees, revenue from security clearances and partner incentive income is recognised at a point in time when the performance obligation is completed, and control passes to the customer.

Note 5. Expenses

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Profit before income tax includes the following specific expenses:		
Depreciation		
Leasehold improvements	370	90
Plant and equipment	505	60
Fixtures and fittings	68	65
Motor vehicles	27	26
Data centre equipment	929	526
Managed services equipment	232	195
Buildings right-of-use assets	3,017	2,367
Equipment right-of-use assets	440	621
Total depreciation	5,588	3,950
Amortisation		
Software	515	292
Client relationships	3,556	2,190
Total amortisation	4,071	2,482
Total depreciation and amortisation	9,659	6,432
Finance costs		
Interest and finance charges paid/payable on borrowings	1,321	1,004
Interest and finance charges paid/payable on lease liabilities	884	565
Interest and finance charges paid/payable on deferred consideration	598	254
Finance costs expensed	2,803	1,823
Net foreign exchange loss		
Net foreign exchange loss	200	94
Superannuation expense		
Defined contribution superannuation expense	11,846	8,735
Share-based payments expense		
Share-based payments expense	1,742	1,086
Employee benefits expense excluding superannuation		
Employee benefits expense excluding superannuation	119,989	116,065

Note 6. Income tax

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Income tax expense		
Current tax	5,150	4,262
Deferred tax – origination and reversal of temporary differences	20	(930)
Aggregate income tax expense	**5,170**	**3,332**
Numerical reconciliation of income tax expense and tax at the statutory rate		
Profit before income tax expense	14,268	13,063
Tax at the statutory tax rate of 30%	4,280	3,919
Tax effect amounts which are not deductible/(taxable) in calculating taxable income:		
Non-deductible expenses	749	351
Share-based payments	523	326
Gain on bargain purchase	–	(104)
Tax losses not recognised as deferred tax assets	–	(407)
Revaluation of Noetic contingent consideration	–	(152)
Deductible IPO costs recognised through equity	(399)	(270)
Over provision and recognition of tax losses not previously recognised	9	(122)
Sundry items	8	(92)
Subtotal	5,170	3,449
Tax losses not recognised as deferred tax assets	–	159
Previously unrecognised tax losses now recouped to reduce current tax expense	–	(276)
Income tax expense	**5,170**	**3,332**

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Amounts charged/(credited) directly to equity		
Deferred tax assets	(245)	270

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Deferred tax asset		
Deferred tax asset comprises temporary differences attributable to:		
Amounts recognised in profit or loss:		
Tax losses	1,043	824
Allowance for expected credit losses	202	226
Employee benefits	6,045	4,924
Lease liabilities	5,145	3,385
Accrued expenses	1,708	2,030
Other	(1,070)	(528)
Prepayments	(51)	(120)
Right-of-use assets	(4,824)	(3,178)
Accrued income	–	904
Intangibles	(5,024)	(5,987)
Fixed assets	(342)	(415)
	2,832	2,065
Amounts recognised in equity:		
Capital raising costs	1,412	1,257
Business combination	(256)	–
	1,156	1,257
Deferred tax asset	**3,988**	**3,322**
Amount expected to be recovered within 12 months	6,357	7,333
Amount expected to be recovered after more than 12 months	(2,369)	(4,011)
	3,988	**3,322**
Movements:		
Opening balance	3,322	5,869
(Charged)/credited to profit or loss	(436)	930
Credited/(charged) to equity	245	(270)
Additions through business combinations	417	(3,497)
Additions through capital raising	–	290
Other	440	–
Closing balance	**3,988**	**3,322**

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Provision for income tax		
Provision for income tax	**2,931**	**2,080**

Accounting policy for income tax

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

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

- when the deferred income tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits; or
- when the taxable temporary difference is associated with interests in subsidiaries, associates or joint ventures, and the timing of the reversal can be controlled, and it is probable that the temporary difference will not reverse in the foreseeable future.

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

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

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

Atturra Limited (the 'head entity') and its wholly-owned Australian subsidiaries is income tax consolidated group under the tax consolidation regime. The head entity and each subsidiary in the tax consolidated group continue to account for their own current and deferred tax amounts. The tax consolidated group has applied the 'separate taxpayer within group' approach in determining the appropriate amount of taxes to allocate to members of the tax consolidated group.

In addition to its own current and deferred tax amounts, the head entity also recognises the current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from each subsidiary in the tax consolidated group.

Note 7. Cash and cash equivalents

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current assets		
Cash at bank	**91,576**	**60,639**

Accounting policy for cash and cash equivalents

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Note 8. Trade and other receivables

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current assets		
Trade receivables	63,374	58,853
Less: Allowance for expected credit losses	(676)	(750)
	62,698	58,103
Other receivables	1,003	8,962
	63,701	67,065
Non-current assets		
Trade receivables	5,026	6,718
	68,727	**73,783**

Allowance for expected credit losses

Atturra Group has recognised a net gain of $121,000 related to a movement in the allowance for expected credit losses and bad debts (2024: Net loss $116,000) in profit or loss for the year ended 30 June 2025.

The ageing of the receivables and allowance for expected credit losses provided for above are as follows:

	Expected credit loss rate		Carrying amount		Allowance for expected credit losses	
Consolidated	**30 June 2025 %**	**30 June 2024 %**	**30 June 2025 $'000**	**30 June 2024 $'000**	**30 June 2025 $'000**	**30 June 2024 $'000**
Current	–	–	58,602	28,072	–	–
More than 30 days past due	–	–	2,474	22,476	–	–
More than 60 days past due	–	–	552	2,100	–	–
More than 90 days past due	–	–	144	4,207	–	–
More than 120 days past due	15.89%	13.61%	1,101	1,445	175	197
Specific provision	100.00%	100.00%	501	553	501	553
			63,374	**58,853**	**676**	**750**

Non-current

	Expected credit loss rate		Carrying amount		Allowance for expected credit losses	
Consolidated	**30 June 2025 %**	**30 June 2024 %**	**30 June 2025 $'000**	**30 June 2024 $'000**	**30 June 2025 $'000**	**30 June 2024 $'000**
Between 1-2 years	–	–	2,508	2,136	–	–
Between 2-5 years	–	–	2,518	4,582	–	–
Over 5 years	–	–	–	–	–	–
			5,026	**6,718**	**–**	**–**

Atturra Group considers that the balance of trade receivables, despite some being past-due, relate to customers that have a good credit history. Accordingly, based on historical default rates, Atturra Group believes no further impairment is required.

Movements in the allowance for expected credit losses are as follows:

Accounting policy for trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 – 60 days.

Trade debtors that have been classified as non-current are within their payment terms.

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

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

Note 9. Contract assets

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current assets		
Contract assets	**16,067**	**739**

Reconciliation

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

	30 June 2025 $'000	30 June 2024 $'000
Opening balance	739	422
Additions	107,083	91,038
Additions through business combinations (note 34)	295	–
Transfer to trade receivables	(92,050)	(90,721)
	16,067	**739**

Note 10. Inventories

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current assets		
Stock on hand – at cost	492	1,698
Less: Provision for obsolescence	(78)	(77)
	414	**1,621**

Note 11. Other assets

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Other current assets		
Prepayments	3,703	2,456
Deposits	1,033	559
	4,736	3,015
Other non-current assets		
Prepayments	1,002	–
	5,738	**3,015**

Note 12. Investments accounted for using the equity method

	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Non-current assets		
Investment in associate – Protegic Pty Ltd	**1,307**	**1,307**

Reconciliation

Reconciliation of the carrying amounts at the beginning and end of the current and previous financial year are set out below:

	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Opening carrying amount	1,307	1,191
Share of associates earnings	–	116
Closing carrying amount	**1,307**	**1,307**

Refer to note 36 for further information on interests in associates.

Note 13. Property, plant and equipment

	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Non-current assets		
Leasehold improvements – at cost	4,890	848
Less: Accumulated depreciation	(2,699)	(333)
	2,191	515
Plant and equipment – at cost	13,074	536
Less: Accumulated depreciation	(11,444)	(386)
	1,630	150
Fixtures and fittings – at cost	1,197	253
Less: Accumulated depreciation	(747)	(150)
	450	103
Motor vehicles – at cost	218	213
Less: Accumulated depreciation	(104)	(72)
	114	141
Data centre equipment – at cost	9,988	2,898
Less: Accumulated depreciation	(7,723)	(1,911)
	2,265	987
Managed services equipment – at cost	884	884
Less: Accumulated depreciation	(587)	(355)
	297	529
	6,947	**2,425**

Reconciliations

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

Consolidated	Leasehold improvements $'000	Plant and equipment $'000	Fixtures and fittings $'000	Motor vehicles $'000	Data centre equipment $'000	Managed services equipment $'000	Total $'000
Balance at 1 July 2023	306	81	110	159	869	191	1,716
Additions	131	–	79	8	–	558	776
Additions through business combinations (note 34)	238	172	–	–	647	–	1,057
Disposals	(70)	(43)	(21)	–	(3)	(25)	(162)
Depreciation expense	(90)	(60)	(65)	(26)	(526)	(195)	(962)
Balance at 30 June 2024	515	150	103	141	987	529	2,425
Additions	625	185	85	–	699	–	1,594
Additions through business combinations (note 34)	1,416	1,804	433	–	1,508	–	5,161
Disposals	–	(108)	–	–	–	–	(108)
Transfers in/(out)	5	104	(103)	–	–	–	6
Depreciation expense	(370)	(505)	(68)	(27)	(929)	(232)	(2,131)
Balance at 30 June 2025	**2,191**	**1,630**	**450**	**114**	**2,265**	**297**	**6,947**

Accounting policy for property, plant and equipment

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

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

Leasehold improvements	5 to 7 years
Plant and equipment	3 to 5 years
Fixtures and fittings	3 to 7 years
Motor vehicles	6 to 8 years
Data centre equipment	3 to 5 years
Managed service equipment	3 to 5 years

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

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

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to Atturra Group. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Note 14. Right-of-use assets

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Non-current assets		
Buildings – right-of-use	28,262	17,099
Less: Accumulated depreciation	(12,090)	(6,495)
	16,172	10,604
Equipment – right-of-use	1,356	1,644
Less: Accumulated depreciation	(1,164)	(1,012)
	192	632
	16,364	**11,236**

Atturra Group leases buildings for its offices under agreements between one year and ten years with, in some cases, options to extend. The leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

Atturra Group leases office equipment under agreements of less than one year. For these leases that are either short-term or low-value, they have been expensed as incurred and not capitalised as right-of-use assets.

Reconciliations

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

Consolidated	Buildings $'000	Equipment $'000	Total $'000
Balance at 1 July 2023	8,680	965	9,645
Additions	1,296	–	1,296
Additions through business combinations (note 34)	925	288	1,213
Disposals/lease variations	2,070	–	2,070
Depreciation expense	(2,367)	(621)	(2,988)
Balance at 30 June 2024	10,604	632	11,236
Additions	1,111	–	1,111
Additions through business combinations (note 34)	9,171	–	9,171
Disposals/lease variations	(1,697)	–	(1,697)
Depreciation expense	(3,017)	(440)	(3,457)
Balance at 30 June 2025	**16,172**	**192**	**16,364**

For other lease disclosures refer to:

- note 5 for depreciation on right-of-use assets, interest on lease liabilities and other lease expenses;
- note 19 for lease liabilities;
- note 26 for undiscounted future lease commitments; and
- consolidated statement of cash flows for repayment of lease liabilities.

Accounting policy for right-of-use assets

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

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

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

Note 15. Intangible assets

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Non-current assets		
Goodwill – at cost	158,127	104,987
Brand name – at cost	34	–
Customer relationships – at cost	24,469	22,354
Less: Accumulated amortisation	(5,902)	(2,345)
	18,567	20,009
Software – at cost	4,964	2,018
Less: Accumulated amortisation	(3,006)	(613)
	1,958	1,405
	178,686	**126,401**

Reconciliations

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

Consolidated	Goodwill $'000	Brand name $'000	Customer relationships $'000	Software $'000	Total $'000
Balance at 1 July 2023	51,154	–	4,506	879	56,539
Additions through business combinations (note 34)	53,833	–	17,693	818	72,344
Amortisation expense	–	–	(2,190)	(292)	(2,482)
Balance at 30 June 2024	104,987	–	20,009	1,405	126,401
Additions	–	–	–	896	896
Additions through business combinations (note 34)	53,140	34	2,113	334	55,621
Disposals	–	–	–	(161)	(161)
Transfers	–	–	1	(1)	–
Amortisation expense	–	–	(3,556)	(515)	(4,071)
Balance at 30 June 2025	**158,127**	**34**	**18,567**	**1,958**	**178,686**

Impairment testing

The Group employs a growth strategy that combines both organic expansion and strategic acquisitions. Since 30 June 2022, the Group has made several acquisitions in key strategic sectors, including managed services, business applications, cloud business solutions and data integration.

A cash-generating unit (CGU) is the smallest identifiable group of assets that generate cash inflows that are largely independent of the cash inflows from other assets or group of assets.

In the current financial year, the Group has reassessed its CGUs with five CGUs identified.

The Group has integrated the acquisitions since 30 June 2022 and has considered the following factors in determining Atturra Group's five CGUs:

- The five identified CGUs share projects, clients and revenue and generate cash inflows dependent on statutory entities within the CGU;
- Each identified CGU is managed by a dedicated group manager and project decisions for clients are made at the group level and not at the statutory entity level; and
- Atturra Group's acquisition strategies involves identifying and acquiring complementary business that would be integrated into each CGU.

As cash inflows generated by the group of statutory entities are dependent on each other, the Group considers the CGU identification of five separate CGUs to be appropriate.

CGUs	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Business Applications	30,265	11,905
Advisory & Consulting	8,780	4,388
Data & Integration	31,288	17,764
Cloud Business Solutions	4,231	4,231
Managed Services	83,563	66,699
	158,127	**104,987**

At 30 June 2025, management performed impairment testing for each CGU of the Atturra Group where there is goodwill. No impairment losses were identified at 30 June 2025. The recoverable amount of each CGU has been determined by a value in use calculation using a discounted cash flow model. The key assumptions are outlined below.

Key assumptions

- Revenue growth is based on the Board approved budget for the next financial year (FY26) as well as management assessment over the forecast period (FY27 to FY30). Budgeted revenue for 2026 is based on management expectations and the average annual revenue growth thereafter, for the purpose of impairment testing, is assumed to be maintained at 5% p.a. over the remaining forecast period for all CGUs. The forecast revenue assumption has been assumed to be the same for all the CGU's due to the risk profile and the composition of the client base being similar historically and this is expected to continue over the forecast period.
- EBIT margins are based on the Board approved budget for the next financial year and management assessment over the forecast period. The EBIT margin ratio shows EBIT as a percentage of net revenue. For the purpose of impairment testing, this is assumed to be maintained between 2% and 12% over the forecast period.
- Discount rates represent the current market assessment of the risks specific to Atturra Group, considering the time value of money and specific risk of the underlying assets that have not been incorporated into the cash flow estimates. The discount rate is calculated using the weighted average cost of capital (WACC) and reflects management's estimation of the time value of money and specific risk estimated for Atturra Group. The WACC considers both debt and equity. The cost of equity is derived from the expected return on investment by Atturra Group's investors. It incorporates a beta factor to reflect the specific risk associated with the industries in which Atturra Group operates. The cost of debt is based on the interest-bearing borrowings Atturra Group is obliged to service. Management utilised a post-tax discount rate of 12% (2024: 13%).
- It is assumed for the purpose of impairment testing that the long-term growth rate (terminal rate) will equate to the long-term average growth rate of the national economy. Management estimate this to be 2.5% p.a. which is in line with the long-term expected Australian inflation rate. The sensitivity analysis concluded that changing this rate to reflect possible lower growth projections would not materially impact the valuations of the individual CGUs.

As disclosed in note 2, the Directors have made judgements and estimates in respect of impairment testing of goodwill. Should these judgements and estimates not occur the resulting goodwill carrying amount may decrease. The sensitivities are as follows:

- Revenue would need to increase by less than 0.5% for the Advisory & Consulting CGU for the forecast period before goodwill would need to be impaired, with all other assumptions remaining constant.
- The discount rate would need to increase to more than 21% for the Advisory & Consulting CGU for the forecast period before goodwill would need to be impaired, with all other assumptions remaining constant.

Management believes that other reasonable changes in the key assumptions on which the recoverable amount of the CGUs' goodwill is based would not cause the CGU's carrying amount to exceed its recoverable amount.

Accounting policy for intangible assets

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

Goodwill

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

Brand name

Brands acquired in a business combination are not amortised on the basis that it has an indefinite life. Management considers that the useful life of brands is indefinite because there is no foreseeable limit to the cash flows this asset can generate. This is reassessed every year. Instead, it is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired, and is carried at cost less accumulated impairment losses.

Customer relationships

Customer relationships acquired in a business combination are amortised on a straight-line basis over the period of their expected benefit, being their finite life of 7 years.

Software

Costs associated with maintaining software programmes are recognised as an expense as incurred. Development costs that are directly attributable to the design and testing of identifiable and unique software products controlled by Atturra Group are recognised as intangible assets where the following criteria are met:

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;
- there is an ability to use or sell the software;
- it can be demonstrated how the software will generate probable future economic benefits;
- adequate technical, financial and other resources to complete the development and to use or sell the software are available; and
- the expenditure attributable to the software during its development can be reliably measured.

Significant costs associated with software are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 5 years.

Software-as-a-Service (SaaS) arrangements are service contracts providing Atturra Group with the right to access a cloud provider's application software over a period of time. Under the IFRIC treatment, SaaS costs are only recognised as intangible assets if the implementation activities create an intangible asset that the entity controls and the intangible asset meets the recognition criteria. Costs that do not result in intangible assets are expensed as incurred, unless they are paid to the suppliers of the SaaS arrangement to significantly customise the cloud-based software for Atturra Group, in which case the costs are recorded as a prepayment for services and amortised over the expected renewable term of the arrangement.

Note 16. Trade and other payables

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current liabilities		
Trade payables	48,088	52,387
Accrued expenses	9,852	3,714
Accrued staff bonuses	6,890	7,530
Payroll tax and PAYG payable	1,405	2,109
GST payable	2,344	2,239
Other payables	4,701	3,293
	73,280	71,272
Non-current liabilities		
Trade payables	4,023	5,704
	77,303	**76,976**

Refer to note 26 for further information on financial instruments.

Accounting policy for trade and other payables

Current

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

Non-current

Represents unsecured non-current trade and other payables for product delivered during the financial year.
The liability will be fully settled in February 2029.

Note 17. Contract liabilities

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current liabilities		
Contract liabilities	12,469	9,652
Non-current liabilities		
Contract liabilities	1,405	–
	13,874	**9,652**

Reconciliation

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

	30 June 2025 $'000	30 June 2024 $'000
Opening balance	9,652	7,616
Payments received in advance	39,563	30,528
Additions through business combinations (note 34)	2,717	1,221
Transfer to revenue	(38,058)	(29,713)
Closing balance	**13,874**	**9,652**

Accounting policy for contract liabilities

Contract liabilities represent Atturra Group's obligation to transfer goods or services to a customer and are recognised when a customer pays consideration, or when Atturra Group recognises a receivable to reflect its unconditional right to consideration (whichever is earlier) before Atturra Group has transferred the goods or services to the customer.

Note 18. Borrowings

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current liabilities		
Chattel mortgages and loans	526	395
Non-current liabilities		
Bank loans	18,245	13,800
Chattel mortgages and loans	13	299
	18,258	14,099
	18,784	**14,494**

Refer to note 26 for further information on financial instruments.

Financing arrangements

Unrestricted access was available at the reporting date to the following lines of credit:

	Consolidated 30 June 2025 $'000	Consolidated 30 June 2024 $'000
Total facilities		
Bank loans – Westpac Banking Corporation	53,400	65,400
Chattel mortgages and loans	539	694
	53,939	66,094
Used at the reporting date		
Bank loans – Westpac Banking Corporation	18,245	13,800
Chattel mortgages and loans	539	694
	18,784	14,494
Unused at the reporting date		
Bank loans – Westpac Banking Corporation	35,155	51,600
Chattel mortgages and loans	–	–
	35,155	**51,600**

The total facility is $53.4 million and includes:

- $28 million term loan facility for funding future permitted acquisitions;
- $4.6 million term loan facility for the repayment of related party loans;
- a total of $15 million term loan facilities for funding permitted future acquisitions ($9 million) and deferred consideration relating to prior acquisitions ($6 million); each of which mature three years from financial close;
- a $5 million overdraft facility for working capital requirements, which is repayable on demand;
- a $0.3 million revolving bank guarantee facility for securing lease obligations of Atturra Group, which is repayable on demand; and
- a $0.5 million corporate credit card facility for day-to-day general corporate purposes of Atturra Group, which is repayable on demand.

Accounting policy for borrowings

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

Accounting policy for finance costs

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

Note 19. Lease liabilities

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current liabilities		
Lease liability	2,981	3,046
Non-current liabilities		
Lease liability	14,670	9,264
	17,651	12,310

Refer to note 26 for the maturity analysis of lease liabilities.

Accounting policy for lease liabilities

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

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

Note 20. Employee benefits

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current liabilities		
Annual leave	8,853	7,271
Long service leave	2,111	2,057
	10,964	9,328
Non-current liabilities		
Long service leave	2,709	2,022
	13,673	**11,350**

Amounts not expected to be settled within the next 12 months

The leave obligations cover Atturra Group's liability for long service leave and annual leave. The current portion of this liability includes all of the accrued annual leave, the unconditional entitlements to long service leave where employees have completed the required year of service and also for those employees who are entitled to pro-rata payments in certain circumstances. The entire amount is presented as current, since Atturra Group does not have an unconditional right to defer settlement. However, based on past experience, Atturra Group does not expect all employees to take the full amount of accrued leave or require payment within the next 12 months. Management estimates that 40% (2024: 40%) of the current leave obligations is considered as to be paid within 12 months and 60% (2024: 60%) to be paid beyond 12 months.

The following amounts reflect leave presented as current but it is not expected to be taken within the next 12 months:

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Employee benefits obligation expected to be settled after 12 months	**6,579**	**5,597**

Accounting policy for employee benefits

Short-term employee benefits

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

Other long-term employee benefits

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

Defined contribution superannuation expense

Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

Note 21. Other liabilities

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Current liabilities		
Contingent consideration	7,516	7,045
Non-current liabilities		
Contingent consideration	9,989	395
	17,505	**7,440**

Contingent consideration payable relates to the acquisition of subsidiaries. Refer to note 27 for further information.

Note 22. Issued capital

	Consolidated			
	30 June 2025 Shares	30 June 2024 Shares	30 June 2025 $'000	30 June 2024 $'000
Ordinary shares – fully paid	378,990,547	312,770,789	212,068	143,729
Treasury shares	(1,457,852)	(1,817,326)	(1,273)	(1,624)
	377,532,695	**310,953,463**	**210,795**	**142,105**

Movements in ordinary share capital

Details	Date	Shares	Issue price	$'000
Balance	1 July 2024	312,770,789		143,729
Issue of shares	20 November 2024	29,380,230	$1.05	30,849
Issue of shares	12 December 2024	819,940	$1.05	861
Issue of shares	20 December 2024	37,762,627	$1.05	39,651
Issue of shares*	3 March 2025	934,491	$1.07	1,000
Share buyback	30 April 2025	(11,319)	$0.88	(10)
Share buyback	5 May 2025	(15,700)	$0.86	(14)
Share buyback	6 May 2025	(2,017)	$0.86	(2)
Share buyback	7 May 2025	(6,300)	$0.86	(5)
Share buyback	8 May 2025	(12,400)	$0.86	(10)
Share buyback	9 May 2025	(32,700)	$0.86	(28)
Share buyback	12 May 2025	(12,704)	$0.86	(11)
Share buyback	13 May 2025	(33,100)	$0.86	(28)
Share buyback	14 May 2025	(21,746)	$0.86	(19)
Share buyback	15 May 2025	(22,819)	$0.86	(20)
Share buyback	28 May 2025	(14,000)	$0.86	(12)
Share buyback	30 May 2025	(27,717)	$0.86	(24)
Share buyback	2 June 2025	(696)	$0.86	(1)
Share buyback	30 June 2025	(2,464,312)	$0.83	(2,048)
Share issue costs, net of tax		–	$0.00	(1,790)
Balance	**30 June 2025**	**378,990,547**		**212,068**

* Issued for the acquisition of Chrome Consulting Pty Ltd. Refer to note 34 for further details.

Movements in treasury shares

Details	Date	Shares	Issue price	$'000
Balance	1 July 2024	(1,817,326)		(1,624)
Share Issued*	1 November 2024	1,558,000	$0.00	1,360
Share buyback	March 2025 to June 2025	(1,198,526)	$0.00	(1,009)
Balance	**30 June 2025**	**(1,457,852)**		**(1,273)**

* Performance rights exercised in November 2024 have been settled using the treasury shares of the Group. The reduction in the treasury share equity component is equal to the cost incurred to acquire the shares, on a weighted average basis.

During the year, 1,198,526 fully paid ordinary shares at an average price per security of $0.87 were purchased on-market for the purpose of an employee incentive scheme or to satisfy the entitlements of the holders of performance rights when they are expected to vest between 2025 and 2026.

Ordinary shares

Ordinary shares entitle the holder to participate in any dividends declared and any proceeds attributable to shareholders should Atturra Limited be wound up, in proportions that consider both the number of shares held and the extent to which those shares are paid up. The fully paid ordinary shares have no par value and Atturra Limited does not have a limited amount of authorised capital.

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one votes.

Capital risk management

Atturra Group's objectives when managing capital is to safeguard its ability to continue as a going concern, so that it can provide returns for shareholders and benefits for other stakeholders and to maintain an optimum capital structure to reduce the cost of capital.

Capital is regarded as total equity, as recognised in the statement of financial position, plus net debt. Net debt is calculated as total borrowings less cash and cash equivalents.

In order to maintain or adjust the capital structure, Atturra Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

Atturra Group is subject to certain financing arrangements covenants and meeting these is given priority in all capital risk management decisions. There have been no events of default on the financing arrangements during the financial year.

The capital risk management policy remains unchanged from the 2024 Annual Report.

Accounting policy for issued capital

Ordinary shares are classified as equity. For Atturra Group purposes, the share capital after the reorganisation is presented at the carried forward original parent share capital.

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

Note 23. Reserves

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Foreign currency reserve	(176)	–
Share-based payments reserve	2,090	1,994
Consolidation reserve	(11,891)	(11,891)
	(9,977)	**(9,897)**

Foreign currency reserve

The reserve is used to recognise exchange differences arising from the translation of the financial statements of foreign operations to Australian dollars.

Share-based payments reserve

The reserve is used to recognise the value of equity benefits provided to employees and Directors as part of their remuneration, and other parties as part of their compensation for services. Transfers are made to issued capital when the awards have vested and are exercised.

Consolidation reserve

This reserve is used to record the differences between the amount of the adjustment to non-controlling interests and any consideration paid or received which may arise as a result of transactions with non-controlling interests that do not result in a loss of control.

Movements in reserves

Movements in each class of reserve during the current financial year are set out below:

Consolidated	Foreign currency reserve $'000	Share-based payments reserve $'000	Consolidation reserve $'000	Total $'000
Balance at 1 July 2024	–	1,994	(11,891)	(9,897)
Foreign currency translation	(176)	–	–	(176)
Share-based payment expense (note 41)	–	1,742	–	1,742
Issue of shares – share-based payments (note 22)	–	(1,360)	–	(1,360)
Lapsed and forfeited - share-based payment	–	(286)	–	(286)
Balance at 30 June 2025	**(176)**	**2,090**	**(11,891)**	**(9,977)**

Note 24. Retained earnings

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Retained earnings at the beginning of the financial year	17,978	11,463
Profit after income tax expense for the year	9,098	9,784
Non-controlling interest share purchase adjustment	–	(3,325)
Lapsed and forfeited - share-based payment (note 23)	286	–
Other	(87)	56
Retained earnings at the end of the financial year	**27,275**	**17,978**

Note 25. Dividends

Dividends

During the current financial year, no dividend was paid, recommended or declared to the Atturra Limited shareholders. In the previous financial year ended 30 June 2024, a dividend of $265,000 was paid to the minority shareholders of Noetic Group Pty Ltd, with the remainder being paid to Atturra Holdings Pty Ltd and FTS NHC Pty Ltd that was eliminated on consolidation.

Franking credits

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Franking credits available for subsequent financial years based on a tax rate of 30%	**21,836**	**19,711**

The above amounts represent the balance of the franking account as at the end of the financial year, adjusted for:

- franking credits that will arise from the payment of the amount of the provision for income tax at the reporting date
- franking debits that will arise from the payment of dividends recognised as a liability at the reporting date
- franking credits that will arise from the receipt of dividends recognised as receivables at the reporting date

Accounting policy for dividends

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

Note 26. Financial instruments

Financial risk management objectives

Atturra Group's risk management is predominantly controlled by a central finance department headed by the Group CFO under the policies approved by the Board. Atturra Group's finance team identifies, evaluates and hedges financial risks in close cooperation with Atturra Group's five CGUs. Atturra Group uses a variety of methods to measure different types of risk to which it is exposed. These methods include sensitivity analysis in the case of interest rate, foreign exchange and other price risks and ageing analysis for credit risk.

Market risk

Foreign currency risk

Atturra Group undertakes certain transactions denominated in foreign currency and is exposed to foreign currency risk through foreign exchange rate fluctuations.

Foreign exchange risk arises when future commercial transactions or recognised assets or liabilities are denominated in a currency that is not Atturra Group's functional currency. Atturra Group's foreign currency transactions are predominantly payments to offshore suppliers for invoiced services. Payment terms are typically less than one month and consequently involve minimal foreign exchange risk. Atturra Group had no material supplier or customer contracts that were denominated in foreign currencies.

As there is minimal exposure, foreign currency risk is not hedged.

Price risk

Atturra Group is not exposed to any significant price risk.

Interest rate risk

Atturra Group's main interest rate risk arises from long-term borrowings. Borrowings obtained at variable rates expose Atturra Group to interest rate risk. Borrowings obtained at fixed rates expose Atturra Group to fair value interest rate risk. Atturra Group maintains minimal long-term borrowings to manage this risk.

Atturra Group's exposure to interest rate risk arises predominantly from assets bearing variable interest rates. As interest income does not make up the main source of revenue, the management expects no significant interest rate risk on these balances.

Amounts payable to related parties, trade and sundry payables and trade and other receivables are not impacted by movements in interest rates.

Management believes that Atturra Group's overall exposure to interest rate movements is not material.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to Atturra Group. Atturra Group has a strict code of credit, including obtaining agency credit information, confirming references and setting appropriate credit limits. The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the statement of financial position and notes to the financial statements. Atturra Group does not hold any collateral.

Liquidity risk

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

The responsibility for liquidity risk management rests with the Board, who assess Atturra Group's short, medium and long term funding and liquidity management requirements. Atturra Group manages liquidity risk by maintaining adequate reserves, borrowing facilities and instruments and by continuously monitoring forecast and actual cash flows.

Maturities of financial liabilities

The tables below analyse Atturra Group's financial liabilities into relevant maturity groupings based on their contractual maturities for all non-derivative financial liabilities.

The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Contractual maturities of financial liabilities at 30 June 2025	Carrying amount $'000	Less than 6 months $'000	6 – 12 months $'000	Between 1 and 2 years $'000	Between 2 and 5 years $'000	Over 5 years $'000	Total contractual cash flows $'000
Non-derivatives							
Trade and other payables	77,303	85,227	883	1,668	2,303	-	90,081
Borrowings	18,784	419	107	13	18,245	-	18,784
Lease liabilities	17,651	1,807	1,604	3,069	7,021	8,945	22,446
Contingent consideration	17,505	5,238	2,715	8,065	6,711	-	22,729
Total non-derivatives	**131,243**	**92,691**	**5,309**	**12,815**	**34,280**	**8,945**	**154,040**

Contractual maturities of financial liabilities at 30 June 2024	Carrying amount $'000	Less than 6 months $'000	6 – 12 months $'000	Between 1 and 2 years $'000	Between 2 and 5 years $'000	Over 5 years $'000	Total contractual cash flows $'000
Non-derivatives							
Trade and other payables	76,976	70,383	889	1,798	3,906	–	76,976
Borrowings	14,494	193	202	285	13,814	–	14,494
Lease liabilities	12,310	1,508	1,324	2,474	6,791	2,949	15,046
Contingent consideration	7,440	5,445	1,600	395	–	–	7,440
Total non-derivatives	**111,220**	**77,529**	**4,015**	**4,952**	**24,511**	**2,949**	**113,956**

Note 27. Fair value measurement

Fair value hierarchy

The following tables detail Atturra Group's assets and liabilities, measured or disclosed at fair value, using a three level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being:

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

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

Level 3: Unobservable inputs for the asset or liability

Consolidated – 30 June 2025	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Other liabilities				
Contingent consideration	–	–	17,505	17,505
Total liabilities	–	–	17,505	17,505

Consolidated – 30 June 2024	Level 1 $'000	Level 2 $'000	Level 3 $'000	Total $'000
Other liabilities				
Contingent consideration	–	–	7,440	7,440
Total liabilities	–	–	7,440	7,440

There were no transfers between levels during the financial year.

The carrying amounts of trade and other receivables and trade and other payables are assumed to approximate their fair values due to their short-term nature.

The fair value of financial liabilities is estimated by discounting the remaining contractual maturities at the current market interest rate that is available for similar financial liabilities.

Valuation techniques for fair value measurements categorised within level 3

The contingent consideration payable relates to acquisition of subsidiaries, refer to note 34 for further details. The fair value of the contingent consideration is estimated by calculating the present value of the future expected cash flows. The valuation model considers the present value of the expected future payments, discounted using a risk-adjusted discount rate. The contingent consideration is measured on a bi-annual basis to determine the fair value.

	Fair value at			
Subsidiary/ Business acquired	**30 June 2025 $'000**	**30 June 2024 $'000**	**Significant unobservable inputs**	**Relationship of unobservable inputs to fair value**
Silverdrop	–	600	Risk-adjusted discount rate – 5% (30 June 2024 – 5%)	The estimated fair value would increase (decrease) if the risk adjusted discount rate were lower (higher).
Sabervox Pty Ltd	100	1,000	Risk-adjusted discount rate – 5% (30 June 2024 – 5%)	The estimated fair value would increase (decrease) if the risk adjusted discount rate were lower (higher).
Noetic Group Pty Ltd	–	–	Risk-adjusted discount rate – 5% (30 June 2024 -5%)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
Kettering Professional Services Pty Ltd	396	1,240	Risk-adjusted discount rate – 5% (30 June 2024 – 5%)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
Hayes Information Systems and Communications Pty Ltd	–	3,000	Risk-adjusted discount rate – 5% (30 June 2024 – 5%)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
The Somerville Group Pty Ltd	200	1,600	Risk-adjusted discount rate – 5% (30 June 2024 – 5%)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
Chrome Consulting	2,230	–	Risk-adjusted discount rate – 17.9% (30 June 2024 – Not applicable)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
Plan B	3,438	–	Risk-adjusted discount rate – Not applicable (30 June 2024 – Not applicable)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
ComActivity	2,680	–	Risk-adjusted discount rate – 14.5% (30 June 2024 – Not applicable)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
Kitepipe	3,605	–	Risk-adjusted discount rate – 23.3% (30 June 2024 – Not applicable)	The estimated fair value would increase (decrease) if the risk–adjusted discount rate were lower (higher).
DalRae	4,856	–	Risk-adjusted discount rate – 26.5% (30 June 2024 – Not applicable)	The estimated fair value would increase (decrease) if the risk-adjusted discount rate were lower (higher).
Total	**17,505**	**7,440**		

Level 3 assets and liabilities

Movements in level 3 assets and liabilities during the current and previous financial year are set out below:

Consolidated	Contingent consideration $'000
Balance at 1 July 2023	8,784
Fair value movement recognised in profit or loss	(52)
Additions	3,000
Settlement	(4,292)
Balance at 30 June 2024	7,440
Fair value movement recognised in profit or loss	(200)
Additions	16,810
Settlement	(6,545)
Balance at 30 June 2025	17,505

Accounting policy for fair value measurement

Assets and liabilities measured at fair value are classified into three levels, using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. Classifications are reviewed at each reporting date and transfers between levels are determined based on a reassessment of the lowest level of input that is significant to the fair value measurement.

Note 28. Key management personnel disclosures

Compensation

The aggregate compensation made to Directors and KMPs of Atturra Group is set out below:

	Consolidated	
	30 June 2025 $	30 June 2024 $
Short-term employee benefits	1,398,231	1,224,430
Post-employment benefits	71,268	65,146
Share-based payments	442,482	176,096
Long-term benefits	29,989	13,538
	1,941,970	**1,479,210**

Note 29. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by Crowe Audit Australia, the auditor of Atturra Limited:

	Consolidated	
	30 June 2025 $	30 June 2024 $
Audit services		
Audit or review of the financial statements – Crowe Audit Australasia	286,500	284,000
Audit or review of the financial statements – Crowe New Zealand	65,909	–
Total audit services	**352,409**	**284,000**
Non-audit services		
Due diligence – Crowe LLP	131,404	–

Note 30. Contingent liabilities

Atturra Group has given bank guarantees as at 30 June 2025 of $2,440,000 (30 June 2024: $1,652,000) to various landlords.

Note 31. Commitments

Atturra Group had no capital purchase commitments at 30 June 2025. (30 June 2024: nil).

Note 32. Related party transactions

Parent entity

Atturra Limited is the parent entity.

Subsidiaries

Interests in subsidiaries are set out in note 35.

Associates

Interests in associates are set out in note 36.

Key management personnel

Disclosures relating to KMPs are set out in note 28 and the remuneration report included in the Directors' report.

Transactions with related parties

The following transactions occurred with related parties:

	Consolidated	
	30 June 2025 $	30 June 2024 $
Sale of goods and services:		
Sale of goods to other related party	1,488,996	248,695
Payment for goods and services:		
Payment for services from other related party	231,492	386,292

As at 14 June 2024, Atturra Group sold two of its dormant subsidiaries to parties related to Shan Kanji at market value.

Receivable from and payable to related parties

The following balances are outstanding at the reporting date in relation to transactions with related parties:

	Consolidated	
	30 June 2025 $	30 June 2024 $
Current receivables:		
Trade receivables from Kanji Group Pty Ltd	463,748	–

Loans to/from related parties

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

Terms and conditions

All transactions were made on normal commercial terms and conditions and at market rates.

Note 33. Parent entity information

Set out below is the supplementary information about the parent entity.

Statement of profit or loss and other comprehensive income

	Parent	
	30 June 2025 $'000	30 June 2024 $'000
Loss after income tax	(2,804)	(1,058)
Total comprehensive income	(2,804)	(1,058)

Statement of financial position

	Parent	
	30 June 2025 $'000	30 June 2024 $'000
Total current assets	3,108	3,173
Total assets	228,131	157,548
Total current liabilities	308	153
Total liabilities	18,553	13,953
Net assets	**209,578**	**143,595**
Equity		
Issued capital	210,796	142,105
Share-based payments reserve	2,090	1,994
Retained earnings/(accumulated losses)	(3,308)	(504)
Total equity	**209,578**	**143,595**

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

The parent entity has entered into cross guarantees in relation to the debts of its subsidiaries.

Contingent liabilities

The parent entity had no contingent liabilities as at 30 June 2025 and 30 June 2024.

Capital commitments – Property, plant and equipment

The parent entity had no capital commitments for property, plant and equipment as at 30 June 2025 and 30 June 2024.

Material accounting policy information

The accounting policies of the parent entity are consistent with those of Atturra Group, as disclosed in note 1, except for the following:

- Investments in subsidiaries are accounted for at the fair value of the shares issued during the IPO process, which was $0.50 per share, less any impairment, in the parent entity.
- Investments in associates are accounted for at cost, less any impairment, in the parent entity.
- Dividends received from subsidiaries are recognised as other income by the parent entity and its receipt may be an indicator of an impairment of the investment.

Note 34. Business combinations

Acquisition during the year 30 June 2025

Exent Holdings Pty Ltd

On 15 July 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Atturra Advisory Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Exent Holdings Pty Ltd (Exent) and its controlled entity, an advisory and consulting firm specialising in business transformation in technology and data.

The maximum total purchase consideration is $8,214,000. $6,000,000 was settled on completion in cash. A working capital adjustment of $214,000 was settled in cash in October 2024. There was an additional earn-out/post-completion consideration of up to $2,000,000 in cash subject to Exent achieving in FY25 performance hurdles. As the FY25 performance hurdles were not achieved, this earn-out/post-completion consideration is not payable.

The transaction was completed on 31 July 2024.

The acquired business contributed revenue of $7,260,000 and profit after tax of $674,000 to Atturra Group from 1 August 2024 to 30 June 2025. If the acquisition occurred on 1 July 2024, the full year contributions would have been revenue of $8,044,000 and profit after tax of $619,000, respectively. The goodwill of $4,392,000 relates predominantly to the key management, specialised know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition.

Details of the acquisition are as follows:

	Fair value $'000
Cash and cash equivalents	1,132
Trade receivables	937
Contract assets	222
Other current assets	248
Property, plant and equipment	24
Right-of-use assets	660
Intangible assets – Customer relationships	1,594
Deferred tax asset	123
Trade and other payables	(1,654)
Income tax payable	47
Provision for annual leave	(225)
Related party receivables	7
Provision for long service leave	(51)
Provision for bonus	(104)
Lease liability	(660)
Deferred tax liability	(478)
Net assets acquired	1,822
Goodwill	4,392
Acquisition-date fair value of the total consideration transferred	**6,214**
Representing:	
Cash paid or payable to vendor	6,000
Cash paid for working capital adjustment	214
	6,214
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred	6,214
Less: cash and cash equivalents	(1,132)
Net cash used	**5,082**

Chrome Consulting Pty Ltd

On 22 November 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Anatas Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Chrome Consulting Pty Ltd (Chrome), an award-winning OpenText partner delivering enterprise content management (ECM) advice.

The maximum total purchase consideration is $7,465,000. $4,000,000 was settled on completion in cash and $1,000,000 in Atturra Ltd shares (934,491 shares were issued at an issue price of $1.07). There is additional earn-out/post completion consideration of up to $2,465,000 in cash subject to Chrome achieving performance hurdles based on audited EBITDA targets for FY25 and FY26. The probability-adjusted present value of the earn-out/post completion consideration is $2,123,000.

The transaction was completed on 29 November 2024.

The acquired business contributed revenue of $3,748,000 and profit after tax of $302,000 to Atturra Group from 30 November 2024 to 30 June 2025. If the acquisition occurred on 1 July 2024, the full year contributions would have been revenue of $6,680,000 and profit after tax of $986,000, respectively. The goodwill of $6,736,000 relates predominantly to the key management, specialised know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition.

The values identified in relation to the acquisition of Chrome are provisional as at 30 June 2025 as permitted by AASB 3 *Business Combination*s. Any true ups required to fair value of the total consideration transferred and the fair value of assets and liabilities taken on will be reflected as at 31 December 2025.

Details of the acquisition are as follows:

	Fair value $'000
Cash and cash equivalents	1,314
Trade and other receivables	796
Other current assets	1,222
Property, plant and equipment	23
Deferred tax asset	177
Trade and other payables	(227)
Payroll liabilities	(127)
Current tax liabilities	(262)
Contract liabilities	(1,753)
Annual leave	(231)
Long service leave	(143)
Net assets acquired	789
Goodwill	6,736
Acquisition-date fair value of the total consideration transferred	**7,525**
Representing:	
Cash paid on completion	4,000
Cash paid for working capital adjustment	402
Atturra Limited shares issued to vendor	1,000
Contingent consideration	2,123
	7,525
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred	7,525
Less: cash and cash equivalents	(1,314)
Less: contingent consideration	(2,122)
Less: shares issued by Company as part of consideration	(1,000)
Net cash used	**3,089**

Morgan Holdco Limited (Plan B)

On 2 December 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Cirrus Networks Holdings Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Morgan Holdco Limited (Plan B) and its controlled entities, a leading cloud, network connectivity, data centre and managed services provider.

The maximum total purchase consideration is $23,533,000. $19,443,000 was settled on completion in cash. There is an additional earn-out/post-completion consideration of $3,438,000 that was paid in cash on 21 July 2025 due to Plan B achieving the audited EBITDA target for the period ending 31 March 2025.

The transactions was completed on 30 November 2024.

The acquired business contributed revenue of $18,265,000 and profit after tax of $519,000 to Atturra Group from 1 December 2024 to 30 June 2025. If the acquisition occurred on 1 July 2024, the full year contributions would have been revenue of $37,722,000 and profit after tax of $1,576,000, respectively. The goodwill of $16,862,000 relates predominantly to the key management, specialised know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition.

The values identified in relation to the acquisition of Plan B are provisional as at 30 June 2025 as permitted by AASB 3 *Business Combinations*. Any true ups required to fair value of the total consideration transferred and the fair value of assets and liabilities taken on will be reflected as at 31 December 2025.

Details of the acquisition are as follows:

	Fair value $'000
Cash and cash equivalents	1,520
Trade and other receivables	2,807
Other current assets	1,096
Property, plant, and equipment	5,073
Intangible assets - Software	110
Right-of-use assets	8,433
Deferred tax asset	380
Other non-current assets	315
Trade and other payables	(3,531)
Other Current liabilities	(1,572)
Income tax payable	(88)
Lease liability	(8,433)
Hire purchase liabilities	(1,337)
Net assets acquired	4,773
Goodwill	16,862
Acquisition-date fair value of the total consideration transferred	**21,635**
Representing:	
Cash paid on completion	19,443
Cash paid for working capital adjustment	91
Contingent consideration	3,438
Hire purchase liabilities assumed	(1,337)
	21,635
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred	21,635
Add: Hire purchase liabilities assumed	1,337
Less: cash and cash equivalents	(1,520)
Less: contingent consideration	(3,438)
Net cash used	**18,014**

Brooks Investment Partners Pty Ltd (ComActivity)

On 5 December 2024, Atturra Limited announced to the ASX that a wholly owned subsidiary, Galaxy42 Group Pty Ltd, had entered into a binding sale and purchase agreement to acquire 100% of the shares in Brooks Investment Partners Pty Ltd (ComActivity) and its controlled entities, a leading provider of innovative manufacturing solutions based on Infor's M3 product suite.

The maximum total purchase consideration is $13,000,000. $9,000,000 was settled on completion in cash. There is an additional earn-out/post-completion consideration of up to $4,000,000 in cash subject to ComActivity achieving performance hurdles based on audited EBITDA targets for FY25 and FY26. The probability-adjusted present value of the earn-out/post completion consideration is $2,499,000.

The transaction was completed on 31 December 2024.

The acquired business contributed revenue of $5,124,000 and profit after tax of $623,000 to Atturra Group from 1 January 2025 to 30 June 2025. If the acquisition occurred on 1 July 2024, the full year contributions would have been revenue of $11,715,000 and profit after tax of $193,000, respectively. The goodwill of $8,994,000 relates predominantly to the key management, specialised know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition.

The values identified in relation to the acquisition of ComActivity are provisional as at 30 June 2025 as permitted by AASB 3 *Business Combinations*. Any true ups required to fair value of the total consideration transferred and the fair value of assets and liabilities taken on will be reflected as at 31 December 2025.

Details of the acquisition are as follows:

	Fair value $'000
Cash and cash equivalents	214
Trade and other receivables	2,887
Current tax assets	439
Other current assets	86
Property, plant, and equipment	41
Intangible assets – Software	168
Deferred tax asset	355
Trade and other payables	(874)
Contract liabilities	(261)
Bonus provision	(111)
Annual leave provision	(838)
Long service leave provision	(235)
Other current liabilities	(244)
Deferred tax liabilities	(12)
Net assets acquired	1,615
Goodwill	8,994
Acquisition-date fair value of the total consideration transferred	**10,609**
Representing:	
Cash paid on completion	9,000
Cash received for working capital adjustment	(890)
Contingent consideration	2,499
	10,609
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred*	10,609
Less: cash and cash equivalents	(214)
Less: contingent consideration	(2,499)
Net cash used	**7,896**

Project Delivery Services LLC (Kitepipe)

On 10 March 2025, Atturra Limited announced to the ASX that a wholly owned subsidiary, Atturra North America Inc, has simultaneously entered into and completed a Membership Interest Purchase Agreement to acquire the membership interests of Project Delivery Services LLC (Kitepipe), an award-winning Boomi partner in the US with full platform suite expertise.

The maximum total purchase price consideration is $10,000,000. $4,593,000 was settled on completion in cash. There is a holdback amount of $396,000 which will be paid to the vendor 18 months after completion. There is additional earn-out/post-completion consideration of up to $5,020,000 in cash subject to Kitepipe achieving performance hurdles based on audited EBITDA targets for March 2025 to December 2025, contract value target, sales target, and key employee retention. The probability-adjusted present value of the earn-out/post completion consideration and the holdback amount is $3,359,000.

The transaction was completed on 7 March 2025.

The acquired business contributed revenue of $2,495,000 and loss after tax of $13,000 to Atturra Group from 8 March 2025 to 30 June 2025. If the acquisition occurred on 1 July 2024, the full year contributions would have been revenue of $8,346,000 and profit after tax of $219,000, respectively. The goodwill of $6,789,000 relates predominantly to the key management, specialised know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition.

The values identified in relation to the acquisition of Kitepipe are provisional as at 30 June 2025 as permitted by AASB 3 *Business Combinations*. Any true ups required to fair value of the total consideration transferred and the fair value of assets and liabilities taken on will be reflected as at 30 June 2026.

Details of the acquisition are as follows:

	Fair value $'000
Cash and cash equivalents	631
Trade receivables	722
Contract assets	73
Other current assets	57
Right-of-use assets	78
Intangible assets – Customer relationships	519
Intangible assets – Software	56
Intangible assets – Brand	34
Trade payables	(518)
Contract liabilities	(435)
Employee benefits	(140)
Lease liability	(86)
Deferred tax liabilities	(128)
Net assets acquired	863
Goodwill	6,789
Acquisition-date fair value of the total consideration transferred	**7,652**
Representing:	
Cash paid on completion	4,593
Cash received for working capital adjustment	(300)
Contingent consideration	3,359
	7,652
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred	7,652
Less: cash and cash equivalents	(631)
Less: contingent consideration	(3,359)
Net cash used	**3,662**

DalRae Solution Pty Ltd

On 2 June 2025, Atturra Limited announced to the ASX that a wholly owned subsidiary, Atturra PHC Pty Ltd, has completed the acquisition of DalRae Solutions Pty Ltd (DalRae) and its controlled entity, a premier SAP partner delivering cutting-edge expertise in SAP's Business Technology Platform (BTP), S/4HANA, and SAP's Clean Core methodologies.

The maximum total purchase price consideration is $20,000,000. $2,823,000 was settled on completion in cash. There is additional earn-out/post-completion consideration of up to $15,200,000 in cash subject to DalRae achieving performance hurdles based on audited EBITDA targets for the calendar years of 2025 to 2027 and key employee retention. The probability-adjusted present value of the earn-out/post completion consideration is $4,792,000.

The transaction was completed on 31 May 2025.

The acquired business contributed revenue of $474,000 and loss after tax of $108,000 to Atturra Group from 8 March 2025 to 30 June 2025. If the acquisition occurred on 1 July 2024, the full year contributions would have been revenue of $9,287,000 and loss after tax of $1,316,000, respectively. The goodwill of $9,367,000 relates predominantly to the key management, specialised know-how of the workforce, employee relationships, competitive position and service offerings that do not meet the recognition criteria as an intangible asset at the date of acquisition.

The values identified in relation to the acquisition of DalRae are provisional as at 30 June 2025 as permitted by AASB 3 *Business Combinations*. Any true ups required to fair value of the total consideration transferred and the fair value of assets and liabilities taken on will be reflected as at 30 June 2026.

Details of the acquisition are as follows:

	Fair value $'000
Cash and cash equivalents	(119)
Trade receivables	970
Other current assets	61
Trade payables	(1,289)
Contract liabilities	(268)
Income tax payable	(289)
Employee benefits	(287)
Other liabilities	(340)
Borrowing	(191)
Net liabilities acquired	(1,752)
Goodwill	9,367
Acquisition-date fair value of the total consideration transferred	**7,615**
Representing:	
Cash paid on completion	2,823
Contingent consideration	4,792
	7,615
Cash used to acquire business, net of cash acquired:	
Acquisition-date fair value of the total consideration transferred	7,615
Less: cash and cash equivalents	119
Less: contingent consideration	(4,792)
Net cash used	**2,942**

Accounting policy for business combinations

The acquisition method of accounting is used to account for business combinations regardless of whether equity instruments or other assets are acquired.

The consideration transferred is the sum of the acquisition-date fair values of the assets transferred, equity instruments issued, or liabilities incurred by Atturra Group to former owners of the acquiree and the amount of any non-controlling interest in the acquiree. For each business combination, the non-controlling interest in the acquiree is measured at either fair value or at the proportionate share of the acquiree's identifiable net assets. All acquisition costs are expensed as incurred to profit or loss.

On the acquisition of a business, Atturra Group assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic conditions, Atturra Group's operating or accounting policies and other pertinent conditions in existence at the acquisition-date.

Where the business combination is achieved in stages, Atturra Group remeasures its previously held equity interest in the acquiree at the acquisition-date fair value and the difference between the fair value and the previous carrying amount is recognised in profit or loss.

Contingent consideration to be transferred by Atturra Group is recognised at the acquisition-date fair value. Subsequent changes in the fair value of the contingent consideration classified as an asset or liability, after the acquisition date, is recognised in profit or loss. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

The difference between the acquisition-date fair value of assets acquired, liabilities assumed and any non-controlling interest in the acquiree and the fair value of the consideration transferred and the fair value of any pre-existing investment in the acquiree is recognised as goodwill. If the consideration transferred and the pre-existing fair value is less than the fair value of the identifiable net assets acquired, being a bargain purchase to Atturra Group, the difference is recognised as a gain directly in profit or loss by Atturra Group on the acquisition-date, but only after a reassessment of the identification and measurement of the net assets acquired, the non-controlling interest in the acquiree, if any, the consideration transferred and Atturra Group's previously held equity interest in the acquiree.

Business combinations are initially accounted for on a provisional basis. Atturra Group retrospectively adjusts the provisional amounts recognised and also recognises additional assets or liabilities during the measurement period, based on new information obtained about the facts and circumstances that existed at the acquisition-date. The measurement period ends on either the earlier of (i) 12 months from the date of the acquisition or (ii) when Atturra Group receives all the information possible to determine fair value.

Note 35. Interests in subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiary in accordance with the accounting policy described in note 1:

Name	Principal place of business/ Country of incorporation	Ownership interest 30 June 2025 %	Ownership interest 30 June 2024 %
Anatas Pte Ltd	Singapore	100.00	100.00
Anatas Pty Ltd	Australia	100.00	100.00
Atturra Advisory Group Pty Ltd (Previously Noetic Group Pty Ltd)*	Australia	100.00	100.00
Atturra Asia Ltd	Hong Kong	100.00	100.00
Atturra Holdings Pty Ltd*	Australia	100.00	100.00
Atturra Limited (United Kingdom)	United Kingdom	100.00	100.00
Atturra North America Inc	United States of America	100.00	–
Atturra Operations Pty Ltd	Australia	100.00	100.00
Atturra Personnel Pty Ltd	Australia	100.00	100.00
Atturra Personnel (NZ) Pty Ltd	New Zealand	100.00	–
Atturra Services Pty Ltd (Previously FTS Resourcing Pty Ltd)	Australia	100.00	100.00
Boab Energy Pty Ltd**	Australia	100.00	100.00
Brooks Investment Partners Pty Ltd	Australia	100.00	–
Chartsmart Consulting Pty Ltd	Australia	100.00	100.00
Chrome Consulting Pty Ltd	Australia	100.00	–
Cirrus Networks (ACT) Pty Ltd	Australia	100.00	100.00
Cirrus Networks (Canberra) Pty Ltd	Australia	100.00	100.00
Cirrus Networks (Victoria) Pty Ltd	Australia	100.00	100.00
Cirrus Networks (WA) Pty Ltd	Australia	100.00	100.00
Cirrus Networks Holdings Pty Ltd	Australia	100.00	100.00
ComActivity (NZ) Pty Ltd	Australia	100.00	–
ComActivity Pty Ltd	Australia	100.00	–
Connexxion Pty Ltd*	Australia	100.00	100.00
Cubic Consulting Pty Ltd	Australia	100.00	100.00
DalRae Solutions Pty Ltd	Australia	100.00	–
D'Alrae Solutions NZ Limited	New Zealand	100.00	–
ESAM Consultants Pty Ltd	Australia	100.00	100.00
Exent Holdings Pty Ltd	Australia	100.00	–
Exent Pty Ltd	Australia	100.00	–
Foundation Technology Services Pty Ltd	Australia	100.00	100.00
FTS Data & AI Pty Ltd*	Australia	100.00	100.00
FTS NHC Pty Ltd*	Australia	100.00	100.00

Name	Principal place of business/ Country of incorporation	Ownership interest 30 June 2025 %	Ownership interest 30 June 2024 %
FTS Nominees Pty Ltd*	Australia	100.00	100.00
FTS PHC Pty Ltd*	Australia	100.00	100.00
FTS VHC Pty Ltd*	Australia	100.00	100.00
FTSG Pty Ltd*	Australia	100.00	100.00
Galaxy 42 Group Pty Ltd*	Australia	100.00	100.00
Galaxy 42 Pty Ltd	Australia	100.00	100.00
Hammond Street Developments Pty Ltd	Australia	100.00	100.00
Hayes Information Systems and Communications Pty Ltd	Australia	100.00	100.00
Kettering NZ Limited	New Zealand	100.00	100.00
Kettering Professional Services Pty Ltd	Australia	100.00	100.00
Kobold Group Pty Ltd	Australia	100.00	100.00
L7 Solutions Pty Ltd**	Australia	100.00	100.00
Mentum Systems Pty Ltd	Australia	100.00	100.00
Morgan Bidco Limited	New Zealand	100.00	–
Morgan Holdco Limited	New Zealand	100.00	–
Noetic Solutions Pty Ltd	Australia	100.00	100.00
Plan B-Australia Pty Limited	Australia	100.00	–
Plan B Limited	New Zealand	100.00	–
Project Delivery Services LLC	United States	100.00	–
Regional IT Newcastle Pty Ltd	Australia	100.00	100.00
Sabervox Pty Ltd	Australia	100.00	100.00
SME Gateway Pty Ltd	Australia	100.00	100.00
Techtonics Group Limited	New Zealand	100.00	100.00
The Somerville Group Pty Ltd	Australia	100.00	100.00
Veritec Pty Ltd	Australia	100.00	100.00

* Dormant during the year.

** Dormant during the year. Deregistered during the year.

Note 36. Interests in associates

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

Name	Principal place of business/ Country of incorporation	Ownership interest 30 June 2025 %	Ownership interest 30 June 2024 %
Protegic Pty Ltd	Australia	49.00	49.00

Summarised financial information

	30 June 2025 $'000	30 June 2024 $'000
Summarised statement of financial position		
Current assets	962	975
Non-current assets	1,147	1,151
Total assets	2,109	2,126
Current liabilities	1,130	605
Total liabilities	1,130	605
Net assets	**979**	**1,521**
Summarised statement of profit or loss and other comprehensive income		
Revenue	4,980	5,430
Expenses	(5,494)	(5,797)
Loss before income tax	(514)	(367)
Other comprehensive income	–	–
Total comprehensive income	**(514)**	**(367)**

Contingent liabilities

There were no contingent liabilities at 30 June 2025 and 30 June 2024.

Note 37. Deed of cross guarantee

The parent entity and some of its subsidiaries are party to a deed of cross guarantee under which each company guarantees the debts of the others. No deficiencies of assets exist in any of these subsidiaries.

The following entities are party to a deed of cross guarantee under which each company guarantees the debts of the others:

Atturra Holdings Pty Ltd
FTS VHC Pty Ltd
Veritec Pty Ltd
Hammond Street Developments Pty Ltd

By entering into the deed, the wholly-owned entities have been relieved from the requirement to prepare financial statements and Directors' report under Corporations Instrument 2016/785 issued by the Australian Securities and Investments Commission.

The above companies represent a 'Closed Group' for the purposes of the Corporations Instrument, and as there are no other parties to the deed of cross guarantee that are controlled by Atturra Limited, they also represent the 'Extended Closed Group'.

he statement of profit or loss and other comprehensive income and statement of financial position are substantially the same as the Atturra Group and therefore have not been separately disclosed.

Statement of profit or loss and other comprehensive income	30 June 2025 $'000	30 June 2024 $'000
Profit after income tax	7,226	8,602
Total comprehensive income for the year	**7,226**	**8,602**

Statement of financial position	30 June 2025 $'000	30 June 2024 $'000
Total current assets	9,896	13,981
Total assets	86,005	124,987
Total current liabilities	11,019	13,112
Total liabilities	101,969	148,177
Net assets	**(15,964)**	**(23,190)**
Equity		
Dividend paid	(11,184)	(11,184)
Retained earnings	(4,780)	(12,006)
Total equity	**(15,964)**	**(23,190)**

Note 38. Reconciliation of profit after income tax to net cash from operating activities

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Profit after income tax expense for the year	9,098	9,731
Adjustments for:		
Depreciation and amortisation	9,659	6,432
Make good provision	(28)	(311)
Gain on lease variation	(299)	(73)
Gain on disposal of non-current assets	50	(46)
Interest on deferred consideration	598	–
Net loss on deferred considerations	(200)	52
Gain on bargain purchase	–	(347)
Share-based payments	1,742	1,086
Share of profit – associates	–	(116)
Change in operating assets and liabilities:		
Decrease/(increase) in trade and other receivables	2,283	(22,573)
Decrease/(increase) in inventories	1,207	(853)
Decrease/(increase) in deferred tax assets	436	(660)
Increase in contract assets	(15,106)	(317)
Increase in trade and other payables	1,726	16,941
Increase in provision for income tax	456	1,174
Increase in other provisions	3,084	1,724
Net cash from operating activities	14,706	11,844

Note 39. Non-cash investing and financing activities

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Additions to the right-of-use assets	1,111	1,296
Shares issued under employee share plan	1,360	–
Shares issued in relation to business combinations	1,000	15,549
	3,471	**16,845**

Note 40. Earnings per share

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Profit after income tax	9,098	9,731
Non-controlling interest	–	53
Profit after income tax attributable to the owners of Atturra Limited	**9,098**	**9,784**

	Number	Number
Weighted average number of ordinary shares used in calculating basic earnings per share	350,224,722	272,472,290
Adjustments for calculation of diluted earnings per share:		
Performance rights over ordinary shares	6,588,299	5,431,482
Weighted average number of ordinary shares used in calculating diluted earnings per share	**356,813,021**	**277,903,772**

	Cents	Cents
Basic earnings per share	2.60	3.59
Diluted earnings per share	2.55	3.52

Accounting policy for earnings per share

Basic earnings per share

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

Diluted earnings per share

Diluted earnings per share adjusts the figures used in the determination of basic earnings per share to take into account the after-income tax effect of interest and other financing costs associated with dilutive potential ordinary shares and the weighted average number of additional ordinary shares that would have been outstanding assuming conversion of all dilutive potential ordinary shares.

Note 41. Share-based payments

Atturra Limited has two incentive schemes in place, namely the Long-Term Incentive Plan (**LTIP**) and Exempt Employee Share Plan (**EESP**).

Long-Term Incentive Plan

Atturra Limited established a LTIP to align the interests of eligible employees with shareholders through the sharing of a personal interest in the future growth and development of the Atturra Limited. A total of 1,757,058 performance rights and 562,500 retention rights have been granted to the CEO (Stephen Kowal) under the LTIP. Other executives have been granted a total of 4,211,518 performance rights under the LTIP. Further details of the valuation methodology are set out in the significant accounting policies note.

The fair value of Stephen Kowal's performance rights was determined using the Monte Carlo option pricing model.

The fair value of Stephen Kowal's retention rights was determined using the Black-Scholes pricing model.

The fair value of performance rights granted to other executives under the LTIP has been determined be the Atturra Limited share price at the date of issue. No dividend assumptions have been taken into account during the date of record due to the future growth strategy of Atturra Group.

Exempt Employee Share Plan

Atturra Limited has also established an EESP to align the interests of eligible employees of Atturra Group with shareholders. Nil share have been issued under the Share Plan as at 30 June 2025 (2024: 374,227).

Set out below are summaries of the performance rights granted under the plans:

Long-term incentive plan	Number of performance rights 30 June 2025
Outstanding at the beginning of the financial year	5,707,238
Additions during the financial year	5,094,305
Exercised during the financial year	(1,558,000)
Expired/forfeited during the financial year	(2,712,460)
Outstanding at the end of the financial year	**6,531,083**
Exercisable at the end of the financial year	**–**

30 June 2025

Grant date	Date of record	Exercise price	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other	Balance at the end of the year
22/12/2021	31/12/2024	$0.00	375,000	–	–	(375,000)	–
22/12/2021	31/12/2025	$0.00	375,000	–	–	(375,000)	–
29/04/2022	01/11/2024	$0.00	1,691,000	–	(1,558,000)	(133,000)	–
28/07/2022	01/11/2025	$0.00	182,910	–	–	–	182,910
29/07/2022	01/11/2025	$0.00	684,132	–	–	(109,170)	574,962
07/10/2022	15/12/2025	$0.00	311,307	–	–	–	311,307
07/10/2022	15/12/2026	$0.00	311,307	–	–	–	311,307
13/10/2023	15/12/2026	$0.00	222,222	–	–	–	222,222
13/10/2023	15/12/2027	$0.00	222,222	–	–	–	222,222
21/10/2023	01/11/2026	$0.00	1,332,138	–	–	(248,815)	1,083,323
21/10/2024	15/12/2027	$0.00	–	345,000	–	–	345,000
21/10/2024	15/12/2028	$0.00	–	345,000	–	–	345,000
21/10/2024	21/10/2025	$0.00	–	140,000	–	–	140,000
21/10/2024	21/10/2026	$0.00	–	180,000	–	–	180,000
21/10/2024	25/10/2027	$0.00	–	242,500	–	–	242,500
25/10/2024	01/11/2027	$0.00	–	3,841,805	–	(1,471,475)	2,370,330
			5,707,238	5,094,305	(1,558,000)	(2,712,460)	6,531,083

The weighted average remaining contractual life of performance rights outstanding at the end of the financial year was 3 years.

30 June 2024

Grant date	Date of record	Exercise price	Balance at the start of the year	Granted	Exercised	Expired/ forfeited/ other	Balance at the end of the year
22/12/2021	31/12/2024	$0.00	375,000	–	–	–	375,000
22/12/2021	31/12/2025	$0.00	375,000	–	–	–	375,000
29/04/2022	01/11/2024	$0.00	1,691,000	–	–	–	1,691,000
28/07/2022	01/11/2024	$0.00	182,910	–	–	–	182,910
29/07/2022	01/11/2024	$0.00	1,302,762	–	–	(618,630)	684,132
07/10/2022	31/12/2025	$0.00	311,307	–	–	–	311,307
07/10/2022	31/12/2026	$0.00	311,307	–	–	–	311,307
13/04/2023	31/12/2025	$0.00	60,000	–	–	(60,000)	–
13/10/2023	15/12/2026	$0.00	–	222,222	–	–	222,222
13/10/2023	15/12/2027	$0.00	–	222,222	–	–	222,222
21/10/2023	01/11/2026	$0.00	–	1,462,477	–	(130,339)	1,332,138
			4,609,286	1,906,921	–	(808,969)	5,707,238

The weighted average remaining contractual life of performance rights outstanding at the end of the financial year was 2.85 years (2024: 3.00 years).

For the 690,000 performance rights granted during the current financial year to Stephen Kowal (two tranches of 345,000 shares), the valuation model inputs used to determine the fair value at the grant date, are as follows:

Grant date	Date of record	Share price at grant date	Exercise price	Expected volatility	Dividend yield	Risk-free interest rate	Fair value at grant date
21/10/2025	15/12/2027	$0.80	$0.00	45.00%	–	3.85%	$0.420
21/10/2025	15/12/2028	$0.80	$0.00	45.00%	–	3.85%	$0.419

For the 562,500 retention rights granted during the current financial year to Stephen Kowal (three tranches of 140,000 shares, 180,000 shares and 242,500 shares), the valuation model inputs used to determine the fair value at the grant date are as follows:

For the performance rights granted during the current financial year, the valuation model inputs used to determine the fair value at the grant date, are as follows:

Grant date	Expiry date	Share price at grant date	Exercise price	Expected volatility	Dividend yield	Risk-free interest rate	Fair value at grant date
21/10/2025	21/10/2025	$0.80	$0.00	45.00%	–	3.85%	$1.115
21/10/2025	21/10/2026	$0.80	$0.00	45.00%	–	3.85%	$1.115
21/10/2025	21/10/2027	$0.80	$0.00	45.00%	–	3.85%	$1.115

Herbert To was granted 50,000 performance rights on 25 October 2024. The sole performance condition is continued employment with the Atturra Group until 1 November 2027. The fair value was determined using Atturra Limited's share price of $1.15 at the grant date.

Set out below is a summary of the share-based payment expense for the financial year:

	Consolidated	
	30 June 2025 $'000	30 June 2024 $'000
Long-Term Incentive Plan – Key management personnel	442	169
Long-Term Incentive Plan – Other Executives	1,300	917
	1,742	**1,086**

Accounting policy for share-based payments

Equity-settled share-based compensation benefits are provided to employees. The LTIP is for executives and Directors and the EESP is for all other eligible employees.

Equity-settled transactions are awards of shares, options or performance rights over shares, that are provided to employees in exchange for the rendering of services.

The cost of equity-settled transactions are measured at fair value on grant date.

The cost of equity-settled transactions are recognised as an expense with a corresponding increase in equity over the vesting period. The cumulative charge to profit or loss is calculated based on the grant date fair value of the award, the best estimate of the number of awards that are likely to vest and the expired portion of the date of record. The amount recognised in profit or loss for the period is the cumulative amount calculated at each reporting date less amounts already recognised in previous periods.

Market conditions are taken into consideration in determining fair value. Therefore, any awards subject to market conditions are considered to vest irrespective of whether or not that market condition has been met, provided all other conditions are satisfied.

If the non-vesting condition is within the control of Atturra Group or employee, the failure to satisfy the condition is treated as a cancellation. If the condition is not within the control of Atturra Group or employee and is not satisfied during the vesting period, any remaining expense for the award is recognised over the remaining vesting period, unless the award is forfeited.

If equity-settled awards are cancelled, it is treated as if it has vested on the date of cancellation, and any remaining expense is recognised immediately. If a new replacement award is substituted for the cancelled award, the cancelled and new award is treated as if they were a modification.

Note 42. Events after the reporting period

On 31 July 2025, Atturra Limited announced to the ASX that a wholly owned subsidiary, Cirrus Networks Holdings Pty Ltd, is to acquire the business of Blue Connections Pty Ltd (Blue Connections), a leading managed services provider and systems integrator. The maximum total purchase consideration is $25,500,000, with $18,000,000 payable upfront in cash and up to $7,500,000 for earn out/post-completion consideration, subject to Blue Connections achieving performance hurdles for FY26 and FY27, and retention of key staff. The acquisition is expected to complete on or around 31 August 2025, subject to the satisfaction of conditions precedent in the SPA, including obtaining change-of-control consents required under Blue Connections' material contracts.

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

Consolidated Entity Disclosure Statement

As at 30 June 2025

Atturra Limited Consolidated entity disclosure statement as at 30 June 2025.

Entity name	Entity type	Place formed/ Country of incorporation	Ownership interest %	Tax Residency (Australian or Foreign)	Tax Residency (Foreign Jurisdiction)
Atturra Limited	Body corporate	Australia	100.00%	Australian	N/A
Anatas Pte Ltd	Body Corporate	Singapore	100.00%	Australian	N/A
Anatas Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Atturra Advisory Group Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
Atturra Asia Ltd	Body Corporate	Hong Kong	100.00%	Australian	N/A
Atturra Holdings Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
Atturra Limited (United Kingdom)	Body Corporate	United Kingdom	100.00%	Australian	N/A
Atturra North America Inc	Body Corporate	United States of America	100.00%	Australian	N/A
Atturra Operations Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Atturra Personnel Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Atturra Personnel (NZ) Ltd	Body Corporate	New Zealand	100.00%	Australian	N/A
Atturra Services Pty Ltd (Previously FTS Resourcing Pty Ltd)	Body Corporate	Australia	100.00%	Australian	N/A
Boab Energy Pty Ltd**	Body Corporate	Australia	100.00%	Australian	N/A
Brooks Investment Partners Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Chartsmart Consulting Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Chrome Consulting Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Cirrus Networks (ACT) Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Cirrus Networks (Canberra) Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Cirrus Networks (Victoria) Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Cirrus Networks (WA) Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Cirrus Networks Holdings Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Connexxion Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
ComActivity (NZ) Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
ComActivity Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Cubic Consulting Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
DalRae Solutions Pty Ltd	Body Corporate	Australia	100.00%	Australia	N/A
D'Alrae Solutions NZ Limited	Body Corporate	New Zealand	100.00%	Australian	N/A
ESAM Consultants Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Exent Holdings Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Exent Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Foundation Technology Services Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
FTS Data & AI Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
FTS NHC Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A

Consolidated Entity Disclosure Statement

Entity name	Entity type	Place formed/ Country of incorporation	Ownership interest %	Tax Residency (Australian or Foreign)	Tax Residency (Foreign Jurisdiction)
FTS Nominees Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
FTS PHC Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
FTS VHC Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
FTSG Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
Galaxy 42 Group Pty Ltd*	Body Corporate	Australia	100.00%	Australian	N/A
Galaxy 42 Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Hammond Street Developments Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Hayes Information Systems and Communications Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Kettering NZ Limited	Body Corporate	New Zealand	100.00%	Australian	N/A
Kettering Professional Services Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Kobold Group Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
L7 Solutions Pty Ltd**	Body Corporate	Australia	100.00%	Australian	N/A
Mentum Systems Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Morgan Holdco Limited	Body Corporate	New Zealand	100.00%	Foreign	New Zealand
Morgan Bidco Limited	Body Corporate	New Zealand	100.00%	Foreign	New Zealand
Noetic Solutions Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Plan B-Australia Pty Limited	Body Corporate	Australia	100.00%	Australian	N/A
Plan B Limited	Body Corporate	New Zealand	100.00%	Foreign	New Zealand
Project Delivery Services LLC	Body Corporate	United States of America	100.00%	Australian	N/A
Regional IT Newcastle Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Sabervox Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
SME Gateway Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Techtonics Group Limited	Body Corporate	New Zealand	100.00%	Australian	N/A
The Somerville Group Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A
Veritec Pty Ltd	Body Corporate	Australia	100.00%	Australian	N/A

* Dormant as at year end.

** Dormant as at year end. Deregistered during the year.

Directors' Declaration

In the Directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements;
- the attached financial statements and notes comply with International Financial Reporting Standards Accounting Standards as issued by the International Accounting Standards Board as described in note 1 to the financial statements;
- the attached financial statements and notes give a true and fair view of Atturra Group's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that Atturra Limited will be able to pay its debts as and when they become due and payable.
- at the date of this declaration, there are reasonable grounds to believe that the members of the Extended Closed Group will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee described in note 37 to the financial statements; and
- the information disclosed in the attached consolidated entity disclosure statement is true and correct.

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

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

On behalf of the Directors

Shan Kanji
Chairman
27 August 2025

Independent Auditor's Report

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Independent Auditor's Report to the Members of Atturra Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Atturra 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 statements, including material accounting policy information, 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:

(a) 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 then ended; and

(b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

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

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

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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.

Key Audit Matter	How we addressed the Key Audit Matter
Business Combinations – Note 34	
The Group acquired the following entities during the year: • Exent Holdings Pty Ltd and its Controlled Entities • Chrome Consulting Pty Ltd • Morgan Holdco Limited and its Controlled Entities (T/A: Plan B) • Brooks Investment Partners Pty Ltd and its Controlled Entities (T/A: ComActivity) • Project Delivery Services LLC • DalRae Solutions Pty Ltd The accounting for the acquisition of a business is complex. Australian Accounting Standards require the Group to identify all assets, liabilities and contingent liabilities of the acquired businesses and estimate the fair value at the date of acquisition. The acquisitions were a key audit matter because they are significant transactions to the Group, and the Group made significant judgements when accounting for the acquisitions, including the measurement of separately identifiable intangible assets and the measurement of contingent consideration.	We critically analysed the Group's business combinations supporting documentation to ensure its appropriateness with AASB 3: *Business Combinations*, including performing the following procedures: a) reviewed purchase agreements to understand the key terms and conditions of the transactions. b) assessed the determination of accounting acquirer and whether the transactions constituted a business combination. c) obtained the purchase price allocation prepared by an independent valuer and, using a valuation expert to assist us, evaluated the reasonability of estimates and judgements used within the fair value assessment. d) agreed the amount of the purchase consideration paid and/or payable to the transaction agreement, bank statements and ASX notices. Where there was contingent consideration, we assessed the appropriateness of management's assumptions in measuring the fair value of the consideration. e) assessed the reasonableness of the note disclosures in the financial statements.
Goodwill – Note 15	
Goodwill is required by Australian Accounting Standards to be tested annually for impairment at the Cash Generating Unit (CGU) level. The Group performed an impairment assessment of goodwill by calculating the value in use for each CGU using discounted cash flow models. Management's impairment assessments involve significant judgement, particularly in forecasting future cash flows, determining appropriate discount rates and terminal growth assumptions, and allocating goodwill to CGUs. Given the inherent estimation uncertainty in these assumptions, small changes could have a material impact on the impairment outcome. Due to the	We critically analysed management's supporting documentation, including performing the following procedures: a) assessed whether the Group's identification of CGUs was consistent with our knowledge of the operations, internal reporting lines and level of integration of the acquired businesses. b) discussed and evaluated management's basis for using the significant assumptions and inputs used in the value in use model, and challenged its appropriateness.

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materiality of the balance and the highly judgemental nature of the impairment assessment, goodwill was considered to be a key audit matter.	c) tested the significant assumptions used by management including discount rates and growth rates by comparing to observable market data, having components reviewed with the assistance of a valuation expert and reviewing performance against approved budgets. d) checked the mathematical and historical accuracy of the forecasts. e) interrogated the value in use model using different inputs as a means to perform sensitivity analysis. f) evaluated the reasonableness of the note disclosures in the financial statements.
Revenue – Note 4	
Revenue is material to the financial statements and disaggregated across multiple entities. There are also six separate revenue streams, each recognised differently under AASB 15. Revenue recognition is also inherently subject to the risk of fraud and cut-off errors, particularly around year end. The combination of multiple recognition methods, large transaction volumes, and the risk of error or fraud meant that revenue recognition was considered to be a key audit matter.	We performed the following audit procedures amongst others: a) evaluated management's processes and controls relating to the recording and recognition of revenue. b) evaluated the Group's approach to revenue recognition in light of the requirements of the Australian Accounting Standards. c) performed substantive analytical procedures based on expectations derived from external industry data to understand the movement in revenue streams outside said expectations. d) performed test of controls on a sample of revenue transactions, and confirm the effectiveness of internal controls. e) performed detailed testing on a sample of revenue transactions, and agreed transactions to supporting evidence. f) evaluated the reasonableness of the Group's disclosure on revenue in the financial statements.

Other Information

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

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

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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 (other than the consolidated entity disclosure statement) 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:

(a) the financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and

(b) 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 have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of

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our auditor’s report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the Group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our auditor’s report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the Remuneration Report

Opinion on the Remuneration Report

We have audited the remuneration report included in pages 21 to 30 of the directors’ report for the year ended Atturra Limited.

In our opinion, the remuneration report of Atturra 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.

Crowe Audit Australia

Crowe Audit Australia

Ash Pather
Senior Partner

27 August 2025
Sydney

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Shareholder Information

The shareholder information set out below was applicable as at 6 August 2025.

Distribution of equitable securities

Analysis of number of quoted and unquoted equitable security holders by size of holding:

	Performance rights			Ordinary shares		
	Number of holders	Units	% of total shares issued	Number of holders	Units	% of total shares issued
1 to 1,000	-	-	-	254	166,045	0.04
1,001 to 5,000	-	-	-	546	1,458,831	0.39
5,001 to 10,000	-	-	-	247	1,840,027	0.49
10,001 to 100,000	45	2,502,336	38.31	447	11,981,207	3.17
100,001 and over	11	4,028,747	61.69	76	362,364,913	95.91
Total	**56**	**6,531,083**	**100.00**	**1,570**	**377,811,023**	**100.00**

Holding less than a marketable parcel	82	27,111

Shareholder Information

Equity security holders

Twenty largest quoted equity security holders

The names of the twenty largest security holders of quoted equity securities are listed below:

	Ordinary shares	
	Number held	% of total shares issued
DRIFTWOOD IT PTY LIMITED	115,724,809	30.63
263 FINANCE PTY LIMITED	95,470,647	25.27
J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	67,912,903	17.98
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	14,646,471	3.88
UBS NOMINEES PTY LTD	8,384,990	2.22
263 FINANCE PTY LTD	7,000,000	1.85
CITICORP NOMINEES PTY LIMITED	6,314,612	1.67
YAZARSKIA PTY LIMITED	6,103,626	1.62
SWK FAMILY PTY LIMITED	5,072,943	1.34
MR ANDRIS BALMAKS	2,957,405	0.78
PETER JAMES MURPHY	2,931,985	0.78
INFOGATE PTY LTD	2,801,130	0.74
MICROEQUITIES ASSET MANAGEMENT PTY LTD <MICROEQTS NANOCAP NO 11 A/C>	2,296,562	0.61
MERB INVESTMENTS PTY LTD	1,911,113	0.51
CPU SHARE PLANS PTY LTD <ATA EST UNALLOCATED A/C>	1,462,085	0.39
VINMAN NOMINEES PTY LTD <THE VINMAN A/C>	1,275,000	0.34
MCNYGHT PTY LTD	1,176,471	0.31
STUART ALTHAUS RETIREMENT PTY LTD	1,030,283	0.27
MAYHAM PTY LTD	1,000,987	0.26
263 FINANCE PTY LIMITED	959,697	0.25
	346,433,719	**91.69**

Unquoted equity securities

There are 6,531,083 unquoted Performance Rights on issue.

There is 1 holder who holds 20% or more unquoted equity securities.

Shareholder Information

Substantial holders

As at 6 August 2025, the following shareholders have disclosed a substantial shareholder notice to the ASX.

	Ordinary shares		
	Number held	% of total shares issued	Date of notice
Shan Kanji, combined holdings of Driftwood IT Pty Ltd and 263 Finance Pty Ltd	219,155,153	57.42%	12 March 2025
Microequities Asset Management Pty Ltd, combined holdings of Microequities Asset Management Pty Ltd and JP Morgan Chase Bank	23,469,045	7.50%	29 August 2024

Voting rights

The voting rights attached to ordinary shares are set out below:

Ordinary Shares

On a show of hands every member present at a meeting in person or by proxy shall have one vote and upon a poll each share shall have one vote.

Performance Rights

There are no voting rights attached to Performance Rights.

Corporate Governance

The Company's Corporate Governance Statement as at 30 June 2025 as approved by the Board can be viewed at https://investors.atturra.com/governance/

Stock Exchange on which the Company's Securities are Quoted

The Company's listed equity securities are quotes on the Australian Securities Exchange.

Securities subject to voluntary escrow

Of the 377,811,023 shares on issue, 1,758,021 shares are subject to voluntary escrow and will be released from voluntary escrow as follows:

- 823,530 shares to be released from voluntary escrow on 3 October 2025
- 467,246 shares to be released from voluntary escrow on 3 March 2026
- 467,245 shares to be released from voluntary escrow on 3 March 2027

On-market buy-back

An on-market share buy-back was commenced in April 2025 and has to date purchased 3,857,054 shares for a total consideration of circa $2.98 million.

Review of Operations

A review of operations is contained in the Directors Report.

Annual General Meeting

As advised to the ASX on 18 August 2025 , the Annual General Meeting of the Company is scheduled for Tuesday, 14 October 2025.

Corporate Directory

Directors	Shan Kanji Stephen Kowal Nicole Bowman Jonathan Rubinsztein
Company secretary	Kunal Shah
Registered office	Level 33, Aurora Place 88 Phillip Street Sydney NSW 2000
Principal place of business	Level 2 10 Bond Street Sydney NSW 2000 Telephone +61 2 9657 0999
Share register	Computershare Investor Services Pty Limited 6 Hope St Ermington NSW 2115
Auditor	Crowe Audit Australia Level 24, 1 O'Connell St Sydney NSW 2000
Solicitors	HWL Ebsworth Level 14, Australia Square 264 – 278 George Street Sydney NSW 2000
Bankers	Westpac Banking Corporation
Stock exchange listing	Atturra Limited shares are listed on the Australian Securities Exchange (ASX code: ATA)
Website	atturra.com

Business objectives

In accordance with Listing Rule 4.10.19 Atturra Limited confirms that Atturra Group has been utilising the cash and assets in a form readily convertible to cash that it held at the time of its admission to the Official List of ASX since its admission to the end of the reporting period in a way that is consistent with its business objectives.

Corporate Governance Statement

Atturra Limited and the Board are committed to achieving and demonstrating the highest standards of corporate governance, Atturra Limited has reviewed its corporate governance practices against the Corporate Governance Principles and Recommendations (4th Edition) published by the ASX Corporate Governance Council.

Atturra Group's Corporate Governance Statement, which sets out the corporate governance practices that were in operation during the financial year and identifies and explains any Recommendations that have not been followed and ASX Appendix 4G are released to the ASX on the same day the Annual Report is released. The Corporate Governance Statement and Corporate Governance Compliance Manual can be found on Atturra Limited's website at https://investors.atturra.com/governance/.