A / F LEGAL

AF Legal Group Ltd

and its controlled entities
ABN 82 063 366 487

Appendix 4E

For the financial year ended
30 June 2025

The following information should be read in conjunction with the attached Annual Report.

Results for announcement to the market

Key information	2025 $'000	2024 $'000	% Change
Revenue from ordinary activities	27,604	21,862	26%
Profit/(Loss) after tax from ordinary activities	725	1,600	(55%)
Profit/(Loss) after tax from ordinary activities attributable to owners	102	962	(89%)

Refer to Chair's Report and Directors Report in the Annual Report and separate results announcement and presentation for commentary on the results.

Earnings per share	2025 cents	2024 cents	% Change
Basic earnings per share (cents)	0.11	1.17	(106%)
Diluted earnings per share (cents)	0.11	1.13	(102%)

Refer to Note 9 for further information on earnings per share calculations

Dividends

Dividends were paid during the year to the shareholders of Withnall Cavanagh & Co Pty Ltd on 100 shares on issue as follows:

- at $5,000 per share, the total dividend being $500,000 paid out to shareholders:
  - AF Legal Pty Ltd $255,000
  - Non-controlling interests $245,000

- At $9,000 per share, the total dividend being $900,000 paid out to shareholders:
  - AF Legal Pty Ltd $459,000
  - Non-controlling interests $441,000

- At $5,160 per share, the total dividend being $516,000 paid out to shareholders:
  - AF Legal Pty Ltd $263,160
  - Non-controlling interests $252,840

Net tangible assets per share (cents)	2025	2024	% Change
Net tangible assets per share (cents)[1]	3.20	6.22	(49%)

1 The net tangible assets per share presented above is inclusive of right of use assets and lease liabilities.

Control Gained or Lost over Entities in the Year

The Company did not incorporate any new entities, but did change two existing registered entity names in association with the business combination detailed in note 25 of the Annual Report. These new names are correctly reflected in the Consolidated Entity Disclosure Statement.

Status of Audit

The report is based on consolidated financial statements for year ended 30 June 2025 which have been audited by PKF Brisbane Audit.

Annual General Meeting

The Company advises that its Annual General Meeting will be held on Thursday, 27 November 2025. The time and other details relating to the meeting will be advised in the Notice of Meeting, which will be sent to all shareholders and released to the ASX.

In accordance with ASX listing rules, the Company will accept valid nominations for the election of directors up until **5pm AEST on Thursday, 9 October 2025.**

A / F LEGAL

ANNUAL REPORT

for the financial year ended 30 June 2025

AF Legal Group Ltd

and its controlled entities
ABN 82 063 366 487

Contents

Chair's Report

Dear Shareholders,

I am pleased to present the 2025 Annual Report for AF Legal Group Ltd ("AF Legal") and its controlled entities (together the "Group") for the year ending 30 June 2025.

2025 was a year of significant and positive change for AF Legal which included the acquisition of Armstrong Legal's Criminal & Family Law practices and launch of the armstronglegal.com.au website in October 2024. This built upon the 2024 acquisition of Armstrong Contested Wills & Estates ("ACWE").

2025 delivered our highest ever revenue of $27.6 million, up $5.9 million or 27% on FY24 and the company delivered normalised NPBT attributable to the owners of the AF Legal Group Ltd of $1.4 million, up 77% on the prior year (FY24: $0.8 million).

During FY25 several one-off expenses and charges adversely impacted statutory profit. These one-off expenses and charges totalled $1.501 million and included: business acquisition costs relating to the second Armstrong Legal acquisition ($0.145m); legal defence fees ($1.088m); and the first of our new practice management and document management systems (Project Titan) expenses ($0.268m).

The circumstances of the legal defence fees outlined in previous ASX announcements involved two separate matters, one of which was settled during the year. The remaining matter relates to an ongoing regulatory investigation but does not involve any claim for damages.

Project Titan costs are expensed as incurred, and it is anticipated that FY26 should see a further $1.2 million in costs in order to go live and conclude this project creating more margin efficiencies.

During FY25 we undertook our second Great Place to Work survey which saw our internal team member approval metric rise from a relatively low 53% in mid-2023 to a pleasing 84% in October 2024. We promote that we are a "Great Place to Work" and is strong confirmation of the positive internal perception of our transition into an organisation that is people-first and practice-led.

Since the acquisition of the Armstrong Legal Criminal division, which was solely NSW based, we have subsequently recruited lawyers to lead us in Victoria, Queensland and the ACT, so we look forward to solid growth prospects from this division as we grow it geographically. Armstrong Legal Contested Wills & Estates is similarly growing their teams within their existing geographical footprint, and revenue in their first comparable period, being Q4 FY25, grew at 14%.

With our recent years acquisition related activity, this was a period of consolidation and organic growth. Rather than opening new office locations in Family Law, we have initiated a serviced office presence in both Geelong (VIC) and Cockburn (WA). There remains potential for significant organic growth through the expansion of our teams in all existing locations. The board and executive continue to identify and consider suitable merger and acquisition opportunities.

We continue to develop our team members with a further 20 promotions announced in June-July 2025. Our development focus remains paramount, driven by our desire to present achievable and rewarding career pathways to our team members. The quality of those pathways differentiates us from most competitors in the areas of law in which we practice.

In a positive trend for our growth, we continue to see efficiencies as we increase scale with leads increasing by 46% year on year and cost per lead decreasing by 23%. Close to 26,000 people reached out to us for advice during FY25. This was due to an increase in our SEO driven lead capability through the acquisition of the Armstrong Legal website and increasing leads from organic traffic on the websites of our suite of family law brands. Organic appointments saw an increase of 9% across our family law practices and 257% including Armstrong Legal (non-comparable).

Chair's Report

It was also very encouraging to see the quality of our people reflected in over 822 5-star Google reviews across the group and NPS scores which continue to trend above industry benchmarks. We have cemented our place as industry thought leaders with regular commentary in The Australian, Financial Review, major dailies and ABC as experts in the areas of family law, contested estates and criminal law. We continue to lead the way in personal legal services nationally with over 155 mentions by key media in FY25 along with the highly successful launch of our brand alignment with the internationally award recognised "Millie" film.

We have established considerable revenue momentum during financial year 2025 and this continues to build in the early stages of FY26. This momentum will enhance our ability to deliver on our growth strategy throughout 2026 and beyond. We are focussed on profitable revenue growth and increasing margins through operational leverage. This will come through continued commitment to our highly valued team members and through the ongoing provision of an exceptional experience to our clients.

Yours sincerely,

Rick Dennis
Non-Executive Chair

Directors Report

The Directors of AF Legal Group Ltd (the "Company") submit herewith the Financial Report of the Company, and its controlled entities (referred to herein as the "Group") for the financial year ended 30 June 2025.

To comply with the provisions of the Corporations Act 2001, the Directors report as follows:

Discussion on results

Earnings

Net profit after tax attributable to the owners of AF Legal Group Ltd ("NPAT attributable") for the financial year ended 30 June 2025, including the part year contribution from the second Armstrong Legal ("AL2") acquisition (acquired 28 October 2024), and the full year contribution from the first Armstrong Legal deal ("AL1") from 2 April 2024 was $0.1 million (FY24: profit of $1.0 million)

Key elements within the result include:

Revenues

Group Revenue at $27.6 million increased by 27% from the comparative period, assisted by the revenue arising from both Armstrong Legal acquisitions. Average Weekly Revenue for Q4 was $605k per week, a new high for our organisation (H1 FY25 $489k & FY24 $417k) showing strong signs of building momentum.

Net profit before tax attributable to the owners of AF Legal Group Ltd ("NPBT attributable")

Group NPBT attributable for the financial year was a profit of $0.1 million (FY24: NPBT attributable profit of $0.6 million).

The second half of FY25 saw several one-off expenses and charges, primarily relating to Project Titan and legal defence costs which adversely impacted our results, and these have been adjusted into our Normalised NPBT attributable result of $1.4 million.

These one-off expenses and charges for the year included:

Business acquisition costs – AL2	$0.145 million
Project Titan	$0.268 million
Legal Defence Costs	$1.088 million
Total FY25 Normalising Adjustments	**$1.501 million**
Total FY25 Normalising Adjustments (Attributable to Owners)	**$1.318 million**

Normalised Net profit before tax attributable to the owners of AF Legal Group Ltd ("Normalised NPBT attributable")

Normalised Group NPBT attributable for the financial year was a profit of $1.4 million (FY24: NNPBT attributable profit of $0.8 million).

$'000	FY25	FY24	FY23	FY22	FY21
Revenue*	**27,602**	**21,661**	**18,881**	**16,983**	**11,009**
Average Weekly Revenue [AWR] (excl.	**531**	**417**	**363**	**327**	**212**
AWR Growth on prior Qtr or HY					
AWR Growth on pcp					
Growth on prior FY	*27%*	*15%*	*11%*	*54%*	
NPBT	**896**	**1,476**	**(7,556)**	**295**	**(495)**
NPBT attributable to the owners of AF Legal Group Limited	**64**	**607**	**(8,256)**	**(43)**	**(495)**
Normalisation adjustments**	1,501	174	8,415	31	584
Normalised NPBT	**2,397**	**1,650**	**859**	**326**	**89**
Normalised NPBT attributable to the owners of AF Legal Group Limited	**1,382**	**781**	**159**	**(13)**	**89**

$'000	FY25	Q4 FY5	Q3 FY25	Q2 FY25	Q1 FY25	FY24	H2 FY24	H1 FY24	Q2 FY24	Q1 FY24	FY23
Revenue*	**27,602**	7,870	7,026	6,425	6,281	**21,661**	**10,951**	**10,710**	5,167	5,543	**18,881**
Average Weekly Revenue [AWR] (excl. disbursements)	**531**	656	585	494	483	**417**	**421**	**412**	397	426	**363**
AWR Growth on prior period		*12%*	*9%*	*2%*	*4%*		*2%*	*7%*	*(7%)*	*10%*	
AWR Growth on pcp		*30%*	*43%*	*24%*	*13%*		*9%*	*21%*	*18%*	*25%*	
Growth on prior FY	*27%*					*15%*					*11%*
NPBT	**896**	(284)	545	(32)	667	**1,476**	**483**	**993**	434	559	**(7,556)**
NPBT attributable to the owners of AF Legal Group Limited	**64**	(393)	250	(155)	362	**607**	**97**	**510**	154	356	**(8,256)**
Normalisation adjustments**	1,501	951	103	447		174	174				8,415
Normalised NPBT	**2,397**	667	648	415	667	**1,650**	**657**	**993**	434	559	**859**
Normalised NPBT attributable to the owners of AF Legal Group Limited	**1,382**	469	352	199	362	**781**	**271**	**510**	154	356	**159**

** Q4 FY24 Revenue and AWR figures exclude any "other income" that has been normalised. Revenue numbers exclude disbursements. Remaining profit numbers factor in total revenue without exclusions.*

***Normalisation adjustments are as disclosed above for FY25, FY24. FY23, FY22 and FY21 normalisation adjustments are as previously declared adjusted for the impact of the FY22 Executive Bonuses which impacted the H1 FY23 result. Additionally, all pre FY23 normalisation has been standardised in line with our current practice (since FY23),and now excludes any previous normalising of share-based payments.*

**** Phasing adjustments are corrections for minor timing errors found during the final round of extensive balance sheet and financial report reviews which took place progressively over H2 FY23 following the appointment of Chris McFadden as CFO.*

The above clearly displays the business is building momentum on sustained profitable growth, with five consecutive profitable halves of Normalised NPBT attributable level. The two and a half years covering H2 FY23 and FY25 have delivered a normalised NPBT attributable profit of $2.8 million. This represents a significant turnaround on the normalised NPBT attributable loss of ($0.4 million) for the previous two and a half years covering FY21 to end of H1 FY23.

Project Titan normalisations are expected to continue until project go live expected before H1 FY26 at the latest. The FY25 profitable improvements following the two recent Armstrong Legal acquisitions has started to deliver the planned additional revenue and scale, allowing us to better leverage our relatively fixed central cost base. We remain committed to this strategy as initially presented back on 1 March 2024 and as updated in our half year investor presentation for FY25.

Statement of financial position

Net assets at $9.8 million were down by $0.2 million on the prior year (FY24: $10.0 million) reflecting the net impact of additional borrowings related to the AL2 acquisition.

Noteworthy year on year balance sheet movements include:

- Cash balance down by $0.1 million – refer to Cash Flow comments below
- Trade & Other Receivables increased by $1.5 million (16%) despite a 27% increase in revenue and reflective of payment timing being more end of matter arrangements but recoverable.

  - A full and thorough review of all debtors and WIP balances was performed again during the year with any non-recoverable amounts identified and written off against the provision
  - The provision was then adjusted by $0.2 million to reflect the updated Debtors position assessed at the end of FY25
- Intangibles increased by $2.6m including Goodwill and Brand/Website indefinite intangibles from the AL2 acquisition
- Trade & Other Payables increased by $1.5 million primarily due to the impact of the cost of the larger team and increased revenue and associated ATO payables following two recent AL acquisitions and also some normalised legal defence costs and Project Titan costs
- Borrowings increased $2.9 million to fund AL2 acquisition ($2.3 million) and additional borrowings of $0.8 million to fund various payments relating to normalisation costs ($1.5 million) made during FY25.

Cash Flow

Operating cash flow for the full year was an inflow of $2.9 million (2024: inflow of $0.5 million) predominately due to the 27% increase in revenue and only a 9% increase in debtors27% increase in revenue

The overall outflow from investing activities of $3.6 million was primarily due to the acquisition of AL2 ($2.5 million) and payments made in relation to the deferred consideration for both Kordos ($0.3 million) and the first earn out for AL1 acquisition deal ($0.4 million). Additionally, there were increases in fixed assets ($0.4 million) predominantly related to new offices and additional IT expenditure.

The overall inflow from financing activities of $0.6 million was primarily due to borrowings of $2.9 million and partly offset by the payment of lease liabilities ($1.4 million) and dividend payments to non-controlling interests ($0.9 million).

Overall, this delivered a net minor cash outflow for FY25 of $0.1 million.

Directors

Mr Rick Dennis

Non-Executive Chair
BCom, LLB, CA

Rick was appointed as an independent Non-Executive Chair on 1 July 2022.

Rick is a business executive with over 35 years' experience in financial and corporate advisory working across global markets. Rick is a chartered accountant and is qualified in law and commerce.

Rick has a career with Ernst & Young spanning over 30 years and held several senior roles including Queensland Managing Partner, Oceania COO, Asia-Pacific CFO and Deputy COO. He also sat on the Asia-Pacific executive.

Rick is currently non-executive Chair of ASX listed Energy Resources of Australia Limited, Motorcycle Holdings Limited, and non-executive director of Apiam Animal Health Limited, Cettire Limited and Step One Clothing Limited.

Dr Sarah Kelly OAM

Non-Executive Director
***PhD, MBA, LLB (Hons), BCom (University of Qld), AICD** – resigned effective 1 January 2025*

Sarah was appointed as an independent Non-Executive Director on 30 August 2021.

Serving on a range of corporate, government and not-for-profit boards, across a variety of sectors since 2013, Sarah is a highly respected and accomplished business leader and company director and is Professor and Head of the QUT Graduate School of Business. She has over 30 years of commercial experience, including as a commercial lawyer, strategy consultant and researcher.

Sarah currently serves as a non-executive director on several boards, including as Deputy Chair of the Brisbane Lions AFL Football Club, Deputy Chair Tourism and Events Qld, and as a Director on the Brisbane 2032 Games Organising Committee. She is the Queensland Chapter Leader for the Minerva Network, a national social enterprise concerned with providing mentoring by c-suite women to professional sportswomen.

In 2021, she was awarded an Order of Australia Medal for service to tertiary education and sports administration.

Sarah was a Non-Executive Director of ASX listed MSL Solutions between March 2022 and February 2023.

Directors - continued

Mr Peter Johns

Non-Executive Director
BEcon, LLB (Hons) (University of Qld)

Peter was appointed as a Non-executive Director on 15 November 2022.

Peter is a director and majority owner of Westferry Investment Group. He has been a fund manager since 2016 and currently runs The Westferry Fund which has over $20m invested primarily in small companies.

Prior to this Peter spent 15 years practising as a lawyer in Australia and the UK, in both private practice and the public sector. This culminated in his role as Counsel Assisting the Qld State Coroner which saw him oversee investigations and appear at inquests into numerous complex matters.

Peter is currently a non-executive Director of NSX listed Dawney & Co Limited and former ASX listed East 72 Holdings Limited (delisted 2023).

Ms Emma Fredericks

Emma was appointed as an independent Non-Executive Director on 1 January 2025.

Emma has over 25 years of experience holding executive and board roles in diverse industries including legal and accounting professional services firms. She has versatile commercial insights and expertise spanning audit, corporate finance, strategic partnerships and collaborations, governance, risk management and strategy. Emma has a Bachelor of Commerce degree, completed her Chartered Accountant qualification during her career at EY, together with the AICD course with Brisbane City Council.

Emma currently serves as a non-executive director on several boards and advisory committees, including not-for-profit Brisbane Powerhouse and Queensland Government Department of CDSB (Customer Services, Open Data, Small and Family Business).

Executive

Mr Chris McFadden

Chief Executive Officer
FCPA, GAICD, B.Bus (Accounting)

Chris was appointed as the CEO on 1 July 2023 after his initial appointment to the Group as Interim CFO/COO in November 2022. He has over 25 years of extensive experience in finance, operations, and corporate governance making him a respected figure in the business community, with a reputation for delivering results and creating sustainable business growth.

Throughout his career, Chris has held senior leadership roles in both listed and private companies, in a number of companies including listed entities Ashley's Services Group, Ross Human Directions, and Woolworths.

Chris's management style is characterised by calmness and a sense of humour, inspiring teams to excel and fostering a work environment based on mutual respect and trust.

Ms Stace Boardman

Chief Financial Officer / Chief Operating Officer
CPA, B.Bus (ProfAcc)

Stace was appointed to the Group executive team 29 July 2019 and is currently the CFO/COO. Stace is a seasoned CPA with over 20 years of finance and operations experience, including 15 years in law firms. She has worked with senior and executive management both nationally and internationally across various sectors.

Stace is responsible for the firm's day-to-day operational management and strategic development, focusing on client relationships, team and financial performance, and system and process improvement.

Her leadership, marked by a strong emphasis on people development and operational efficiency, ensures that the firm continues to thrive while creating a supportive environment for both clients and team members.

Company Secretary

Ms Stephanie So
Company Secretary
BCom, LLB, Grad Dip CA, FGIA

Stephanie was appointed as Company Secretary on 11 June 2024.

Stephanie has over 13 years of governance experience working with private, public and listed companies across a number of industries, and has significant expertise in company secretarial, board and corporate governance matters. Stephanie was previously a principal listings adviser at the ASX where she had extensive involvement in the oversight of listed entities and specialised in ASX Listing Rules compliance including policy and development, initial public offerings, capital raisings and other corporate transactions.

Stephanie is dual qualified in law and commerce and is a Fellow of the Governance Institute of Australia.

Meetings of Directors

The Board of Directors of AF Legal Group Ltd ("Company") and its controlled entities ("Group") are responsible for the overall management of the Group, including guidance as to strategic direction, ensuring best corporate governance practice and oversight of management.

The following table sets out the number of Directors' meetings held during the financial year and the number of meetings attended by each director.

Director	Board		Audit and Risk Committee		Nominations and Remuneration Committee	
	Eligible to Attend*	Attended	Eligible to Attend*	Attended	Eligible to Attend*	Attended
Rick Dennis	6	6	2	2	1	1
Sarah Kelly	4	4	1	1	1	1
Peter Johns	6	6	2	2	1	1
Emma Fredericks	2	2	1	1	0	0

** Represents the number of meetings held during the period which the relevant Director was appointed.*

Outside of formal Board meetings, the Board meets on a regular basis to review potential opportunities and make decisions on operational matters.

Dividends

Dividends were paid during the year to the shareholders of Withnall Cavanagh & Co Pty Ltd on 100 shares on issue as follows:

- at $5,000 per share, the total dividend being $500,000 paid out to shareholders:
  - AF Legal Pty Ltd $255,000
  - Non-controlling interests $245,000

- At $9,000 per share, the total dividend being $900,000 paid out to shareholders:
  - AF Legal Pty Ltd $459,000
  - Non-controlling interests $441,000

- At $5,160 per share, the total dividend being $516,000 paid out to shareholders:
  - AF Legal Pty Ltd $263,160
  - Non-controlling interests $252,840

Environmental Regulations

The Group's operations are not subject to any significant environmental Commonwealth or State regulations or laws.

Indemnification of Directors and Officers

The Group has given an indemnity or entered into an agreement to indemnify, or paid or agreed to pay insurance premiums as follows:

- except as may be prohibited by the *Corporations Act 2001* every Director and Officer of the Company shall be indemnified out of the property of the Company against any liability incurred by him or her in his or her capacity as Director or Officer of the Company or any related corporation in respect of any act or omission whatsoever and howsoever occurring or in defending any proceedings, whether civil or criminal.

The insurance premiums relate to:

- any loss for which the Directors and Officers may not be legally indemnified by the Company arising out of any claim, by reason of any wrongful act committed by them in their capacity as a Director or Officer of the Company or any related corporation, first made against them jointly or severally during the year of insurance; and
- indemnifying the Company against any payment which it has made and was legally permitted to make arising out of any claim, by reason of any wrongful act, committed by any Director or Officer in their capacity as a Director or Officer of the Company or any related corporation, first made against the Director or Officer during the period of insurance.

The insurance policy outlined above does not allocate the premium paid to each individual Officer of the Company.

Proceedings on Behalf of the Company

No persons have applied for leave pursuant to s.237 of the *Corporations Act 2001* to bring, or intervene in, proceedings on behalf of AF Legal Group Ltd.

Non-audit Services

The Board of Directors is satisfied that the provision of non-audit services during the year is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001*. The Directors are satisfied that the services disclosed below did not compromise the external auditor's independence.

The following fees for non-audit services were paid / payable to the external auditors or related entities of the external auditors during the year ended 30 June 2025:

	30 June 2025 $'000	30 June 2024 $'000
Taxation compliance service – preparation of tax return and other tax matters	**41**	38
Tax and financial agreed upon procedures	**-**	-
Total	**41**	38

Rounding of Amounts

The Company 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.

Auditor’s Independence Declaration

The auditor’s independence declaration as required under section 307C of the *Corporations Act 2001* is included on page 21 of the Annual Report.

Principal Activities

The Group’s principal activities were the provision of legal services, currently specialising in family and relationship law and also in contested wills and estates and criminal law. The Group provides advice to clients in respect of divorce, separation, property, children’s matters and wills and estates and criminal law together with related and ancillary services such as litigation.

During the financial year the Group’s areas of specialism expanded from the previous family and relationship law and contested wills and estates to now also include criminal law, as a consequence of the second acquisition from Armstrong Legal. The deal also included the acquisition of the Armstrong Legal website/branding.

Significant Changes to the State of Affairs

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

Subsequent Events

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

On behalf of the directors

Rick Dennis
Non-Executive Chair

Remuneration Report (audited)

The Directors of AF Legal Group Ltd present the Remuneration report for the Company and its controlled entities for the year ended 30 June 2025. This report forms part of the Directors' Report and has been audited in accordance with section 300A of the *Corporations Act 2001*. The Report details the remuneration arrangements for the Group's:

- Key management personnel ("KMP") including Executive directors; and
- Non-executive Directors ("NEDs").

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.

The prescribed details for each person covered by this report are detailed below under the following headings:

- key management personnel details;
- principles of compensation;
- details of remuneration;
- service agreements;
- additional disclosures related to key management personnel; and
- additional information.

Key Management Personnel Details

The key management personnel of the Group were identified as the following:

- Mr. Rick Dennis, Non-Executive Chair (appointed 1 July 2022)
- Dr. Sarah Kelly OAM, Non-Executive Director (appointed 30 August 2021, resigned effective 1 January 2025)
- Ms Emma Fredericks, Non-Executive Director (appointed 1 January 2025)
- Mr. Peter Johns, Non-Executive Director (appointed 15 November 2022)
- Mr. Christopher McFadden, Chief Executive Officer (appointed 1 July 2023)
- Ms. Stace Boardman, Chief Financial Officer & Chief Operating Officer (re-appointed 1 July 2023)

The Board and the Remuneration and Nomination Committee assess the appropriateness of the nature and amount of emoluments of such officers on a periodic basis by reference to relevant employment market conditions, with the overall objective of ensuring maximum stakeholder benefit from the retention of a high-quality Board and executive team.

The Board policy for determining the nature and amount of remuneration of Non-executive Directors is agreed by the Board of Directors as a whole. Remuneration for executives is determined by the Board's Remuneration and Nomination Committee. The Board and its Remuneration and Nomination Committee has the right to obtain professional advice, where necessary.

The Group securities trading policy applies to all NEDs and executives. The policy prohibits employees from dealing in AF Legal Group Ltd securities while in possession of material non-public information relevant to the Group.

The Group would consider a breach of this policy as gross misconduct, which may lead to disciplinary action and potentially dismissal.

Principles of Compensation

The Company remunerates its senior executives in a manner that is market competitive and consistent with best practice as well as supporting the interests of shareholders. Consequently, under the Senior Executive Remuneration Policy, and subject to the determination of the Remuneration and Nomination Committee, the remuneration of senior executives may be comprised of the following:

- Fixed salary, including superannuation, that is determined from a review of the market and reflects core performance requirements and expectations.
- A performance cash bonus designed to reward achievement by individuals of performance objectives; and
- Long term incentives in the form of Performance Rights.

Fixed Remuneration

Fixed remuneration consists of base salary, superannuation and other non-monetary benefits and is designed to reward for:

- The scope of the executive’s role;
- The executive’s skills, experience and qualifications; and
- Individual performance.

It is set with reference to comparable roles in similar companies.

Short Term Incentive – Performance Cash Bonus

KMP and other senior management are eligible for an Annual Performance Cash Bonus.

In determining whether or not executives are eligible for a Performance Cash Bonus, the Board and the Remuneration and Nomination Committee review the achievement of both Financial and Non-Financial key performance indicators (“KPIs”) for the financial year compared with executives personal KPIs that had been set for the year.

The achievement of some or all of the KPIs will allow the Remuneration and Nomination Committee to determine the level of Performance Cash Bonus that is paid.

Long-Term Incentive Plan (LTIP)

As approved at the Extraordinary General Meeting (“EGM”) convened on 8 April 2019, and subsequently refreshed this approval at the Annual General Meeting convened on 14 November 2023, AFL has adopted an LTIP to reward and retain employees. Under the rules of the LTIP, the AFL Board has a discretion to offer any of the following awards to senior management, directors or other nominated key employees:

- options to acquire Shares;
- performance rights to acquire Shares; and/or
- Shares, including to be acquired under a limited recourse loan funded arrangement, in each case subject to service-based conditions and/or performance hurdles (collectively, “the Awards”). The terms and conditions of the LTIP are set out in comprehensive rules.

Details of remuneration

2025	Cash salary & fees $'000	Bonus $'000	Superannuation $'000	Shares/ Performance rights $'000	Total $'000
Non-Executive Directors					
Rick Dennis	**70**	**-**	**-**	**-**	**70**
Sarah Kelly	**20**	**-**	**2**	**-**	**22**
Peter Johns	**35**	**-**	**-**	**-**	**35**
Emma Fredericks	**23**	**-**	**-**	**-**	**23**
Other Key Management Personnel	**-**	**-**	**-**	**-**	**-**
Stace Boardman[1]	**304**	**70**	**40**	**-**	**414**
Christopher McFadden[2]	**377**	**105**	**43**	**36**	**561**
Total	**829**	**175**	**85**	**36**	**1,125**

[1]*Stace Boardman FY25 remuneration includes one-time $70.25k bonus in cash*

[2]*Christopher McFadden FY25 remuneration includes $105.25k bonus paid in cash*

2024	Cash salary & fees $'000	Bonus $'000	Superannuation $'000	Shares/ Performance rights $'000	Total $'000
Non-Executive Directors					
Rick Dennis	65	-	-	-	65
Sarah Kelly	36	-	4	-	40
Peter Johns	35	-	-	-	35
Emma Fredericks	-	-	-	-	-
Other Key Management Personnel					
Grant Dearlove[1]	284	-	-	-	284
Stace Boardman[2]	284	48	31	15	378
Christopher McFadden[3]	360	60	46	36	502
Total	**1,064**	**108**	**81**	**51**	**1,304**

[1]*Grant Dearlove continued as a KMP member (Consultant) until the AGM 14 November 2023 with all obligations and payments finalising on 5 March 2024*

[2]*Stace Boardman FY24 remuneration includes one-time $63k bonus ($48k paid in cash, $15k in shares) as agreed in consultancy agreement from FY23*

[3]*Christopher McFadden FY24 remuneration includes $60k bonus paid as per CFO/COO employment agreement from FY23*

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The portion of remuneration linked to performance and the fixed proportion are as follows:

Name	Fixed remuneration		At risk - STI		At risk - LTI	
	2025	2024	2025	2024	2025	2024
Non-Executive Directors						
Rick Dennis	100%	100%	-	-	-	-
Sarah Kelly	100%	100%	-	-	-	-
Peter Johns	100%	100%	-	-	-	-
Emma Fredericks	100%	-	-	-	-	-
Other Key Management Personnel						
Grant Dearlove[1]	-	100%	-	-	-	-
Stace Boardman	83%	83%	-	-	17%	17%
Christopher McFadden	80%	81%	-	-	20%	19%

** Represents remuneration from date of appointment and/or to date of resignation*

[1] Grant Dearlove resigned as a Director on 14 November 2022 but continued as a KMP member (Consultant) in financial year 2023 until 14 November 2023

Service Agreements

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

Name:	**Rick Dennis**
Title:	Non-Executive Chair
Agreement commenced:	1 July 2022
Term of agreement:	None
Details:	Current base remuneration of $70,000, to be reviewed annually by the Nomination and Remuneration Committee. 3-month termination notice by either party.

Name:	**Dr. Sarah Kelly OAM**
Title:	Non-Executive Director
Agreement commenced:	30 August 2021
Agreement ended:	31 December 2024
Term of agreement:	None
Details	Current base remuneration of $45,000, to be reviewed annually by the Nomination and Remuneration Committee. 3-month termination notice by either party. Eligible to participate in the Company's LTIP and STIP subject to KPI achievement.

Name:	**Ms Emma Fredericks**
Title:	Non-Executive Director
Agreement commenced:	1 January 2025
Term of agreement:	None
Details	Current base remuneration of $45,000, to be reviewed annually by the Nomination and Remuneration Committee. 3-month termination notice by either party.

Name:	**Mr. Peter Johns**
Title:	Non-Executive Director
Agreement commenced:	15 November 2022
Term of agreement:	None
Details	Current base remuneration of $35,000 paid as consultancy fees, to be reviewed annually by the Nomination and Remuneration Committee. 3-month termination notice by either party.

Name:	**Christopher McFadden**
Title:	Chief Executive Officer
Agreement commenced:	1 July 2023
Term of agreement:	None
Details:	Current salary of $421,470 including superannuation, to be reviewed annually by the Nomination and Remuneration Committee. 24-week termination notice by employer and 12-week by employee. Defined short-term and long-term incentives on achieving Board approved KPIs subject to approval of Nomination and Remuneration Committee. Restraint period, non-solicitation and non-compete clauses.

Name:	**Stace Boardman**
Title:	Chief Financial Officer & Chief Operating Officer
Agreement commenced:	1 July 2023
Term of agreement:	None
Details:	Current salary of $339,518 including superannuation, to be reviewed annually by the Nomination and Remuneration Committee. 24-week termination notice by employer and 12-week by employee. Defined short-term and long-term incentives on achieving Board approved KPIs subject to approval of Nomination and Remuneration Committee. Restraint period, non-solicitation and non-compete clauses.

Share-based compensation

Issue of shares

A total of 136,364 shares were issued to key management personnel during the year ended 30 June 2025. The 136,364 shares issued to key management personnel were on conversion of service rights.

Name	Issue date	Shares	Issue price
Rani Cohen	9 June 2025	45,455	0.11
Vanessa Hernandez	9 June 2025	90,909	0.11

Performance Rights

The terms and conditions of each grant of performance rights over ordinary shares affecting remuneration of directors and other key management personnel in this financial year or future reporting years are as follows:

Name	Number of options granted	Grant date	Vesting date & exercisable date	Expiry date	Exercise price	Fair value per option at grant date (cents)
Christopher McFadden	1,180,000	01-03-23	30-06-24	01-03-27	-	11.5

Performance rights granted carry no dividend or voting rights.

All performance rights were granted over unissued fully paid ordinary shares in the company. The number of performance rights granted was determined having regard to the satisfaction of performance measures and weightings as described above in the section “Principles of compensation”. Performance rights vest based on the provision of service over the vesting period whereby the executive becomes beneficially entitled to the option on vesting date. Performance rights are exercisable by the holder as from the vesting date. There has not been any alteration to the terms or conditions of the grant since the grant date. There are no amounts paid or payable by the recipient in relation to the granting of such performance rights other than on their potential exercise.

Additional disclosures relating to Key management personnel

Shareholding

The number of shares in the company held during the financial year by each director and other members of key management personnel of the Group, including their personally related parties, is set out below:

Name	Balance at start of the year	Additions	Forfeited /other	Balance at the end of the year
Rick Dennis	-	-	-	-
Peter Johns	13,556,626	1,470,113	-	15,026,739
Emma Fredericks	-	-	-	-
Christopher McFadden	1,666,667	-	-	1,666,667
Stace Boardman	378,178	43,348	-	421,526
	15,601,471	**1,513,461**	**-**	**17,114,932**

Performance Rights

The number of performance rights over ordinary shares in the company held during the financial year by each director and other members of key management personnel of the Group, including their personally related parties, is set out below:

Name	Balance at start of the year	Additions	Exercised/ Other	Balance at the end of the year
Rick Dennis	-	-	-	-
Sarah Kelly	70,000	-	(70,000)	-
Emma Fredericks	-	-	-	-
Peter Johns	-	-	-	-
Christopher McFadden	1,180,000	-	-	1,180,000
Stace Boardman	-	-	-	-
	1,250,000	**-**	**(70,000)**	**1,180,000**

For performance rights granted during the FY23 year, the valuation inputs used to determine the fair value at the grant date, are as follows:

Performance rights	Class G
Grant date	1 March 2023
Milestone date	30 June 2025
Expiry date	1 March 2027
Share price at grant date (cents)	11.5
Exercise price	-
Expected volatility	74%
Dividend yield	-
Risk-free interest rate	4.1%
Fair value at grant date (cents)	11.5
Probability assigned to achieve vesting conditions	100%
Fair value for share-based payment expense (cents)	11.5

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The performance rights granted during the FY23 year will vest if the NPBT attributable target per share is met or exceeded at the applicable milestone date based as follows:

Milestone date	NPBT attributable per share (cents)
30 June 2024	3.0
30 June 2025	3.5
30 June 2026	4.0

- To avoid doubt:
  - The 3.0c per share target is calculated before any deductions are made for either the CEO and/or the CFO/COO’s STI and LTI.
  - This needs to be achieved without including profit from the 49% of Withnalls that the company does not own.
  - It also allows the back out of early losses for new ventures like Wollongong and Gold Coast.

- FY25 hurdle = 3.5c (up 16.7%)
- FY26 hurdle = 4.0c (up 14.3%)

Additional Information

There were no other transactions conducted between the Group and KMP and their related parties other than the above, that were conducted other than in accordance with normal employee relationships on terms not more favourable than are reasonably expected under arm’s length dealings with unrelated persons.

This report is made in accordance with a resolution of Directors, pursuant to section 306(3)(a) of the Corporations Act 2001.

End of Remuneration Report (Audited)

On behalf of the directors

Rick Dennis
28 August 2025

Corporate Governance

AF Legal Group Ltd (the “Company” or “AFL”) is committed to operating effectively and in the best interests of shareholders. The Company had in place appropriate corporate governance policies and practices for the financial year ended 30 June 2025 and has adopted a Corporate Governance Statement which reports against the ASX Corporate Governance Council’s Principles and Recommendations, and this can be accessed at https://aflegal.com.au/corporate-governance/.

Gender Diversity

The Company recognises that people are its most important asset and is committed to the maintenance and promotion of workplace diversity.

A full copy of AFL’s gender diversity policy can be found at https://aflegal.com.au/corporate-governance/.

The Board of Directors has set the measurable target that at least 50% of its staff, and 50% of its Senior Management are female.

The Board is pleased to report that:

- 65% of its management staff are female
- 81% of its fee earning staff are female
- 80% of all of its staff are female
- 33% of its Board are female

Corporate Governance Statement

AF Legal Group Ltd (the “Company” or “AFL”) is committed to operating effectively and in the best interests of shareholders. The Company had in place appropriate corporate governance policies and practices for the financial year ended 30 June 2025 and has adopted a Corporate Governance Statement which reports against the ASX Corporate Governance Council’s Principles and Recommendations and this can be accessed at https://aflegal.com.au/corporate-governance/.

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AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF AF LEGAL GROUP LIMITED

I declare that, to the best of my knowledge and belief, during the year ended Monday, 30 June 2025, there have been no contraventions of:

(a) the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and

(b) any applicable code of professional conduct in relation to the audit.

This declaration is in respect of AF Legal Group Limited and the entities it controlled during the year.

PKF BRISBANE AUDIT

TIM FOLLETT
PARTNER

BRISBANE
28 AUGUST 2025

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

	Note	2025 $'000	2024 $'000
Revenue	3	**27,604**	21,862
Expenses			
Cost of sales		**(30)**	(8)
Employee expenses		**(16,763)**	(13,082)
Administrative expenses	4	**(4,134)**	(3,197)
Other expenses	5	**(4,007)**	(2,441)
Share based payment expense	6	**(48)**	(51)
Depreciation expense		**(1,553)**	(1,214)
Amortisation expense		**(173)**	(393)
Impairment expense	15	**-**	-
Total expenses		**(26,708)**	(20,386)
Profit/(Loss) before income tax		**896**	1,476
Income tax (expense)/benefit	7	**(171)**	124
Profit/(Loss) for the year after income tax		**725**	1,600
Other comprehensive income for the year		**-**	-
Total comprehensive income/(loss) for the year		**725**	1,600
Profit/(Loss) for the year attributable to:			
Non-controlling interest	26	**623**	638
The owners of AF Legal Group Ltd		**102**	962
Total comprehensive income/(loss) for the year attributable to:			
Non-controlling interest		**623**	638
The owners of AF Legal Group Ltd		**102**	962
Total comprehensive income/(loss) for the year		**725**	1,600
Earnings per share for profit/(loss) attributable to the ordinary equity holders of the Company:			
Basic earnings/(loss) per share (cents)	9	**0.11**	1.17
Diluted earnings/(loss) per share (cents)	9	**0.11**	1.13

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

Consolidated Statement of Financial Position
As at 30 June 2025

	Note	2025 $'000	2024 $'000
Assets			
Current assets			
Cash and cash equivalents	10	**2,213**	2,317
Trade and other receivables	11	**11,064**	9,543
Other current assets	12	**1,035**	1,073
Total current assets		**14,312**	12,933
Non-current assets			
Deferred tax assets	8(a)	**2,872**	2,532
Right of use assets	13	**2,984**	3,208
Plant and equipment	14	**816**	743
Intangible assets	15	**6,881**	4,293
Total non-current assets		**13,553**	10,776
Total assets		**27,865**	23,709
Liabilities			
Current liabilities			
Trade and other payables	16	**3,511**	1,985
Current tax liabilities	8(c)	**171**	221
Deferred consideration	17	**375**	625
Lease liabilities	18	**1,330**	981
Employee benefits	21	**1,442**	1,039
Total current liabilities		**6,829**	4,851
Non-current liabilities			
Deferred tax liabilities	8(b)	**2,318**	2,046
Lease liabilities	18	**1,816**	2,334
Deferred consideration	17	**-**	375
Borrowings	19	**6,523**	3,591
Provisions	20	**329**	269
Employee benefits	21	**242**	269
Total non-current liabilities		**11,228**	8,884
Total liabilities		**18,057**	13,735
Net assets		**9,808**	9,974
Equity			
Equity attributable to the owners of AF Legal Group Ltd			
Issued capital	22	**131,622**	131,607
Reserves	23	**96**	276
Accumulated losses		**(122,452)**	(122,767)
Total equity attributable to the owners of AF Legal Group Ltd		**9,266**	9,116
Non-controlling interests	26	**542**	858
Total equity		**9,808**	9,974

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

	Issued share capital	Share based payment reserve	Accumulated losses	Total equity attributable to the owners of AF Legal Group Ltd	Non-controlling interest	Total equity
	$'000	$'000	$'000	$'000	$'000	$'000
Balance at 1 July 2023	**129,873**	**240**	**(123,729)**	**6,384**	**658**	**7,042**
Profit for the year	-	-	962	**962**	638	1,600
Other comprehensive income, net of tax	-	-	-	-	-	-
Total comprehensive income for the year	**-**	**-**	**962**	**962**	**638**	**1,600**
Performance rights converted to ordinary shares (note 22)	-	-	-	**-**	-	-
Issue of performance rights	-	36	-	**36**	-	36
Issue of shares via entitlement offer	1,899	-	-	**1,899**	-	1,899
Cost of entitlement offer	(180)	-	-	**(180)**	-	(180)
Issue of shares to employees	15	-	-	**15**	-	15
Total transactions with owners and other transfers	**1,734**	**36**	**-**	**1,770**	**-**	**1,770**
Dividends paid	-	-	-	**-**	(438)	(438)
Balance at 30 June 2024	**131,607**	**276**	**(122,767)**	**9,116**	**858**	**9,974**

	Issued share capital	Share based payment reserve	Accumulated losses	Total equity attributable to the owners of AF Legal Group Ltd	Non-controlling interest	Total equity
Balance at 1 July 2024	**131,607**	**276**	**(122,767)**	**9,116**	**858**	**9,974**
Profit for the year	-	-	102	**102**	623	725
Other comprehensive income, net of tax	-	-	-	**-**	-	-
Total comprehensive income for the year	**-**	**-**	**102**	**102**	**623**	**725**
Performance rights converted to ordinary shares (note 22)	15	-	(15)	**-**	-	-
Issue of performance rights	-	48	-	**48**	-	48
Lapsed of performance rights	-	(228)	228	**-**	-	-
Issue of shares to employees	-	-	-	**-**	-	-
Total transactions with owners and other transfers	**15**	**(180)**	**213**	**48**	**-**	**48**
Dividends paid	-	-	-	**-**	(939)	(939)
Balance at 30 June 2025	**131,622**	**96**	**(122,452)**	**9,266**	**542**	**9,808**

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	2025 $'000	2024 $'000
Cash flows from operating activities			
Receipts from customers		**26,397**	20,050
Payments to suppliers and employees		**(22,762)**	(19,009)
Net interest paid		**(443)**	(54)
Income tax paid		**(328)**	(442)
Net cash from operating activities	27	**2,864**	545
Cash flows from investing activities			
Payments for purchase of fixed assets		**(413)**	(360)
Payments for business combination	25	**(2,483)**	(2,733)
Payments of deferred consideration		**(625)**	(1,000)
Payments for purchase of intangible assets		**(84)**	(24)
Net cash used in investing activities		**(3,605)**	(4,117)
Cash flows from financing activities			
Proceeds from issue of shares		**-**	1,733
Payment of dividends		**(939)**	(438)
Payments of lease liabilities		**(1,356)**	(1,049)
Net proceeds from/(payments for) borrowings		**2,932**	3,591
Net cash provided by/(used in) financing activities		**637**	3,837
Net increase/(decrease) in cash and cash equivalents		**(104)**	265
Cash and cash equivalents at the beginning of the financial year		**2,317**	2,052
Cash and cash equivalents at the end of the financial year	10	**2,213**	2,317

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

1. Material Accounting Policies

AF Legal Group Ltd (the "Company") is a public company listed on the Australian Securities Exchange (trading under the code "AFL") and its controlled entities (the "Group"), incorporated in Australia and operating in Australia. The Company's ordinary shares are publicly traded on the Australian Securities Exchange.

The separate financial statements of the parent entity, AF Legal Group Ltd, have not been presented within this financial report as permitted by the *Corporations Act 2001*.

The consolidated financial statements were authorised for issue on 29 August 2025 in accordance with a resolution of the Directors of the Company.

New Accounting Standards and Interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the consolidated entity for the annual reporting period ended 30 June 2025. The consolidated entity's assessment of the impact of these new or amended Accounting Standards and Interpretations, most relevant to the consolidated entity, are set out below.

AASB 18 Presentation and Disclosure in Financial Statements
This standard is applicable to annual reporting periods beginning on or after 1 January 2027 and early adoption is permitted. The standard replaces IAS 1 'Presentation of Financial Statements', with many of the original disclosure requirements retained and there will be no impact on the recognition and measurement of items in the financial statements. But the standard will affect presentation and disclosure in the financial statements, including introducing five categories in the statement of profit or loss and other comprehensive income: operating, investing, financing, income taxes and discontinued operations. The standard introduces two mandatory sub-totals in the statement: 'Operating profit' and 'Profit before financing and income taxes'. There are also new disclosure requirements for 'management-defined performance measures', such as earnings before interest, taxes, depreciation and amortisation ('EBITDA') or 'adjusted profit'. The standard provides enhanced guidance on grouping of information (aggregation and disaggregation), including whether to present this information in the primary financial statements or in the notes. The consolidated entity will adopt this standard from 1 July 2027, and it is expected that there will be a significant change to the layout of the statement of profit or loss and other comprehensive income.

Basis of Preparation

This financial report is a general-purpose financial report that has been prepared in accordance with the *Corporations Act 2001*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board ("AASB"). The consolidated financial statements also comply with the International Financial Reporting Standards ("IFRS") issued by the International Accounting Standards Board ("IASB").

The Company is a for-profit entity for financial reporting purposes under Australian Accounting Standards.

Except for cash flow information, the financial statements have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

1. Material Accounting Policies (continued)

The accounting policies and methods of computation adopted in this financial report are consistent with those adopted and disclosed in the Group's annual report for the financial year ended 30 June 2025, unless stated otherwise.

The financial report is presented in Australia dollars and is prepared on a going concern basis.

a) Principles of Consolidation

The consolidated financial statements incorporate the assets, liabilities and results of the entity controlled by AF Legal Group Ltd at the end of the reporting period. Control is achieved when the group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if and only if the group has:

- powers over the investee that give it the ability to direct the relevant activities of the investee,
- exposure, or rights, to variable returns from its involvement with the investee, and
- the ability to use its power over the investee to affect its returns.

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

- the contractual arrangement with the other vote holders of the investee,
- rights arising from other contractual arrangements, and
- the group's voting rights and potential voting rights.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. Where controlled entities have entered or left the group during the year, the financial performance of those entities is included only for the period of the year that they were controlled. Accounting policies of subsidiaries have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the Group.

In preparing the consolidated financial statements, all intragroup balances and transactions between entities in the Group have been eliminated in full.

Non-controlling interest in the results and equity of subsidiaries are shown separately in the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in equity of the consolidated entity. Losses incurred by the consolidated entity are attributed to the non-controlling interest in full, even if that results in a deficit balance.

Where the consolidated entity 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. The consolidated entity 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.

1. Material Accounting Policies (continued)

a) Principles of Consolidation (continued)

Business Combinations

A business combination is accounted for by applying the acquisition method from the date that control is attained. The cost of the acquisition is measured by assessing the fair value of the aggregate consideration transferred at the acquisition date. The acquisition of a business may result in the recognition of goodwill or a gain from a bargain purchase.

When measuring the consideration transferred in the business combination, any asset or liability resulting from a contingent consideration arrangement is also included. Subsequent to initial recognition, contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability is remeasured each reporting period to fair value, recognising any change to fair value in profit or loss. Deferred consideration is a financial liability.

All transaction costs incurred in relation to business combinations, other than those associated with the issue of a financial instrument, are recognised as expenses in profit or loss when incurred.

Goodwill

Goodwill is initially measured at cost less any accumulated impairment losses. Goodwill is calculated as the excess of the sum of:

i. the consideration transferred;

ii. any non-controlling interest; and

iii. the acquisition date fair value of any previously held equity interest; over the fair value of net identifiable assets acquired at acquisition date.

The acquisition date fair value of the consideration transferred for a business combination plus the acquisition date fair value of any previously held equity interest forms the cost of the investment in the separate financial statements.

Goodwill on acquisition of subsidiaries is included in intangible assets. Goodwill on acquisition of associates is included in investments in associates.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. Acquired goodwill is allocated to the Group’s cash generating units that are expected to benefit from the combination, representing the lowest level at which goodwill is monitored for internal management purposes. Goodwill is tested for impairment annually (refer to note 15) for impairment considerations.

1. Material Accounting Policies (continued)

b) Revenue and Other Income

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. The following recognition criteria must be met before revenue is recognised:

Legal fees

This is comprised of revenue from the provision of legal fees in accordance with contracted arrangements. In family law matters, contracts with clients generally comprise a single distinct performance obligation, being the provision of services in the pursuit of a successful claim, and the transaction price is allocated to this single performance obligation. Revenues from these activities are recognised over time being the term of the contracts, based on the level of effort incurred by the Group in providing the services. No revenue is recognised above what is deemed as recoverable. Legal fees consist of billed (receivables) and unbilled (work in progress) revenue.

Interest revenue

Interest revenue is calculated by applying the effective interest rate to the gross carrying amount of a financial asset. Interest revenue is derived from cash at bank.

c) Work In Progress

Work in progress is a contract asset, representing costs incurred and profit recognised on client cases that are in progress and have not yet been invoiced at the end of the reporting date. The recoverability of these amounts is assessed by management and any amounts in excess of the net recoverable value are provided for. Historical experience and knowledge of the client cases has been used to determine the net realisable value of work in progress at balance date and also the classification between current and non-current.

d) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits available on demand with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are reported within short-term borrowings in current liabilities in the Statement of Financial Position.

e) Trade and Other Receivables

Trade and other receivables include amounts due from customers for services performed in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment in accordance with the expected credit loss requirements of AASB 9 Financial Instruments.

1. Material Accounting Policies (continued)

f) Income Tax

The income tax expense/(income) for the year comprises current income tax expense (income) and deferred tax expense (income). Current income tax expense/(income) charged to the profit or loss is the tax payable on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at reporting date. Current tax liabilities (assets) are measured at the amounts expected to be paid to (recovered from) the relevant taxation authority.

Deferred income tax expense reflects movements in deferred tax asset and deferred tax liability balances during the year as well unused tax losses.

Current and deferred income tax expense/(income) is charged or credited directly to equity instead of the profit or loss when the tax relates to items that are credited or charged directly to equity.

Deferred tax assets and liabilities are ascertained based on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax assets also result where amounts have been fully expensed but future tax deductions are available. No deferred income tax will be recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates enacted or substantively enacted at reporting date. Their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

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

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

g) Impairment of Assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested 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. The recoverable amount is the higher of an asset’s fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

1. Material Accounting Policies (continued)

h) Employee Benefits

Short-term employee benefits

Liabilities for wages and salaries and other employee benefits expected to be settled 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

Employee benefits not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date. 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.

Defined contribution superannuation expense

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

Share-based payments

Equity-settled share-based compensation benefits are provided to employees.

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

The cost of equity-settled transactions is measured at fair value on grant date. Fair value is independently determined using the Black-Scholes option pricing model that takes into account the exercise price, the term of the option, the impact of dilution, the share price at grant date, expected price volatility of the underlying share, the expected dividend yield, the risk-free interest rate for the term of the option, together with non-vesting conditions that do not determine whether the Group receives the services that entitle the employees to receive payment. No account is taken of any other vesting conditions.

The cost of equity-settled transactions is 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 vesting period. 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.

1. Material Accounting Policies (continued)

h) Employee Benefits (continued)

Share-based payments (continued)

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 equity-settled awards are modified, as a minimum an expense is recognised as if the modification had not been made. An additional expense is recognised, over the remaining vesting period, for any modification that increases the total fair value of the share-based compensation benefit as at the date of modification.

If the non-vesting condition is within the control of the Group or employee, the failure to satisfy the condition is treated as a cancellation. If the condition is not within the control of the 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, they are treated as if they had 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 are treated as if they were a modification.

i) Provisions

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

j) Trade and Other Payables

Trade payables and other payables are recognised when the Group becomes obliged to make future payments resulting from the purchase of goods and services.

1. Material Accounting Policies (continued)

k) Impairment of Financial Assets

The Group recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the 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 costs 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 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.

l) Intangibles other than Goodwill

Brand

Brand intangible assets have an indefinite useful life and are carried at cost less any impairment losses. Refer note 1(g) for accounting policy on impairment of assets.

Website

Costs associated with website maintenance are recognised as an expense as incurred. Costs that are directly attributable to the design and testing of identifiable and unique website products controlled by the group are recognised as intangible assets when the following criteria are met:

- It is technically feasible to complete the website so that it will be available for use
- Management intends to complete the website and use or sell it
- There is an ability to use or sell the website
- It can be demonstrated how the website will generate probable future economic benefits
- Adequate technical, financial and other resources to complete the development and to use or sell the website are available, and
- The expenditure attributable to the website during its development can be reliably measured.

Directly attributable costs that are capitalised as part of the website include employee costs and an appropriate portion of relevant overheads.

Capitalised costs are recorded as intangible assets and amortised from the point at which the asset is ready for use. Amortisation is calculated using the straight-line method to allocate cost of the website over the estimated useful life of the website which is 3 years.

1. Material Accounting Policies (continued)

m) Issued Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds. Incremental costs directly attributable to the issue of new shares or options for the acquisition of a new business are not included in the cost of acquisition as part of the purchase consideration.

n) Segment Reporting

The Group has identified its operating segment based on the internal reports that are reviewed and used by the Board of Directors (chief operating decision makers) in assessing performance and determining the allocation of resources. One business segment has been identified (family law) and operations are only located in one geographical segment being Australia.

o) Property, Plant, Equipment

Property, 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 using either the diminishing value or prime cost method to allocate the cost of property, plant and equipment, net of their residual values, over their estimated useful lives.

Plant and equipment	2 to 5 years
Leasehold improvements	3 to 5 years

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

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

p) Leases

Group as a lessee

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract would be considered to contain a lease if it allows the Group the right to control the use of an identified asset over the contracted lease period and receive the economic benefit. The lease contract would also require the Group to acquire this right in exchange for consideration.

1. Material Accounting Policies (continued)

p) Leases (continued)

Lease liabilities

A lease liability is initially measured at the present value of the lease payments that are not paid at the lease commencement date discounted using the Group's incremental borrowing rate. The lease term includes periods covered by an option to extend if the Group is reasonably certain to exercise that option.

Right-of-use assets

A right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset less any incentives received. The assets are depreciated to the earlier of the end of the useful life of the right-of-use asset or the lease term using the straight-line method as this most closely reflects the expected pattern of consumption of the future economic benefits. In addition, the right-of-use assets may be periodically reduced by impairment losses, if any, and adjusted for certain remeasurement of the lease liability.

q) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

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

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

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

r) Earnings Per Share

Basic earnings per share

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

Diluted earnings per share

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

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

1. Material Accounting Policies (continued)

s) Current and non-current classification

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

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

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

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

t) New Accounting Standards and Interpretations not yet mandatory or early adopted

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

u) Comparative Amendments

Comparative figures in the statement of profit or loss and other comprehensive income and in the statement of financial position have been reclassified to conform to the current year presentation.

2. Critical Accounting Judgements and Key Accounting 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

The Group measures the cost of equity-settled transactions with employees by reference to the fair value of the equity instruments at the date at which they are granted. The fair value is determined by using Black Scholes model taking into account the terms and conditions upon which the instruments were 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. Refer to note 6 for further information.

Goodwill and other indefinite life intangible assets

The 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 1. The recoverable amounts of cash-generating units have been determined based on value-in-use calculations. These calculations require the use of assumptions, including estimated discount rates based on the current cost of capital, and growth rates of the estimated future cash flows. Refer to Note 15 for further information.

Impairment of non-financial assets other than goodwill and other indefinite life intangible assets

The Group assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the consolidated entity and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions.

2. Critical Accounting Judgements and Key Accounting Estimates and Assumptions

Allowance for expected credit losses

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience, historical collection rates, the impact of the Coronavirus (COVID-19) pandemic and forward-looking information that is available. The allowance for expected credit losses, as disclosed in Note 11, is calculated based on the information available at the time of preparation. The actual credit losses in future years may be higher or lower.

Recovery of deferred tax assets

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

Lease term

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

Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the 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.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2025

3. Revenue

	2025	2024
	$'000	$'000
Legal fees	**27,602**	21,661
Interest income	**2**	7
Other income	**-**	194
Total revenue	**27,604**	21,862

4. Administration expenses

	2025	2024
	$'000	$'000
ASX, registries and company secretarial fees	**142**	119
Accounting and tax fees	**330**	259
Audit fees	**137**	114
Directors' fees	**127**	100
Marketing and advertising	**1,230**	1,050
Transaction costs	**145**	176
Computer and software expenses	**1,313**	957
Premises expenses	**710**	422
Total administration expenses	**4,134**	3,197

5. Other expenses

	2025	2024
	$'000	$'000
Office costs	**715**	521
Legal and professional fees	**1,662**	759
Insurance	**354**	302
Interest expense	**643**	257
Doubtful debts expense	**218**	304
Others	**415**	298
Total other expenses	**4,007**	2,441

6. Share based payment expense

	2025	2024
	$'000	$'000
Share based payment expense	**48**	51

A share option plan has been established by the Group and approved by shareholders at a general meeting, whereby the Group may, at the discretion of the Nomination and Remuneration Committee, grant performance rights over ordinary shares in the company to certain key management personnel of the Group. The performance rights are issued for nil consideration and are granted in accordance with performance guidelines established by the Nomination and Remuneration Committee.

Set out below are summaries of performance rights granted under the plan.

2025

Name	Exercise price ($)	Bal. at start of the year	Granted	Exercised/ Expired	Bal. at end of the year
Grant Dearlove	-	1,010,000	-	(1,010,000)	-
Glen Dobbie	-	820,000	-	(820,000)	-
Kevin Lynch	-	100,000	-	(100,000)	-
Sarah Kelly	-	70,000	-	(70,000)	-
Christopher McFadden	-	1,180,000	-	-	1,180,000
Total	**-**	**3,180,000**	**-**	**(2,000,000)**	**1,180,000**

2024

Name	Exercise price ($)	Bal. at start of the year	Granted	Exercised	Bal. at end of the year
Grant Dearlove	-	1,010,000	-	-	1,010,000
Glen Dobbie	-	820,000	-	-	820,000
Kevin Lynch	-	100,000	-	-	100,000
Sarah Kelly	-	70,000	-	-	70,000
Christopher McFadden	-	1,180,000		-	1,180,000
Total	**-**	**3,180,000**	**-**	**-**	**3,180,000**

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

Performance rights	Class G
Grant date	1 March 2023
Milestone date	30 June 2024
Expiry date	1 March 2027
Share price at grant date (cents)	11.5
Exercise price	-
Expected volatility	74%
Dividend yield	-
Risk-free interest rate	4.1%
Fair value at grant date (cents)	11.5
Probability assigned to achieve vesting conditions	100%
Fair value for share-based payment expense (cents)	11.5

7. Income tax expense/(benefit)

	2025	2024
	$'000	**$'000**
Current tax	**513**	437
Deferred tax	**(210)**	(36)
Adjustments for current tax of prior periods	**(38)**	(560)
Adjustments for deferred tax of prior periods	**(94)**	35
	171	(124)
Deferred income tax expense/(income) included in income tax expense comprises:		
Decrease/(increase) in deferred tax assets	**(340)**	(589)
(Decrease)/increase in deferred tax liabilities	**272**	588
	(68)	(1)
Numerical reconciliation of income tax expense to prima facie tax payable		
Total profit/(loss) before income tax	**896**	1,476
Tax at the Australian tax rate of 25% (2024: 25%)	**224**	369
Tax effect of amounts which are not deductible/(taxable) in calculating taxable income:		
Permanent differences	**79**	32
General interest charges	**-**	175
Adjustment for current tax of prior periods	**(38)**	(17)
Adjustment for deferred tax of prior periods	**(94)**	35
Other adjustments	**-**	(718)
Income tax expense/(benefit)	**171**	(124)

8. Deferred and current tax

	2025	2024
(a) Deferred tax assets	**$'000**	**$'000**
The balance comprises temporary difference attributable to:		
Doubtful debts	**101**	142
Blackhole expenditure	**45**	85
Accruals	**189**	29
Provisions	**503**	414
Plant, property & equipment	**65**	-
Intangible assets	**42**	60
Unpaid superannuation	**111**	82
Tax losses	**1,030**	891
Lease liability	**786**	829
Total deferred tax assets	**2,872**	2,532

(b) Deferred tax liabilities		
The balance comprises temporary difference attributable to:		
Prepayments	**(85)**	(158)
Work in progress	**(1,222)**	(1,016)
Right of use assets	**(745)**	(802)
Property, plant & equipment	**(30)**	(70)
Others	**(236)**	-
Total deferred tax liabilities	**(2,318)**	(2,046)

Net deferred tax assets/(liabilities)		
Deferred tax assets expected to be recovered within 12 months	**919**	696
Deferred tax assets expected to be recovered after more than 12 months	**1,953**	1,836
Deferred tax liabilities expected to be settled within 12 months	**(1,306)**	(1,174)
Deferred tax liabilities expected to be settled after more than 12 months	**(1,012)**	(872)
	554	486

Movement in deferred tax		
Opening balance	**486**	448
Opening balance adjustment (acquired)	**95**	-
Credited/(charged) to the statement of comprehensive income	**209**	1
Others	**(236)**	37
	554	486

(c) Current tax		
Current tax liabilities	**171**	**221**

9. Earnings per share

	2025	2024
Basic and diluted earnings/(loss) per share	**Cents**	**Cents**
From continuing operations	**0.11**	**1.17**
Total basic earnings/(loss) per share	**0.11**	**1.17**
From continuing operations	**0.11**	**1.13**
Total diluted earnings/(loss) per share	**0.11**	**1.13**
Profit/(Loss) attributable to the owners of the Group	**$'000**	**$'000**
Profit/(loss) from continuing operations	**102**	**962**
Net profit/(loss) attributable to the owners of the Group	**102**	**962**
Weighted average number of ordinary shares for the purposes of:	**Nos.**	**Nos.**
Basic earnings/(loss) per share	**91,314,852**	81,902,233
Diluted earnings/(loss) per share	**92,494,852**	85,082,233

The diluted number of shares above includes 1,180,000 performance rights.

10. Cash and cash equivalents

	2025	2024
	$'000	**$'000**
Cash at bank	**2,213**	2,317
Total cash and cash equivalents	**2,213**	2,317

11. Trade and other receivables

	2025	2024
	$'000	**$'000**
Trade receivables	**6,583**	6,047
Provision for doubtful debts	**(405)**	(567)
	6,178	5,480
Work in progress	**4,886**	4,063
Total trade and other receivables	**11,064**	9,543

			Past due but not impaired			
$'000	**Gross amount**	**Past due and impaired**	**<30 days**	**30-60 days**	**61-90 days**	**90+ days**
2025	6,583	405	1,718	553	345	3,562
2024	6,047	567	2,328	637	253	2,262

See Note 1 (e) and Note 2 for the Group's accounting policy in relation to the provision for doubtful debts and Note 28 regarding credit risk of trade receivables, which explains how the Group manages and measures credit quality of trade receivables.

NOTES TO THE FINANCIAL STATEMENTS
For the year ended 30 June 2025

12. Other current assets

	2025	2024
	$'000	$'000
Security deposit	**192**	185
Prepayments	**767**	715
Vendor loan	**-**	97
Other receivables	**76**	76
Total other current assets	**1,035**	1,073

Vendor loan relates to amount receivable from the vendor of Withnalls Lawyers that was paid out during FY25.

13. Right of use assets

	2025	2024
	$'000	$'000
Building – right of use	**8,104**	7,115
Less: Accumulated depreciation	**(5,120)**	(3,907)
Total right-of-use assets	**2,984**	3,208

The Group leases various premises under non-cancellable operating leases expiring between 1 to 5 years, in some cases, options to extend. All leases have annual CPI escalation clauses. The above commitments do not include commitments for any renewal options on leases.

14. Plant and equipment

	2025	2024
	$'000	$'000
Furniture and fittings		
Cost	**644**	511
Less: Accumulated depreciation	**(347)**	(280)
Written down value	**297**	231
Leasehold improvements		
Cost	**179**	168
Less: Accumulated depreciation	**(89)**	(51)
Written down value	**90**	117
Computer equipment		
Cost	**1,143**	874
Less: Accumulated depreciation	**(714)**	(479)
Written down value	**429**	395
Total plant and equipment	**816**	743

14. Plant and equipment (continued)

Reconciliations

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

	Furniture & fittings	Leasehold improvements	Computer equipment	Total
	$'000	$'000	$'000	$'000
Cost				
Balance as at 1 July 2023	294	168	733	1,195
Purchases during the year	217	-	141	358
Measurement period adjustment	-	-	-	-
Business combinations	-	-	-	-
Balance as at 30 June 2024	**511**	**168**	**874**	**1,553**
Balance as at 1 July 2024	511	168	874	1,553
Purchases during the year	133	11	269	413
Measurement period adjustment	-	-	-	-
Business combinations	-	-	-	-
Balance as at 30 June 2025	**644**	**179**	**1,143**	**1,966**
Accumulated depreciation				
Balance as at 1 July 2023	**234**	**22**	**290**	**546**
Depreciation expense	46	29	189	264
Balance as at 30 June 2024	**280**	**51**	**479**	**810**
Balance as at 1 July 2024	**280**	**51**	**479**	**810**
Depreciation expense	**67**	**38**	235	340
Balance as at 30 June 2025	**347**	**89**	**714**	**1,150**
Written down value				
As at 30 June 2024	231	117	395	743
As at 30 June 2025	**297**	**90**	**429**	**816**

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

15. Intangible assets

	2025	2024
	$'000	$'000
Goodwill		
Opening Balance	**4,142**	3,862
Measurement period adjustment	**-**	-
Goodwill from business combination	**1,732**	280
Net carrying amount	**5,874**	4,142
Brand		
Opening Balance	**-**	-
Additions	**944**	-
Less: Amortisation expense	**-**	-
Net carrying amount	**944**	-
Website		
Opening Balance	**151**	298
Additions	**32**	11
Less: Amortisation expense	**(120)**	(158)
Net carrying amount	**63**	151
Total intangible assets	**6,881**	4,293

Reconciliations

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

	Intellectual Property	Goodwill	Brand	Website	Total
	$'000	$'000	$'000	$'000	$'000
Balance as at 1 July 2023	**222**	**3,862**	**-**	**298**	**4,382**
Additions		-	-	11	11
Measurement period adjustment		-	-	-	-
Impairment		280	-	-	280
Amortisation expense	(222)	-	-	(158)	(380)
Balance as at 30 June 2024	**-**	**4,142**	**-**	**151**	**4,293**
Balance as at 1 July 2024	-	**4,142**	**-**	**151**	**4,293**
Additions	-	-	-	32	32
Measurement period adjustment	-	-	-	-	-
Business combination	-	1,732	944	-	2,676
Amortisation expense	-	-	-	(120)	(120)
Balance as at 30 June 2025	**-**	**5,874**	**944**	**63**	**6,881**

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

15. Intangible assets (continued)

FY25 goodwill includes the AL2 acquisition on the 28 October 2024 generating $1.7 million of goodwill.

Impairment tests for goodwill

The total amount of goodwill has been allocated to identified CGU's, being geographical regions.

	2025	2024
	$'000	$'000
Sydney and Melbourne	**4,430**	2,993
Brisbane	**746**	451
Darwin	**698**	698
Total	**5,874**	4,142

The consolidated entity tests whether goodwill and other intangible assets have suffered any impairment on an annual basis, or more frequently, if required. A detailed impairment assessment was conducted at 30 June 2025, being the annual impairment assessment date for the Group (no change from the prior year).

The recoverable amounts of each CGU were determined based on value-in-use calculations, covering forecasts for the current year, followed by an extrapolation of expected post tax cash flows for the unit out to the end of FY29 (the forecast period) using growth rates deemed appropriate by management. FY29 also includes a terminal value. The present value of the expected cash flows was determined by applying a suitable discount rate.

The various assumptions used are outlined below:

Assumptions

Budget period	1 year from 1 Jul 25
Forecast period	4 years from 1 Jul 26
Growth Rate	5.0%
Maintenance Capex. Growth rate	10.0%
WACC	13.13%
Terminal Growth Rate	2.0%

The growth rate reflects management's conservative view of longer-term average growth rates. The projected revenue growth rates are considered appropriate based on experience and forecast of the growth of the market for family legal services. The discount rate or weighted average cost of capital ("WACC") reflects appropriate adjustments relating to market risk and specific risk factors.

15. Intangible assets (continued)

Impairment

There was no impairment loss recognised during the year, with the recoverable amount of each cash generating unit exceeding the carrying value of assets tested for impairment.

Sensitivities

Management have made judgements and estimates in respect of impairment testing. Should these judgements and estimates not occur the resulting goodwill carrying amount may decrease.

The key sensitivities that management has considered are as follows:

- Growth rate decreases by 2.5%
- WACC increases by 2.5%
- Terminal growth rate decreases by 2.5%

Based on the sensitivity analysis performed there was no impairment noted.

16. Trade and other payables

	2025	2024
	$'000	$'000
Trade payables	**419**	188
GST payable	**403**	14
Accrued expenses	**1,651**	1,006
Payroll payables	**1,038**	777
Total trade and other payables	**3,511**	1,985

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

17. Deferred consideration

	2025	2024
	$'000	**$'000**
Current	**375**	**625**
Non-current	**-**	**375**
Total deferred consideration	**375**	**1,000**
Change in deferred consideration payable during the year		
Balance at 1 July	**1,000**	1,444
Additions through business combinations	**-**	750
Settled during the year	**(625)**	(1,194)
Balance at 30 June	**375**	1,000

18. Lease liabilities

	2025	2024
	$'000	**$'000**
Current	**1,330**	981
Non-current	**1,816**	2,334
Total lease liabilities	**3,146**	3,315
Change in lease liabilities during the year		
Balance at 1 July	**3,315**	3,696
Additions	**1,120**	782
Interest expense	**(198)**	(196)
Lease repayments	**(1,091)**	(967)
Balance at 30 June	**3,146**	3,315

During the year, the Group signed the following leases:

- Office lease at Suite 35.02, Level 35,31 Market Street, Sydney NSW. The lease commenced on 18 December 2024 for 3 years with a 2-year renewal option.
- Office lease at Level 9 North, Suite1,37 St George Terrace, Peth. The lease commenced on 1 June 2025 for 3 years with a 2-year renewal option.

19. Borrowings

	2025	2024
	$'000	**$'000**
NAB Finance Facility	**6,523**	3,591
Total borrowings	**6,523**	3,591

The Group has secured a $9.0 million corporate markets loan facility to fund future acquisitions. The facility is for a term of 3 years to January 2027. During FY25, the Group borrowed $2.3 million in October 2024 for the AL2 acquisition purchase payment and an additional $0.8 million in March 2025 to assist with significant normalisation payments for Project Titan and legal defence fees.

The facility was secured with a charge over the present and future rights, property and undertaking of AF Legal Pty Ltd, Watts McCray (NSW) Pty Ltd and AF Legal Group Ltd.

The covenants of the facility are as follows:

- Debt Service Cover Ratio: to be greater than 2.00 times, calculated on a rolling 12-month basis defined as EBITDA divided by Interest Expense plus Scheduled Principal Repayments
- Gross Leverage Ratio: to be less than 2.25 times at all times, calculated on a rolling 12-month basis and defined as Gross Debt divided by EBITDA

The Group complied with terms of the covenant during FY25 and is not expecting any breaches during FY26.

The facility interest rate is the drawn margin 3.4% + BBSY.

20. Provisions

	2025	2024
	$'000	**$'000**
Current		
Make-good provision	**-**	-
Non-current		
Make-good provision	**329**	269
Total Provisions	**329**	269

The provision represents the present value of the estimated costs to make good the premises leased by the Group at the end of the respective lease terms.

21. Employee benefits

	2025	2024
	$'000	**$'000**
Current		
Annual leave entitlement	**908**	693
Long service leave entitlement	**534**	346
	1,442	1,039
Non-current		
Long service leave entitlement	**242**	269
Total Employee benefits	**242**	269

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

22. Issued capital

	2025	2025	2024	2024
	Shares	**$'000**	**Shares**	**$'000**
Ordinary shares fully paid	**91,435,568**	**131,622**	91,299,204	131,607

Movement in ordinary share capital:

Details	Date	Shares	Issue price ($)	$'000
Opening Balance	30 June 2024	91,299,204	-	131,607
Issue of shares to employees as per STI/LTI	9 June 2025	136,364	0.11	15
Closing Balance	**30 June 2025**	**91,435,568**	**0.11**	**131,622**

Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the Company in proportion to the number of and amounts paid on the shares held. The fully paid ordinary shares have no par value and the company 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 vote.

23. Equity – reserves

	2025	2024
	$'000	$'000
Share based payments reserve	**96**	**276**

The reserve is used to recognise the value of equity benefits provided to employees and directors as part of their remuneration.

24. Commitments and Contingencies

As at 30 June 2025, the Group has no other material commitments except as disclosed below:

On the 31 December 2024 the Group entered into new supplier commitments as part of Project Titan (project aimed at replacing the existing practice management and document management IT systems). The commitment with suppliers ranged from three to five years for a total commitment of $1.5 million. In accordance with accounting standard AASB138 and IFRIC March 2021 agenda decision these costs and associated project costs are not capitalised and instead expensed as incurred and then normalised.

The Group was aware of the following contingencies:

Legal defence fees relate to engagement of lawyers to defend a formal proceeding and an industry regulator investigation. Whilst the formal proceeding has now concluded with no further associated costs expected, the industry regulator investigation is still ongoing, with no certainty on possible liability. The matters date back to 2022 and 2021 respectively. The Company continued to expense incurred legal fees during the second half year of the FY25 accounts.

Other than the matters above, no other commitments and contingencies were noted at balance date.

25. Business combination

On 28 October 2024 the Group acquired the Armstrong Legal Criminal Law (ACL) and Family Law (ALFL) Legal Teams, Brand and associated website and business assets from Armstrong Legal, a fully owned law firm subsidiary from Go To Court Holdings Pty Ltd. The acquirer was the registered wholly owned subsidiaries of AF Legal Group Limited, including:

- AF Legal Armstrong Legal Holding Pty Ltd, previously named the AF Legal Contested Estates Holding Pty Ltd) for the Brand and Website asset
- Armstrong Legal Trading Pty Ltd (for the ACL team and associated assets and employee entitlements) - previously named Armstrong Contested Estates Pty Ltd
- Watts McCray (NSW) Pty Ltd (for the ALFL team and associated assets and employee entitlements). Details of the business combination are noted below:

	$'000
Purchase consideration:	
Cash consideration	2,483
Deferred consideration	-
	2,483
Assets and Liabilities acquired:	
Work in progress	24
Trade receivables	293
Prepayment	9
Trade payables (net of unbilled and unpaid disbursements)	1
Employee benefits	(284)

25. Business combination (continued)

Brand - Indefinite Intangible**	944
Deferred tax liability	(236)
Fair Value of Assets and Liabilities acquired	**751**
Goodwill on acquisition *	**1,732**

** Goodwill is attributable to the high profitability of the acquired business assets and synergies expected. Provisional accounting for the business acquisition has been completed.*
*** The Brand asset acquired was valued using an external valuer and incorporated benefits of the business assets including the website acquired.*

In accordance with accounting principles of Business Combinations, the financial results reported herein contain the results for the full reporting period and the results of the ACL and ALFL teams from the point of acquisition effective date, 28 October 2024.

	Revenue (since acquisition)
Acquiree	**$'000**
ACL and ALFL teams	**1,923**

26. Interest in subsidiaries

The subsidiaries listed below have share capital consisting solely of ordinary shares which are held directly by the Group. The proportion of ownership interests held equals the voting rights held by the Group. Each subsidiary's principal place of business is also its country of incorporation.

Name of subsidiary	Country of incorporation	Ownership interest 2025	Ownership interest 2024
AF Legal Pty Ltd	Australia	100%	100%
Watts McCray (NSW) Pty Ltd	Australia	100%	100%
Withnall Cavanagh & Co. Pty Ltd	Australia	51%	51%
AF Legal (Wollongong) Pty Ltd	Australia	75%	75%
AF Legal (Gold Coast) Pty Ltd	Australia	75%	75%
AF Legal Armstrong Legal Holding Pty Ltd	Australia	100%	100%
Armstrong Legal Trading Pty Ltd	Australia	100%	100%

Summarised financial information of the subsidiary with non-controlling interests that are material to the consolidated entity are set out below:

26. Interest in subsidiaries (continued)

	2025	2024
	$'000	$'000
Summarised statement of financial position		
Current assets	**3,801**	3,481
Non-current assets	**878**	1,202
Total assets	**4,679**	4,683
Current liabilities	**782**	598
Non-current liabilities	**2,654**	2,268
Total liabilities	**3,436**	2,866
Net assets	**1,243**	1,817
Summarised statement of profit or loss and other comprehensive income		
Profit after income tax expense	**1,312**	1,441
Other comprehensive income	**-**	-
Total comprehensive income	**1,312**	1,441
Other financial information		
Profit attributable to non-controlling interests	**623**	638
Accumulated non-controlling interests at the end of reporting period	**542**	858

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27. Cash Flow information

	2025	2024
	$'000	$'000
Reconciliation of profit/(loss) for the year to cash flows from operating activities		
Profit/(loss) for the year	**725**	1,600
Non-cash and non-operating activities		
Depreciation and amortisation	**1,726**	1,606
Interest on lease liability	**198**	196
Share based payment	**48**	36
Write back of deferred consideration	**-**	(193)
Changes in assets and liabilities:		
Trade and other receivables	**(1,204)**	(1,612)
Tax	**(354)**	(23)
Trade and other payables	**1,565**	(955)
Provisions	**112**	67
Other assets	**48**	(177)
Net cash inflows from operating activities	**2,864**	545

28. Financial instruments

Overview

The Group has exposure to the following risks from its use of financial instruments:
- market risk;
- credit risk;
- liquidity risk; and
- capital risk

This note presents information about the Group's exposure to each of the above risks, their objectives, policies and processes for measuring and managing risk and the management of capital. Further quantitative disclosures are included throughout this note and the financial report.

The Board of Directors have overall responsibility for the establishment and oversight of the risk management framework. Risk management policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls to monitor risk and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and Group's activities. The Group aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

Market Risk Management

a) Interest Rate Risk

The Group's main interest rate risk arises from cash and cash equivalents and loans. The Group constantly analyses its interest rate exposure. Within this analysis consideration is given to potential renewals of existing positions, alternative financing and investing options and the mix of fixed and variable interest rates. The Group is only exposed to interest rate risk on cash and cash equivalents,

28. Financial instruments (continued)

lease liabilities and borrowings at 30 June 2025. As at the reporting date, the following assets and liabilities were exposed to Australian variable and fixed interest rates:

	Weighted Average Interest Rate %	2025 $'000	Weighted Average Interest Rate %	2024 $'000
Variable Interest				
Cash and cash equivalents	0.01%	2,213	0.01%	2,317
Fixed interest				
Borrowings	7.88%	6,523	7.88%	3,591
Lease liabilities	6.00%	3,146	6.00%	3,315

b) Currency Risk

The Group currently has no assets or liabilities in foreign currency and consequently has no material exposures to currency risk.

Credit Risk Management

The main exposure to credit risk in the Group is represented by receivables (debtors and WIP) owing to the Group. The Group's exposure to credit risk arises from potential default of the counterparty, with a maximum exposure equal to the carrying amount of those assets as disclosed in the statement of financial position and notes to the financial statements.

The Group has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. The Group's exposure and the credit ratings of its counterparties are continuously monitored. Credit exposure is controlled by counterparty limits that are reviewed and approved by the Audit Committee annually. The Group measures credit risk on a fair value basis.

Liquidity Risk Management

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

Liquidity risk management is the responsibility of the Board of Directors, which has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and the liquidity management requirements.

Capital Risk Management

The Board's policy is to maintain a strong capital base to maintain investor, creditor and market confidence and to sustain future development of the business. The capital structure of the Group consists of equity, comprising issued capital and reserves, net of accumulated losses.

29. Key management personnel compensation

Refer to the remuneration report contained in the Directors report for details of the remuneration paid to payable to each member of the Group's key management personnel (KMP) for year ended 30 June 2025.

The total remuneration paid to KMP of the Company and the Group during the year are as follows:

	2025	2024
	$'000	$'000
Short-term employee benefits	**1,004**	1,172
Post-employment benefits	**85**	81
Share based payments	**36**	51
Total KMP compensation	**1,125**	1,304

Short-term employee benefits include fees and benefits paid to the non-executive Chair and non-executive directors as well as salary, bonuses, paid leave benefits paid.

Post-employment benefits are the current years estimated costs of providing for the Group's superannuation contributions made during the year.

30. Related party transactions

Transactions with Related Parties

There have been no transactions with related parties during the financial year.

Transactions with Key Management Personnel

There were no other transactions conducted between the Group and KMP other than those disclosed in note 29.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2025

31. Parent entity disclosures

	2025	2024
	$'000	$'000
Loss for the year	**(2,213)**	(1,536)
Other comprehensive income	**-**	-
Total comprehensive loss for the year	**(2,213)**	(1,536)
Financial position of the parent at year end		
Current assets	**317**	267
Total assets	**7,337**	4,335
Current liabilities	**861**	501
Total liabilities	**11,140**	5,961
Total equity of the parent entity comprising of		
Contributed equity	**131,621**	131,607
Reserves	**84**	276
Accumulated losses	**(135,508)**	(133,509)

32. Auditors' remuneration

	2025	2024
	$'000	$'000
Audit and review of the financial reports	**79**	71
Taxation services	**41**	38
Total auditors' remuneration	**120**	109

33. Events after the reporting period

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

34. Company details

Principal Place of Business

Level 2, 326 William Street
Melbourne VIC 3000

Registered Office

c/o Source Governance
Level 42, 264 George Street
Sydney NSW 2000

Consolidated Entity Disclosure Statement

In accordance with recent changes to the *Corporation Act 2001* (s295(3A) (a) effective on or after 1 July 2023, the Directors make the following disclosure detailing all entities that were part of the consolidated entity as at the end of the financial year.

Name of entity	Type of entity	Trustee of a Trust, Partner in a Partnership or participant in joint venture	% of share capital held	Country of incorporation	Australian resident or foreign resident (for tax purposes)
AF LEGAL GROUP LIMITED	Body Corporate	n/a	100	Australia	Australian
AF LEGAL PTY LTD	Body Corporate	n/a	100	Australia	Australian
WATTS MCCRAY (NSW) PTY LTD	Body Corporate	n/a	100	Australia	Australian
WATTS MCCRAY (ILLAWARRA) PTY LTD	Body Corporate	n/a	75	Australia	Australian
AF LEGAL (GOLD COAST) PTY LTD	Body Corporate	n/a	75	Australia	Australian
WITHNALL CAVANAGH & CO PTY LTD	Body Corporate	n/a	51	Australia	Australian
AF LEGAL ARMSTRONG LEGAL HOLDING PTY LTD	Body Corporate	n/a	100	Australia	Australian
ARMSTRONG LEGAL TRADING PTY LTD	Body Corporate	n/a	100	Australia	Australian

Basis of preparation

This consolidated entity disclosure statement (CEDS) has been prepared in accordance with the *Corporation Act 2001* and includes information for each entity that was part of the consolidated entity as at the end of the financial year in accordance with AASB 10 Consolidated Financial Statements.

Determination of tax residency

Section 295 (3A) (vi) of the *Corporations Act 2001* defines tax residency as having the meaning in the Income Tax Assessment Act 1997.

In determining tax residency, the consolidated entity has applied the following interpretations:

- Australian tax residency: The consolidated entity has applied current legislation and judicial precedent, including having regard to the Tax Commissioner's public guidance in Tax Ruling TR 2018/5.

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 as issued by the International Accounting Standards Board as described in note 1 to the financial statements;
- the attached financial statements and notes give a true and fair view of the consolidated entity'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 the company will be able to pay its debts as and when they become due and payable; and
- the consolidated entity disclosure statement on page 59 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 the Board of Directors pursuant to section 295(5)(a) of the *Corporations Act 2001*.

On behalf of the Directors

Rick Dennis
Non-Executive Chair
28 August 2025
Sydney

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INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF AF LEGAL GROUP LIMITED

Report on the Financial Report

Opinion

We have audited the accompanying financial report of AF Legal Group Limited (the Company) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at Monday, 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 consolidated financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

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

a) giving a true and fair view of the Group's financial position as at Monday, 30 June 2025 and of its performance for the year ended on that date; and
b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report.

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

Independence

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.

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. This matter was 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 this matter. For the matter below, our description of how our audit addressed the matter is provided in that context.

Carrying amount of intangible assets

Why significant	How our audit addressed the key audit matter
As at 30 June 2025 the carrying value of intangible assets is $6,881,000 (2024: $4,293,000), as disclosed in Note 15. For the year ended 30 June 2025, goodwill from an acquisition of $1,732,000 and a brand intangible of $944,000 was recorded in Note 25. The Group's accounting policy in respect of intangible assets is outlined in Note 1. The carrying amount of intangible assets is a key audit matter due to: • the significance of the balance; • the goodwill and brand intangible resulting from the business combination; • the significant audit effort required to test the goodwill and brand intangible resulting from the business combination and impairment assessment; • the level of judgement applied in evaluating the useful life of the brand intangible asset, determined as an indefinite useful life asset; and • the level of judgement applied in evaluating the goodwill resulting from the business combination and management's assessment of impairment. As outlined in Notes 1, 15 and 25, management assessed the carrying amount of intangible assets through impairment testing utilising a value in use model in which significant judgements are applied in determining key assumptions.	Our work included, but was not limited to, the following procedures: • reviewing the acquisition accounting completed by management; • reviewing purchase documentation including contracts and agreements; • assessing the fair value of assets and liabilities acquired, including review of external valuation related to brand intangible asset; • reviewing the consideration paid; • assessment of management's goodwill allocation as part of the business combination; • ensuring the appropriateness of disclosures in notes 1, 15 and 25; • evaluating management's methodology for determining the carrying amount of intangible assets by comparing the value in use model with generally accepted valuation methodology and accounting standard requirements; • conducting sensitivity analysis on key assumptions such as the projected revenue growth rates, discount rates and terminal growth rates, within reasonable foreseeable ranges; • challenging the key assumptions used in management's value in use model by: - assessing projected revenue growth rates set by management in comparison to historical results and future approved budgets; - evaluating the discount rates and terminal growth rates set by management in comparison to market and industry information available;

Why significant	How our audit addressed the key audit matter
The key assumptions include projected revenue growth rates, discount rates and terminal growth rates. The judgements made in determining the underlying assumptions in the model have a significant impact on the recoverable amount of intangible assets.	- assessing forecasted costs to ensure appropriate costs are included commensurate to the achievement of revenue forecasts; - evaluating terminal value growth rates and calculations.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended Monday, 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.

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.

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:

i. 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
ii. the consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the Audit of the Financial Report

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

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

Report on the Remuneration Report

We have audited the Remuneration Report included in the directors' report for the year ended Monday, 30 June 2025. 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.

Opinion

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

PKF

PKF BRISBANE AUDIT

TIM FOLLETT
PARTNER

BRISBANE
28 August 2025

Shareholder Information

The shareholder information set out below was applicable as at 25 July 2025

Distribution of equitable securities

Analysis of number of equitable security holders by size of holding:

Holding Ranges	Holders	Total Units	% of Issued Share Capital
1 - 1,000	117	19,386	0.02%
1,001 - 5,000	98	294,435	0.32%
5,001 - 10,000	133	1,220,371	1.33%
10,001 - 100,000	203	8,186,093	8.95 %
100,001 and above	98	81,715,283	89.37 %
Totals	649	91,435,568	100.00%

Unmarketable Parcels	Minimum Parcel Size	Holders	Units
Minimum $500.00 parcel at $0.1250 per unit	4,000	184	176,087

Twenty largest quoted equity security holders

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

Holder Name	Balance	%
WESTFERRY OPERATIONS PTY LTD <WESTFERRY LEGAL SERVICES A/C>	10,000,000	10.94
BNP PARIBAS NOMINEES PTY LTD <IB AU NOMS RETAILCLIENT>	6,574,712	7.19
MRS ROSHEENI CHRISTINA DOBBIE	5,425,000	5.93
MOAT INVESTMENTS PTY LTD <MOAT INVESTMENT A/C>	5,069,705	5.54
SMITHSTOCK PTY LTD <WARIALDA 1 UNIT A/C>	5,000,000	5.47
DMX CAPITAL PARTNERS LIMITED	3,925,000	4.29
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED - A/C 2	2,805,928	3.07
WESTFERRY OPERATIONS PTY LTD <THE WESTFERRY FUND A/C>	2,626,739	2.87
VELKOV FUNDS MANAGEMENT PTY LTD <VICTOR VALUE FUND A/C>	2,600,000	2.84
WESTFERRY OPERATIONS PTY LTD <THE WESTFERRY FUND A/C>	2,400,000	2.62
MRS JULIANNE PATRICIA DEARLOVE <DEARLOVE FAMILY INV A/C>	2,000,000	2.19
MR CHRISTOPHER JOHN MCFADDEN + MRS TOULA MCFADDEN <CHRISTOULA SUPER FUND A/C>	1,666,667	1.82
MR DOUGLAS JOHN WHELAN	1,658,534	1.81
MR EWAN ROBERT GRENFELL WINDSOR + MRS FRANCES EMILY WINDSOR <WINDSOR FAMILY A/C>	1,250,000	1.37
RANAN INVESTMENT PL	1,200,000	1.31
L&K HOLDING COMPANY PTY LTD <THE LYNCH FAMILY A/C>	1,149,644	1.26
L J O'BRIEN SUPER PTY LTD <L J OBRIEN SUPERFUND A/C>	1,140,325	1.25
VANESSA MARIE FARMER	1,064,969	1.16
JET INVEST PTY LTD <RJC INVESTMENT A/C>	1,020,000	1.12
CITICORP NOMINEES PTY LIMITED	963,876	1.05
Top 20 Total	**59,541,099**	**65.12%**
Total Remaining Holders Balance	**31,894,469**	**34.88%**
Total Issued Capital	**91,435,568**	**100.00%**

SHAREHOLDER INFORMATION

Substantial holders

The names of substantial holders in the Company, the number of securities in which each substantial holder and the substantial holder's associates have a relevant interest as disclosed in substantial holding notices given to the Company and listed on the ASX website, and the percentage of total issued capital are:

Holder Name	Date of Interest	Number of ordinary shares on date of interest [1]	% of issued capital on date of interest[1]	Current number of ordinary shares [2]	Current % of issued share capital [3]
WESTFERRY OPERATIONS PTY LTD <WESTFERRY LEGAL SERVICES A/C> & <THE WESTFERRY FUND A/C>	7 April 2025	14,618,793	16.01%	15,026,739	16.43%
SMITHSTOCK PTY LTD <WARIALDA 1 UNIT A/C>	28 June 2024	5,000,000	5.48%	5,000,000	5.47%
DMX ASSET MANAGEMENT LIMITED	26 March 2024	4,925,000	5.39%	4,772,614	5.22%
ROSHEENI CHRISTINA DOBBIE	9 September 2021	4,303,786	5.73%	5,425,000	5.94%
MOAT INVESTMENTS PTY LTD <MOAT INVESTMENT A/C> 4	7 April 2021	4,814,094	6.64%	5,069,705	5.54%
Total		**33,661,673**	**39.25%**	**33,976,331**	**37.16%**

[1] As disclosed in the most recent substantial shareholder notice lodged with the ASX by the substantial shareholder.
[2] The current number of shares held by the holder of the Company as at 25 July 2025.
[3] The percentage based on the number of shares held by the substantial holder relative to the total issued share capital of the Company as at 25 July 2025.
[4] Information is based on the substantial shareholders notices as lodged and may not reconcile with the Top 20 as at 25 July 2025.

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.

There are no other classes of equity securities.

Corporate Information

Board of Directors

Mr. Rick Dennis	Independent Non-Executive Chairman
Ms. Emma Fredericks	Independent Non-Executive Director (commenced 1 January 2025)
Dr. Sarah Kelly OAM	Non-Executive Director (resigned effective 1 January 2025)
Mr. Peter Johns	Non-Executive Director

Company Secretary

Stephanie So

Principal Place of Business

Level 2, 326 William Street
Melbourne VIC 3000

Registered Office

C/o Source Governance
Level 37, 180 George Street
Sydney NSW 2000

Auditors

PKF Brisbane Audit
Level 2, 66 Eagle Street
Brisbane QLD 4000

Share Registry

Computershare Investor Services Pty Limited
Level 1, 200 Mary Street
Brisbane QLD 4000

Solicitors

Addisons
Level 12, 60 Carrington Street
Sydney NSW 2000 Australia

Bankers

National Australia Bank
Westpac Banking Corporation

Securities Exchange Listing

Company's ordinary shares are listed on the Australian Securities Exchange Limited (ASX). The Company's ASX code for fully paid ordinary shares is "AFL".

Website

https://aflegal.com.au