

that's a wrap, on 2024- 2025





take a moment to join us for a trip down memory lane as we recap the year that was...

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key highlights from 2025

We supported almost 4,000 NDIS participants

We employed more than 5,800 staff – more than 4,000 of these employees are support workers

We supported people with a disability across 525 east-coast locations

We employed more than 400 people with disability through our Supported Employment program

We began the implementation of our Strategic Plan for 2025-27

We launched the Aruma Way Quality Framework in December 2024

Our Preventative Health Strategy launched in early 2025

Aussie Biscuits produced more than 272,000 twin packs of biscuits in November 2024

We won a large contract with the Telstra Group, which expanded sites we support with facilities management from 1,800 to 9,800

acknowledgement of country

Aruma acknowledges the Traditional Custodians of the lands on which we operate and pay our respects to Elders past and present. We recognise the continuing connection to land, waters and community held by First Nations People.

The artwork

“Working together for a brighter future” is the cover of our Reconciliation Action Plan.

It was created by Rob Naylor, a proud Yuin man raised on Dharawal country and represents supporting people with disability as a community.

The three circles represent the community, the green is the land, and the orange is the sunshine, representing a bright future. The pathway comes from community support and works toward the sunshine, symbolising the creation of a brighter future for people with disability.

Our year in photos



Aruma participant **Fiona Longhurst** was invited to a Government House morning tea for her contributions to the art world.



Aruma Supported Employee **Trent Jones**, represented Australia at the 2025 Special Olympics in Italy.



Dylan from Therapeutics, **Misty McCleery** from Children's services and **Sarah Rosse** from Business Development.



Aruma participants representing us at the **Armidale Autumn Festival**.



2024 Graduates of the Work Ready Program at their end of year event.



Aruma **BRAVE Award winners** at the end of year event in Sydney.



Martin and Members of the Health and Community Services Union (HACSU) team.



Minister Jenny McAllister with staff at Summerland Farm.



Martin with the Aruma Therapy Team at Windsor in Brisbane.



The **Queensland Children's Services Team** hosting 'Camp Brave' for World Children's Day.

a message from our Chair and CEO

2025 has been a great year for our organisation and our participants, however, it has also been financially challenging. Impacts of an inadequate NDIS pricing structure, and underfunding of NDIS plans, has contributed to Aruma ending the 2025 financial year in deficit.

Aruma is not alone. Many disability service providers have reported operating deficits, and the Ability Roundtable shows that two thirds of providers are in a similar position to Aruma for the recent financial year.

In response to these external funding challenges, Aruma has found opportunities. The Aruma Board and Management Team used 2025 to accelerate the transformation of its operations to ensure it will be ready to sustain and expand services into the years ahead.

The Board and Management Team have also been at the forefront of influencing government's approach to NDIS pricing and NDIS reform more broadly. There has been no louder advocacy voice from the for-purpose NDIS sector than Aruma's.

While pursuing organisational transformation, and influencing the policy direction of the NDIS, the Board and Management Team also chose to invest time and resource to ensure service quality was continuously improving, under the initiative known as The Aruma Way.



Pictured at right:

Aruma participants connecting through Club Aruma at the Morwell Hub super hero day, and Farm band jam.

A message from our Chair and CEO

Transformation

External funding pressure required Aruma to seek operational efficiencies during the year.

A targeted turnaround program has seen consolidation of unviable service sites, reduced Shared Service overheads, and focus on changing NDIS participant plans when support needs exceed funding.

Our Board has had critical oversight of the financial turnaround focus. The Board engaged both Ernst and Young and Partners in Performance to drive cost efficiencies. Changes to technology project delivery were also adopted: the SCOUT customer relationship management software was upgraded to Community Care, and the Riteq workforce management system was prepared for replacement by DayForce.

Aruma also embarked on an ambitious project with Kazacos AI to make changing NDIS plans simpler. With high hopes for how artificial intelligence (AI) can improve the way Aruma works, our partnership with Kazacos AI is looking to bring new AI tools to market for the benefit of other for-purpose NDIS providers.



Shaping the external reform environment

The NDIS has positively changed the lives of hundreds of thousands of Australians, but those involved with the scheme are not happy with the way it's working. Scheme access, plan administration and underfunded NDIS plans have impacted people with disability.

The sector's only financial benchmark, Ability Roundtable, indicates the core NDIS price is 5 per cent below the reasonable cost of service delivery.

These pressures have impacted people supported by Aruma, and impacted Aruma itself.

We've chosen to use Aruma's human rights voice to inform how governments reform the NDIS.

We've given evidence to:

- The Federal Parliamentary Inquiry overseeing the 'Thriving Kids' foundational supports initiative on the role of for-purpose organisations like Aruma delivering early intervention supports outside the NDIS.
- The Fair Work Commission review of the Social, Community, Home Care and Disability Services (SCHADS) Award on why disability support workers deserve higher wages.
- The newly formed Department of Health, Disability and Ageing on the urgency for correcting errors in NDIS pricing and ensuring the future viability of the for-purpose disability services sector.



A message from our Chair and CEO

The Aruma Way promise

While pursuing organisational transformation, and influencing the shape and pace of NDIS price reform, focus never left Aruma’s priority of quality disability supports for those we serve.

In 2025, Aruma set out to differentiate itself from the thousands of other mostly unaccredited NDIS providers by making a promise to those we support, and those considering Aruma as their future support provider.

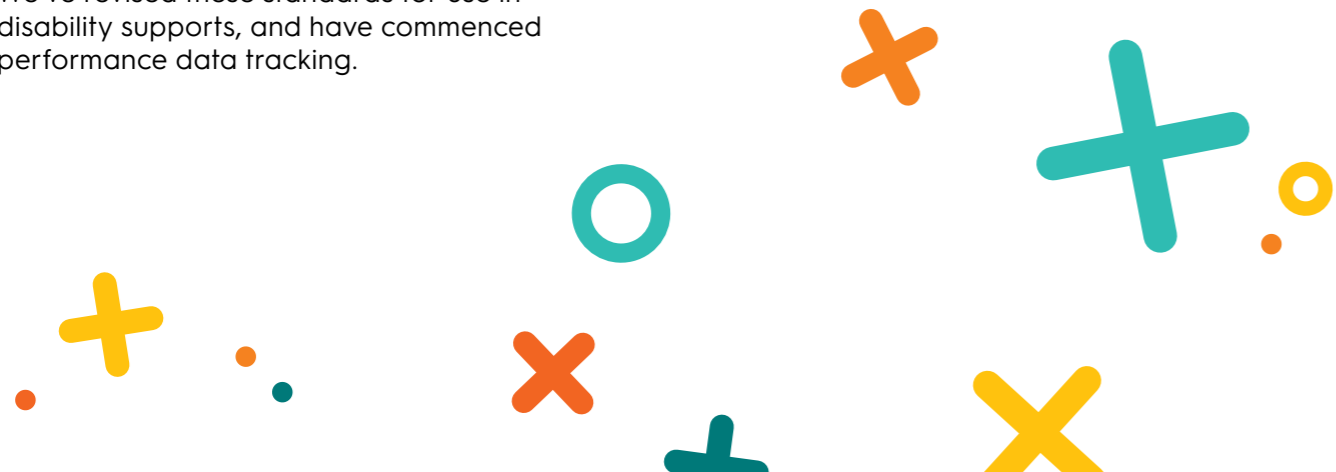
The promise Aruma makes is to put all our effort into disability supports that are consistently safe, evidence informed to be effective, always person centred, and delivered in a connected partnership with the recipient of support.

We’ve named this promise of safe, effective, person centred and connected supports The Aruma Way.

In developing The Aruma Way, we’ve adapted the best clinical governance and patient or resident safeguard standards that operate in hospital and aged care services. We’ve revised these standards for use in disability supports, and have commenced performance data tracking.

We’ve started to look at transparent performance reporting, such as the MySchools website, that allows comparative assessment of learning outcomes in schools. We believe in years to come that any significant provider of supports within the NDIS should transparently publish their performance results.

As part of advocating for a nationally agreed disability support performance reporting system, we’ve taken a first step to publish in this Annual Report proposed quality indicators and Aruma’s performance against targets to kick start a national discussion to shape disability service quality reporting.



From left: Malcolm, Chair of the Board and Martin, Aruma’s CEO.



Our thanks

The 4,000+ Aruma support workers who enable more than 4,000 people with disabilities across 525 locations to live inclusive lives have our thanks for the great support they provide. Our Behavioural Support Practitioners, our Clinical Therapists, our Employment Team leaders and Shared Service staff members each contribute to Aruma’s ability to meet the support needs of those who we serve.

The Aruma Senior Leadership Team, despite the financially pressured NDIS operating environment, have steered the organisation through immense change as programs to reduce operating costs have been implemented.

Our Board has also evolved through the year, with Directors Linda Fox and Liz Forsyth joining in the latter part of the year, and long term Director and Chair of the Property Committee Samantha Male retiring at the November 2025 AGM.

Most importantly, we give our thanks to those who’ve chosen Aruma as their disability support provider. Our promise is to continue focusing on providing you with safe, effective, person centred and connected supports, now and into the future.

Malcolm Kinns
Chair

Dr Martin Laverty
CEO

The Aruma Way

In December 2024, we proudly launched The Aruma Way Quality Framework which is our commitment and approach to delivering high quality support for every person, every time.

This Framework was developed in line with Aruma's Strategic Plan 2025-27 and supports Aruma with its compliance requirements by providing an overarching goal for our organisation to strive towards. It's also our promise to those we serve to offer safe, effective, person centered and connected supports consistently.

The Framework consists of the following components:

Our Quality Goals (Purpose)

'What' we are striving to achieve.

Our Role Statements (People)

'Who' plays their part to achieve the quality goals.

Our Governance Domains (Systems)

'How' we support people to achieve the quality goals.

Our Metrics (Indicators)

How we 'measure' our progress towards achieving the quality goals.



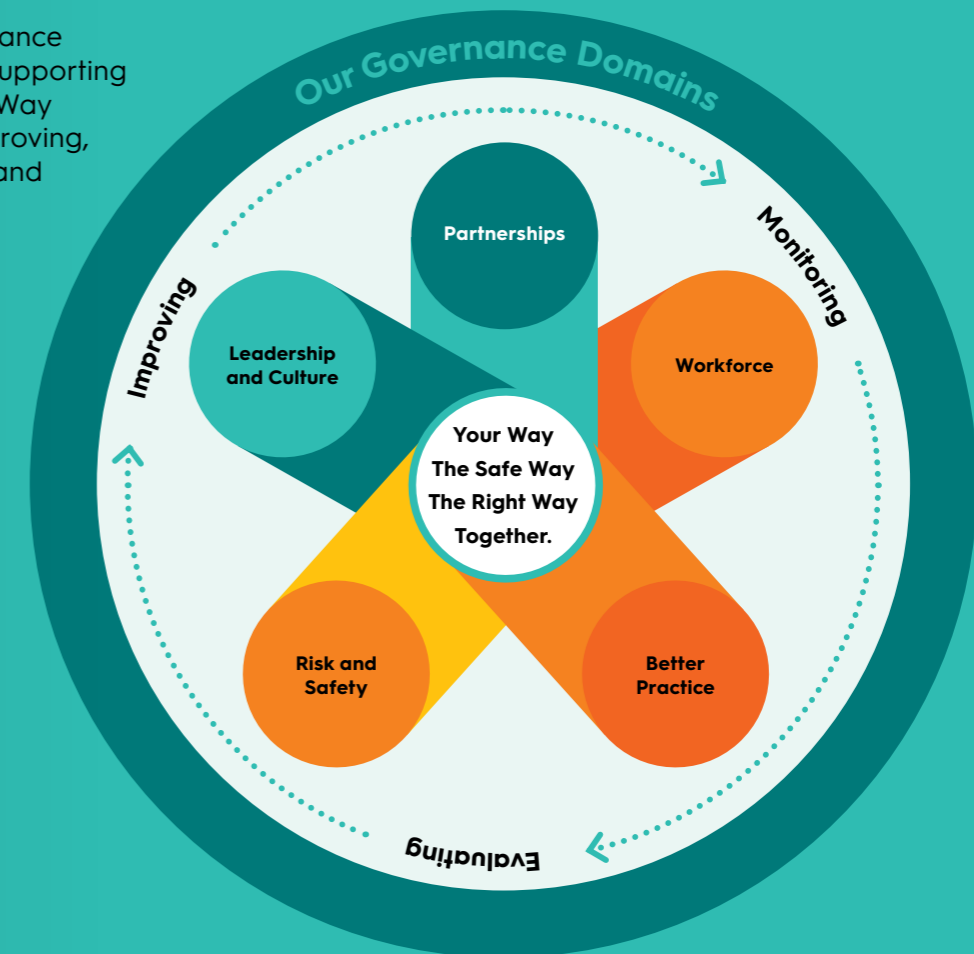
We are continuing to embed The Aruma Way within our organisation, including aligning the framework into our systems and procedures such as The Aruma Way Induction, Team Meeting Agendas and BRAVE Support and Development Discussions.



The Aruma Way Quality Framework features four goals that express how we can achieve The Aruma Way – Your Way, The Safe Way, The Right Way and Together.



Our Governance Domains - supporting The Aruma Way through improving, monitoring and evaluating.



The Aruma Way

The Aruma Way – how we measure our progress towards the Quality Goals

Australia needs transparent reporting of the quality of supports provided by organisations funded by the NDIS. Hospitals, Aged Care Services and Schools have been subject to quality performance reporting for years. So too should public reporting of quality performance be expected of NDIS providers.

The promise Aruma has made to its participants and future customers is to deliver supports Your Way, the Safe Way, the Right Way and Together. To fulfil this promise, Aruma has defined how to honour these promises and has committed to reporting publicly on how well it is achieving each of these pledges.

We have established quality goal indicators to measure progress towards each of the four Aruma Way Goals. We are continuously reviewing and refining our metrics to ensure they are the best representation of achievement of our goals. We are also making them public to propose a model for a future national disability support quality reporting system.

Please note: these metrics have been provided as an example to demonstrate The Aruma Way.

Your Way

- Total internal feedback and complaints as a % of participants
- Participant / customer experience survey questions

The Safe Way

- Total reportable incidents, allegations and sentinel events as a % of participants
- Participant / customer experience survey questions

The Right Way

- Total % of participants impacted by Restrictive Practice
- Behavioral Support Plan authorisation compliance rate
- Behaviour resulting in harm as a % of total participants
- Participant / customer experience survey questions

Together

- Participant / customer experience survey questions



The Aruma Way

As a first step towards advocating for a nationally agreed disability support performance reporting system, we will publish participants survey results which provide some insight into our own performance against The Aruma Way quality goals.



Metric: Participant Experience Survey Your Way

'Your Way' statements	Q4 FY24	Q4 FY25
My ideas and concerns are listened to by Aruma staff. Concerns are things that worry you.	87%	88%
At Aruma, I have choice and control in what I do every day. This means that our staff listen to you. You make your own decisions. We do things your way.	89%	89%

Key: Result indicates the percentage of participants who selected 'Mostly' or 'Always'.



Metric: Participant Experience Survey The Safe Way

'The Safe Way' statement	Q4 FY24	Q4 FY25
I feel safe at Aruma. This means no one hurts you. Aruma staff treat you well.	95%	95%

Key: Result indicates the percentage of participants who selected 'Mostly' or 'Always'.



Metric: Participant Experience Survey The Right Way

'The Right Way' statements	Q4 FY24	Q4 FY25
They help me achieve my goals.	93%	93%
They have the skills to support me.	93%	92%

Key: Result indicates the percentage of participants who selected 'Agree' or 'Strongly Agree'.



Metric: Participant Experience Survey Together

'Together' statement	Q4 FY24	Q4 FY25
Aruma staff work well with all of the people who support me. This means everyone works together.	92%	93%

Key: Result indicates the percentage of participants who selected 'Agree' or 'Strongly Agree'.

In the year ahead, Aruma will move to adopt quarterly reporting of performance against The Aruma Way quality goals at aruma.com.au, and use its advocacy voice to seek a national disability support quality reporting system.

The Aruma Way

Aruma educating the sector at the NDS Quality, Safeguards and Practice Governance Conference

During 2024, we worked hard to engage the sector and share Aruma's approach to implementing an evidence-based quality framework.

This included the facilitation of two sessions by Aruma's Chief Customer Officer, Heidi Clarris, and General Manager, Practice, Planning, Performance, Dave Relf, at the National Disability Services' (NDS) Quality, Safeguards and Practice Governance Conference on 5 September 2024.

The sessions included a Provider Spotlight on the topic of Practice Uplift and Governance, as well as a co-facilitated discussion with sector colleagues on how Aruma developed its new Quality Framework collaboratively with staff and the people we support.

In October 2024, Dave Relf was interviewed at the DSC NDIS Provider Viability Summits in Brisbane, Sydney and Melbourne on the topic "Strive for Quality - Not Compliance".

As a result of this sector engagement and Aruma's approach to develop an evidence-based quality framework, the NDS submitted and was awarded an NDIS Quality and Safeguard Commission grant for its Quality Compass project.

This has allowed the NDS to partner with three other disability service providers to implement a quality framework and develop tools and resources for the broader sector. Dave Relf is supporting the NDS with its project by supporting and mentoring other providers via a Community of Practice.



The Aruma Way

The Aruma Way in action

Services throughout our organisation have taken significant steps to implement and deliver supports The Aruma Way.

Our Home and Living Services have embraced The Aruma Way. An example of this is in NSW, a newly appointed manager and his dedicated support team consistently deliver high quality supports with each of the participants.

Historically, the service had reoccurring behavioural and occupational violence incidents, ongoing family concerns and inconsistent staffing.

“I held several meetings with the support team and the families to identify the issues and knew my approach had to be two-fold – focusing on participant retention and then stabilising and strengthening the team. I wanted to create a house that was a home,” explained the Manager.

The Manager collaborated with the Quality, Safeguarding and Practice team, the Regional Manager and Executive Leadership Team (‘Together’ goal) to establish a clear improvement plan for the service and each participant. He spent time working with the support team to improve the culture, arranged

participant-specific training to ensure supports were delivered safely and in line with individual plans (‘The Safe Way’ and ‘The Right Way’ goals), and instilled Aruma’s BRAVE values (Bold, Respectful, Accountable, valuing Teamwork, and striving for Excellence) within the team. Together with participants and their families, the team were able to create meaningful and personalised goals for each person (‘Your Way’ goal).

These strategies resulted in occupational violence incidents decreasing by 48 percent. One participant was supported to have a long-awaited psychiatric and medication review, which resulted in a significant improvement in their health and wellbeing. The participant can now confidently and independently mobilise – a task that previously required 2:1 support. Another participant achieved significant weight loss, reducing their weight to 84kg from 110kg – a transformation made possible through consistent, positive, person-centred active support and focused health and wellbeing interventions.

“The transformation of our site was validated when our team was awarded two BRAVE Awards in the same year. These honours speak volumes about the team’s commitment to supporting our participants to achieve their goals.

“The participants’ home is now a place where families are proud to have their loved ones living, staff look forward to coming to work each day, and I feel a sense of pride and joy every time I walk through the door. We’re doing things Your Way, The Right Way, The Safe Way and Together”

- Aruma manager

our 2025 highlights

Erica votes for the first time

At 64 years old, Erica Halvorsen-Simao, a Human Rights Advisor at Aruma, decided to vote for the first time in the 2025 federal election.

"I want to help elect someone who will support people with disability. I also want the government to know that we are people. We have a disability, but we are people too. They should not put someone to the side because they have a disability. When I was growing up, they used to always set people like me aside," said Erica.

When she was 18 years old, Erica's mother told her, "You do not need to vote because you have a disability."

This sentiment was carried by Erica for most of her adult life. However, through her involvement with the Human Rights Advisory Committee and meeting James McCoy, a fellow advisor, Erica began to question what she had always been told.

"It feels good to have voted. All Australians should be able to vote, even when they have a disability. The votes affect all of us, so we all need to vote," said Erica.

Scan to see this story in The Senior.



Our 2025 highlights

A decade of support for Wollongong locals

For Wollongong participant, Lilli Webb-Jones, 2024 marked 10 years since she first met her Aruma Support Worker, Ingrid Hearn.

Over the last decade, the pair have become like family and Ingrid has witnessed Lilli go from strength to strength in achieving her NDIS goals.

Ingrid provides Flexible Support to Lilli under Aruma's Social and Community Participation program.

She works with her on Tuesdays and Thursdays to assist with activities like doing the weekly shop, attending music classes, meeting up with friends and getting out and about in the community.

“Lilli has learnt so much. She is now so much better at communicating her needs and accepting other people’s choices too. She has worked hard to manage her own money and learn how to foster friendships. These might sound like small wins to some people, but they’ve made a world of difference to Lilli’s everyday life,” said Aruma Support Worker Ingrid Hearn.



Ingrid (left) and **Lilli** (right) enjoying a morning out together.



Lilli and Ingrid out and about.

Scan to see this story in Region Illawarra.



Our 2025 highlights

An inclusive approach to recruitment

In 2024 we took a new approach to recruit support workers - we invited our participants to sit in on the interview panels to ensure we're selecting the best people for the job.

Two of our Human Rights Advisors, Cody Barrett and Elyce Shearer, have been involved in this initiative to help select new support workers for the Burleigh site.

"A good support worker asks me what I want to do and involves me in every decision about how I live my life. They help me to do things, but they don't do things for me. If they are unsure about anything, I want them to ask me so I can tell them how to best support me," said Cody Barrett.

Potential candidates were invited to the Burleigh Head Office, where they met with two Aruma's Shared Living Managers. Cody and Elyce joined the candidates for some presentations, followed by scenario role plays, a friendly tour of the office and services, and finally individual interviews.

"Both Cody and Elyce have experienced being a customer of Aruma and also an employee, thanks to their work as Human Rights Advisors. This insight was so valuable, and they did a great job outlining the do's and don'ts for support workers. They also shared some of their lived experience with disability, which was really powerful," said Nathan Lawrie, Shared Living Manager.

Left to right: Michelle Rooke, Elyce Shearer, Cody Barrett, Nathan Lawrie.



Read now

Scan to see this story in The Burleigh Wave.



Our 2025 highlights

Taree Club Aruma comes together for the community

Aruma participant **Glen King** with **Bobby Newton**, Aruma's Business Development Manager.



The Mid North Coast and parts of the Hunter Valley region of NSW, were hit hard with flooding during May 2025. Some of our Aruma services, participants and staff were affected, but as always, in the face of adversity, they banded together to do what they could for the community.

Two weeks in a row, the team headed out to the town centre, to host a free sausage sizzle for flood affected locals.

"The event was a huge success. We had a great turnout and gave out around 400 or 500 sausage sandwiches and 60 cupcakes. I am so thankful to my team and of course our participants who helped too. It was a lovely way for them to get involved in the community," said Daniel Romer, Club Aruma Community Manager.



The new **Club Aruma Hub** at Taree.

Taree Club Aruma hosted a sausage sizzle for flood affected community members.



At the end of the June, the team kept the community spirit high by opening the doors to its newly renovated Club Aruma hub.

Almost 100 locals checked out the new premises, including the Deputy Mayor Jeremy Miller from the Mid North Coast Council.

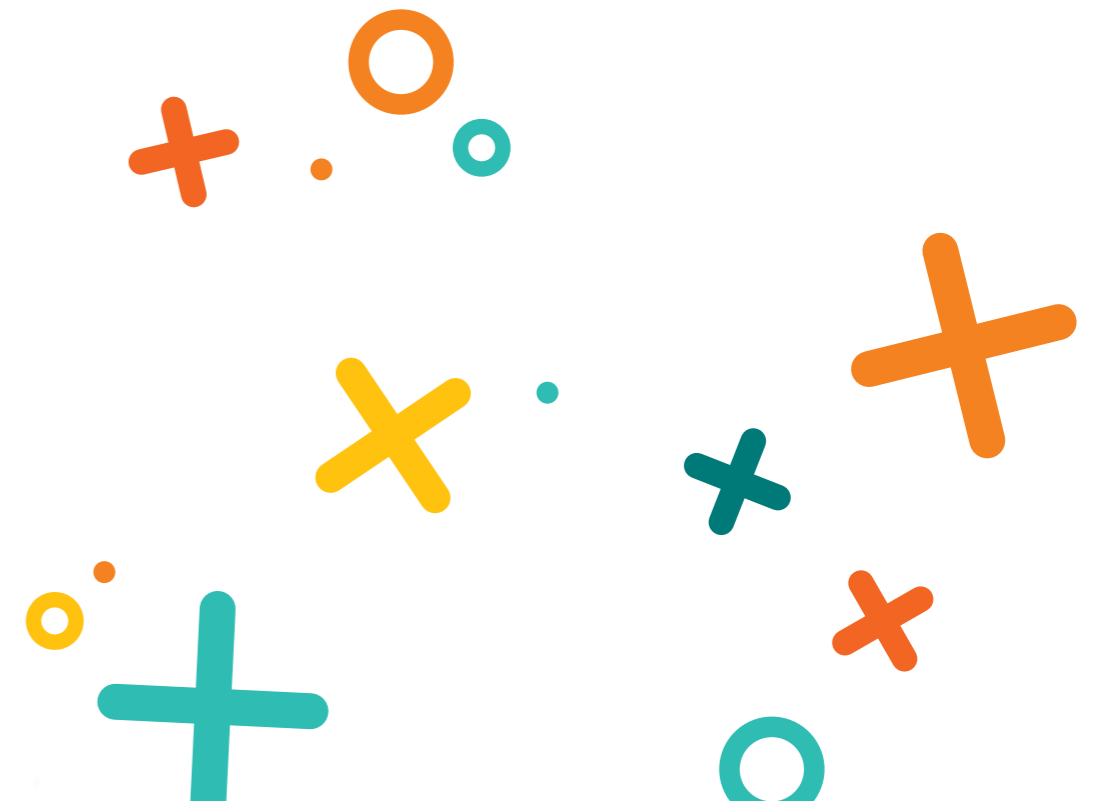
"It took 18 months of renovations to get the Hub ready. We've got everything from a gym room, onsite café, gaming and music room. There is space for people with disability to explore their interests and hobbies, and there is something for everyone," said Daniel.

Scan to see the NBN News video coverage.





our strategic approach



Our strategic approach

Aruma's 'Include, Support, Build' Strategy 2025-27

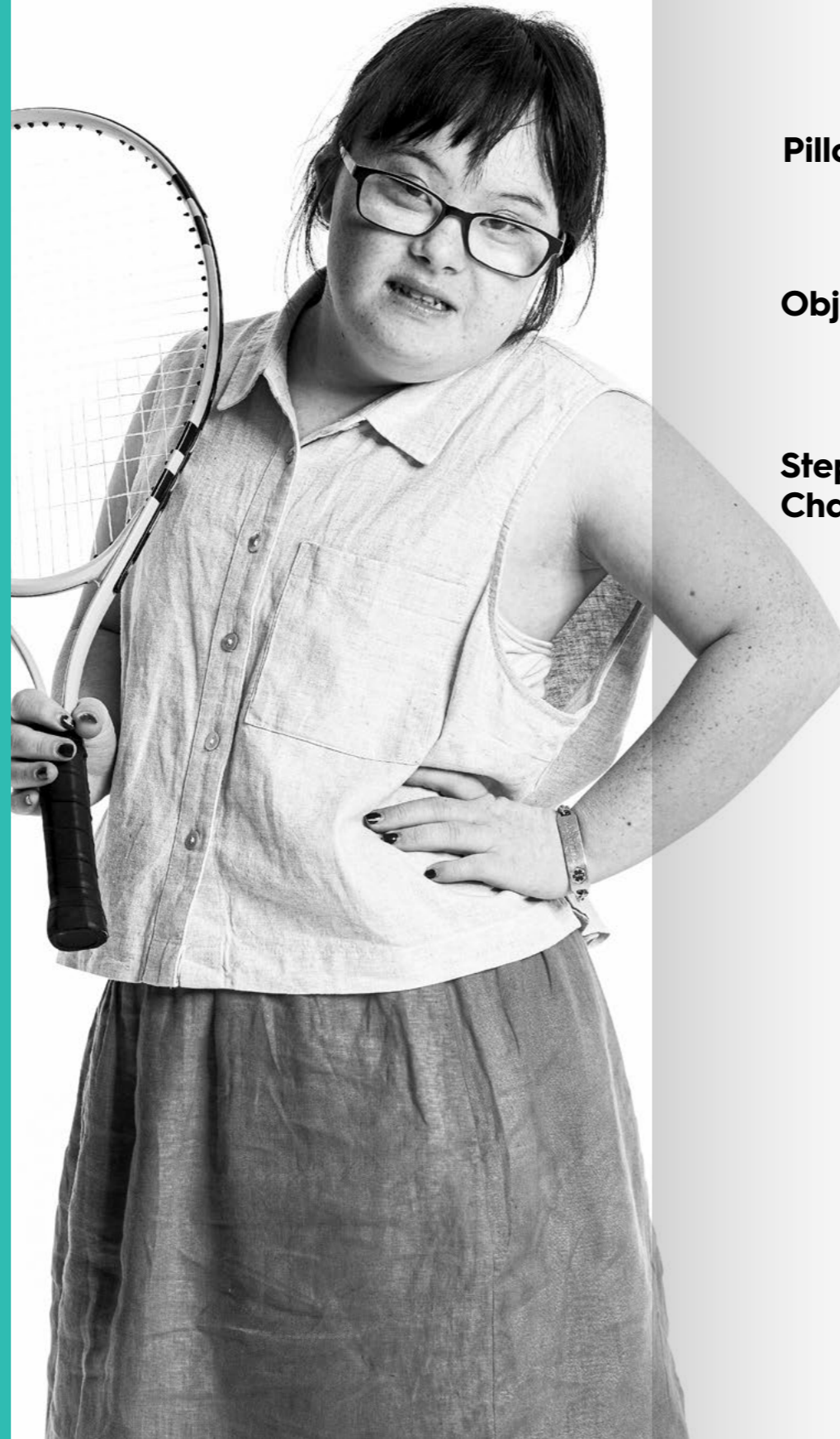
The 2024/2025 financial year saw Aruma begin the implementation of its Strategic Plan for 2025-2027.

The strategy outlines Aruma's ambition for an inclusive society, with support that makes a positive difference to people with disability, while continuing to build Aruma as a long-term sustainable human rights organisation.

The Strategic Plan includes three pillars - "Include, Support, and Build", and these three pillars drive and unite the work we do across the organisation and have been embedded in all that we do at Aruma.

We continue to work hard to achieve our vision of a community where people with disability have the same opportunities as other citizens to live well and contribute.

Aruma is excited for a future where it will drive long term social impact. We will continue to support participants through all the seasons of their life, as they navigate living, learning, working, and social and healthcare challenges and opportunities.



our strategy

The strategic ambition

Inclusion and equal outcomes for people with disability across, all stages of their lives

The vision

A community where people with disability have the same opportunities as other citizens to live well and contribute

Pillars



Include



Support



Build

Objectives

Enabling people with disability to live inclusive, self-determined lives so they can live the life they want.

Continuously improving the quality of our support services so they are consistently safe, effective, person-centred and connected.

Building a sustainable human rights organisation so we can continue to deliver participant outcomes.

Step Change

We will...

Embed inclusion across services and communities.

Empower participants to make their own decisions.

Employ more people with disabilities into decision making roles.

Enable open employment and fair pay.

We will...

Do what works effective supports and governance.

Remove unnecessary restrictions and barriers to taking risks by promoting dignity of risk.

Respond to feedback and proactively communicate.

Modernise our homes, supports and businesses.

Embrace reform encourage, influence and implement.

Improve participant health access and wellbeing outcomes.

We will...

Sustain finances and assets by reviewing how we operate.

Grow and rebalance our portfolio.

Be a great place to work and build great culture.

Adopt technology and innovate to operate more efficiently.

Pursue net zero emissions target through our sustainability plan.

Our strategic approach

Our values

value
teamwork
we do things
together

excellent
we do
things
well

BRAVE

bold
we
speak
up

respectful
we respect
each other

accountable
we do what
we say

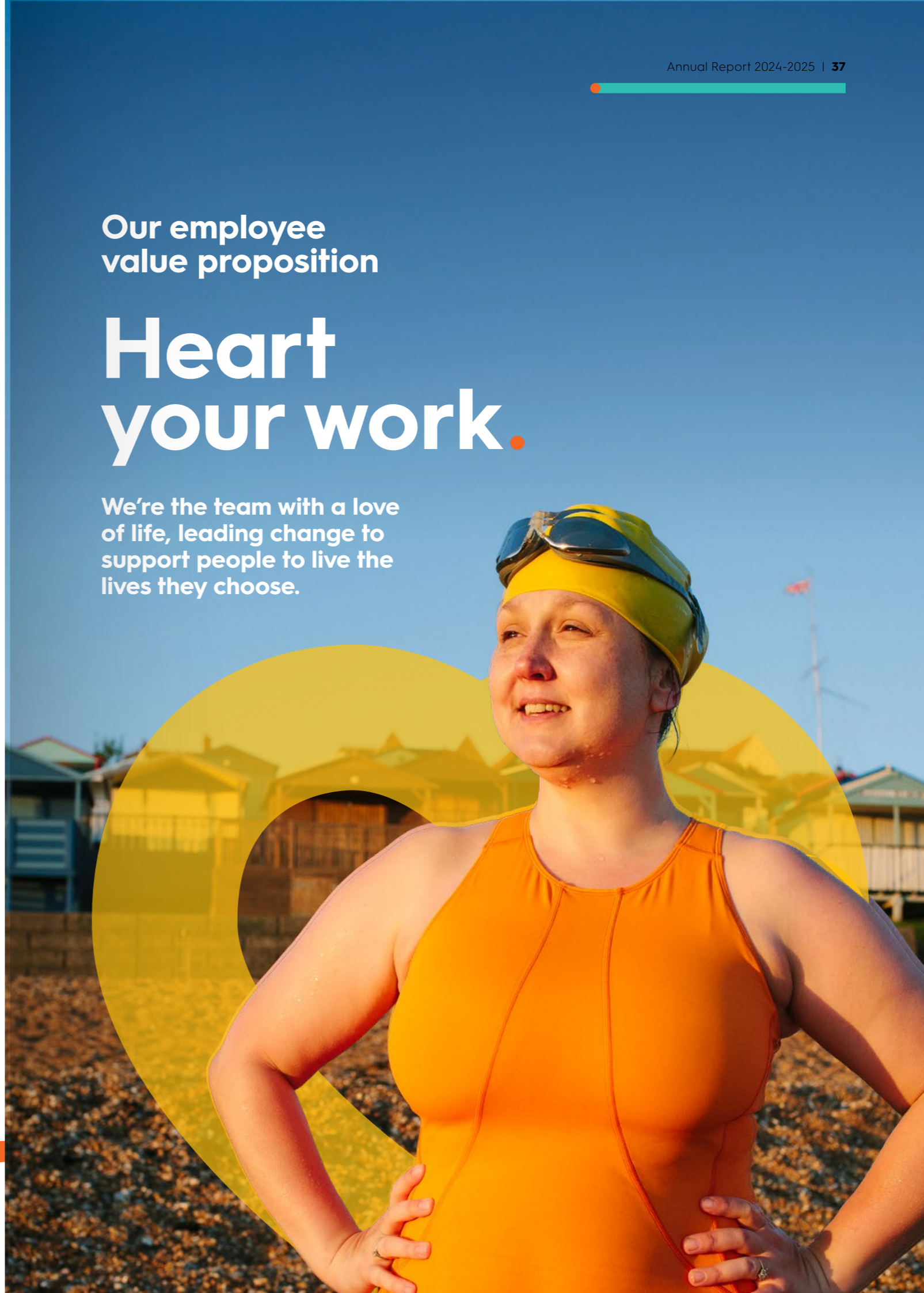
Our customer promise



Our employee value proposition

Heart your work.

We're the team with a love of life, leading change to support people to live the lives they choose.



Our strategic approach



A year of impact

In August 2024 we relaunched Community Supports as Club Aruma



We launched the 'Heart your work' Employee Value Proposition for our staff



1.3 million visits to our website



37K Facebook followers



with a daily reach of over 21,000 people

We generated 640 media stories with a potential audience reach of over 12 million



Aruma's 2024 Human Rights Conference

Every year at Aruma's Human Rights Conference, we bring people together to hear the stories of those with lived experience of disability. The event continues to get bigger and better each year, while tackling a new theme.

This year, the theme was "Inclusion - Turn up, raise your voice, let's go!". We had discussions from keynote speakers and guest speakers centred around inclusion and the difference an excellent support team can make.

Our MCs for the day were the familiar faces of Josh Hose and Nazim Erdem. The two gold-winning Paralympians shared stories and anecdotes from their own lives and made us smile (and kept us on track) throughout the day.

The first keynote speaker for the day was Dean Clifford, who was born with epidermolysis bullosa (EB) - he has experienced several amazing wins but also hard setbacks. He shared his "5 keys to life - zero negativity, attitude, dreams, believe and people".

Our participant from Victoria, Sonja Van Buren, was our second speaker and she shared her journey to inclusion through her work at a local charity store.

We also heard from Ryley Batt OAM, one of the top wheelchair rugby players globally and at 15, he was the youngest ever wheelchair rugby player at a Paralympic Games.

Victoria participant, Janette McDonald, shared what inclusion means to her, and how she has found joy with the One Voice Choir.

The final speaker of the day was Greg Kooloos, another Victorian Aruma participant. He shared his love for cooking and baking, as well as what inclusion means to him.



Our Human Rights Committee

The Human Rights Advisory Committee was established in 2015 to truly knit human rights principles into everything we do. Our advisors are a group of participants, supported employees, family members and staff who are not afraid to tackle the big issues and speak up. They meet every three months to look for ways to improve our organisation and shape our policies that affect human rights, with Board directors attending. They also design and implement our annual Human Rights Conference and meet with the full Board twice a year.

Images

Top: Human Rights Lead Judy Topper with Dean Clifford, Joanne Evans and Lexy Akillas.

Left: Aruma participant Sonja Van Buren sharing the importance of work and inclusion.

Right: Our MCs Nazim Erdem and Josh Hose, with paralympian Ryley Batt.

Bottom: Aruma participant, Janette Margaret McDonald sharing her story.



Aruma business highlights



Aruma business highlights

Summerland Farm in the spotlight

We know that Summerland Farm is one of the best spots in the Ballina-Byron region, but in 2024 and 2025, we got to share this hotspot with audiences across Australia.

In October 2024, Sydney Weekender Host Candice Dixon, joined Hospitality Manager Sam Rowe and Team Leader Ruby Edwards to take a tour of Summerland Farm.

They jumped in the quad bikes to take a ride around the lush green avocado and macadamia trees and visit the furry friends at the petting zoo.

Scan to see The Sydney Weekender segment.



Sydney Weekender at Summerland Farm.

In May 2025, Summerland Farm was a tourism hotspot on Sunrise 7News. Elke Robinson, Hospitality and Tourism Operations Manager coordinated and represented the Farm.

Scan to see the Sunrise 7News segment.



Summerland Farm, which employs 130 Supported Employees, on **Sunrise 7News**.



Aruma business highlights

Aussie Biscuits crack sales records!

2024 was a great year for Aussie Biscuits and its 30+ Supported Employees in Forbes! In November, it smashed production records and increased its business revenue by 30 percent compared to October. All despite experiencing setbacks and hurdles like flooding and equipment issues.

The humble bikkie factory also pumped out more than 272,000 twin packs of its buttery treats, breaking its record for its most productive month by 15 per cent.

“We are incredibly proud to have achieved such an amazing result, especially considering we haven’t been taking online orders, and our physical shop has been closed. We’re wrapped with the growing support of big businesses, particularly coming from the accommodation sector,” said Damian Little, Production Coordinator.

The jam drop flavour remains the most popular biscuit

Scan to see this story in the Forbes Advocate.



Below: The Aussie Biscuits team hard at work.



Aussie Biscuits thanks the Forbes community and surrounds for their ongoing support



Aruma business highlights

Celebrating the wins of Aruma's integrated facilities management service

Aruma's Integrated Facilities Management service, is a work integrated social enterprise that provides end-to-end facilities management solutions across Australia.

In 2024, the team won a huge contract with the Telstra Group. This enabled them to expand the Telstra sites we support from 1,800 to 9,800. This means our service footprint for the telco giant now spans all states and territories in Australia. Our teams, including supported employees, complete facilities maintenance, grounds maintenance and commercial cleaning for all Telstra's Network sites including their Global Operations Centre, emergency call centres and data centres.

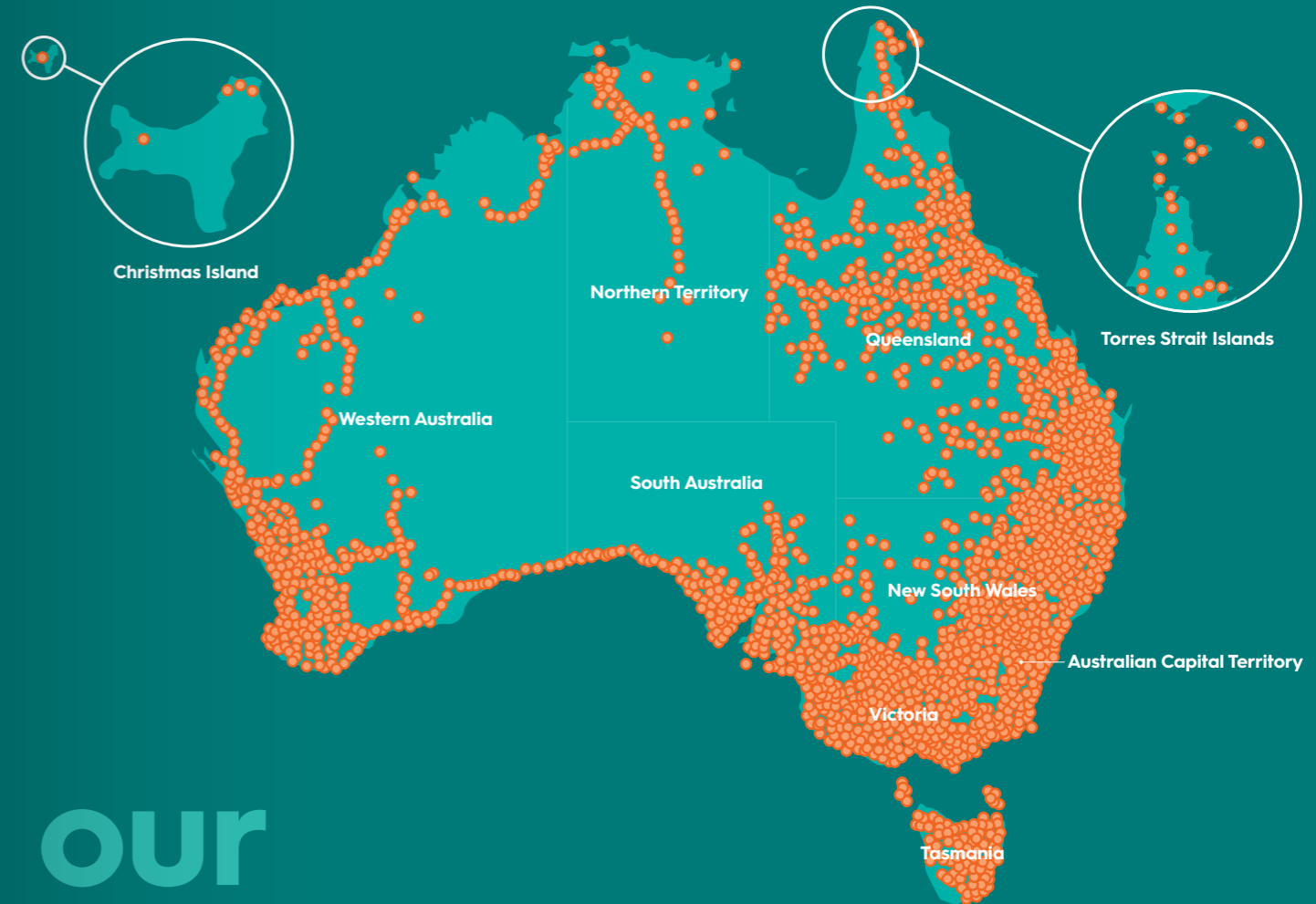
Throughout 2024, our partnership with Maroo Build, a majority-owned Aboriginal construction and services business, grew. The partnership allowed Maroo to offer 424 employment opportunities to First Nations people, and they hope that number will continue to grow.

Towards the end of the year, Aruma's Facilities Management was also named as finalists in the FM Industry Awards for Excellence in two categories: Leadership in ESG for our excellence in Supported Employment, and Collaborative Partnerships for Improving Employment outcomes for people with disability and First-Nations Australians, referring to our partnership with Maroo Build and Telstra.

Our success provides ongoing employment of people with disability both within Aruma and across our Work Integrated Social Enterprise (WISE) contractors.

It's a big win not only for the Aruma team but the entire WISE sector and ensures the sustainability of our Facilities Management business now and into the future.

11,500 sites across Australia



our national coverage

Aruma business highlights

Celebrating our facilities management teams



Staff from Aruma's Integrated Facilities Management Team.



Your directors present their report on the consolidated entity consisting of Aruma Services Limited and the entities it controlled at the end of, or during, the year ended 30 June 2025.

Throughout the report, the consolidated entity is referred to as the Group.

directors' report

Directors

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

- Malcolm Kinns - Chair
- Leanne Dreves - Deputy Chair
- Maura Boland
- Chris Edwards
- Samantha Male
- Joost de Kock
- Phil Wade
- Cain Beckett (appointed 25 February 2025)
- Linda Fox (appointed 29 September 2025)
- Liz Forsyth (appointed 17 September 2025)
- Candice Charles (resigned 29 November 2024)
- Andrea Tustin (resigned 29 November 2024)

Principal activities

The principal activity of the Group during the year was the provision of support services to people with a disability, their families and carers.

No significant change in the nature of these activities occurred during the year.

Significant changes in the state of affairs

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



Review of operations

Overview of the Group

Consolidated revenue of \$528,635,000 (2024: \$519,749,000) increased by 1.8% (2024: increased by 7%) compared with the prior year. During the year the Group experienced a decline in funding of some customers' individual National Disability Insurance Scheme (NDIS) plans and ongoing reduction in profit margins arising from inadequacy of NDIS pricing.

Total comprehensive loss for the year of \$6,231,000 (2024: loss of \$7,440,000) decreased by 16.3% (2024: comprehensive loss increased by 3%), mainly due to recognition of fair market value uplift for residential land and buildings offsetting inadequate NDIS pricing and significant investment in technology platforms.

Net assets of \$90,220,000 (2024: \$96,451,000) decreased by 6.5% (2024: decreased by 7%).

Events since the end of the financial year

On 27 August 2025, after the end of the reporting period, the Group made the decision to discontinue its medical packaging business. The closure is expected to finalise before 31 December 2025.

No other matters or circumstances have arisen since 30 June 2025 that have significantly affected the Group's operations, results or state of affairs, or may do so in future years.

Information on directors

Malcolm Kinns, Chair

Qualifications B.Eng (Hons), Chemical Engineering

Experience

Malcolm Kinns is an experienced director and education executive. He has held senior leadership roles in the vocational and higher education sectors and had an extensive career building and improving technology driven education.

Malcolm is currently the Group CEO of People for Purpose and also provides consultancy services as a strategic advisor to the Future Skills Organisation.

Previously Malcolm was Chief Executive Officer of Generation Australia, an independent not-for-profit focussed on transforming education to employment systems to prepare, place, and support people into life-changing careers. He has worked with a variety of educational institutions including Think Education Group, Edinburgh Business School, the Centre for Social Impact and FBOL Solutions, where he consulted to universities and other education institutions on business growth strategies and best practice design principles for the delivery of blended and online learning.

Malcolm has also held advisory board roles on the Classic Wallabies Indigenous Exchange, supporting young Indigenous Australians to undertake volunteer assignments in South Africa as well as the NSW Rugby Learn, Earn, Legend program.

Malcolm holds a Bachelor of Engineering (Honours), Chemical Engineering from The University of Edinburgh and has completed the AGSM Governance for Social Impact.

Special responsibilities

Member of the Audit & Risk Committee, Member of the Customer Committee, Member of the People & Governance Committee.

Leanne Dreves, Deputy Chair

Qualifications B. Com, CPA, GAICD

Experience

Leanne Dreves is an experienced Chief Financial Officer, Company Secretary and non-executive director with extensive finance, governance and risk management expertise.

She has held senior accounting and financial leadership roles in various profit for purpose organisations, including charities and credit unions, and in public practice. In public practice she provided a range of accounting and management consulting services to small business.

Leanne is a non-executive director of Roses in the Ocean, Australia's leading lived experience of suicide organisation. She was previously a non-executive director of House with No Steps.

Leanne is a Certified Practising Accountant (CPA) and also holds a Bachelor of Commerce (Accounting).

Special responsibilities

Chair of the Audit & Risk Committee, Member of the Growth & Investment Committee, Member of the People & Governance Committee.

Maura Boland, Director

Qualifications BSc (Hons), Grad Dip Comm Mgt, MAppSc, (Comm Mgt), Grad Cert Mgt, GAICD

Experience

Maura Boland is a leader, strategic thinker, and influencer with expertise across all aspects of management and corporate governance including strategic planning, policy development, social and capital program design and administration, regulation, and project governance.

Currently Maura is a director of The Insight Partnership, a management consultancy specialising in collaboration for strategic results in areas of positive social and environmental impact. Maura has held a range of executive positions in the NSW Government, most recently as Deputy Director-General, Strategy and Policy in the then Family and Community Services and has extensive experience in government and human services. She has successfully led and guided change and innovation across housing, health, disability, environment, planning and other government portfolios.

Her non-executive director positions have included the House with No Steps and ANROWS.

She is an Executive Fellow of the Australia and New Zealand School of Government (ANZSOG).

Special responsibilities

Chair of the People & Governance Committee, Member of the Property Committee.

Chris Edwards, Director

Qualifications GAICD, Dip. Business

Experience

Chris Edwards is a manager and director with extensive experience across the human services sector. He has specific expertise in disability inclusion and improving organisation performance in service delivery.

Chris is currently General Manager Corporate Affairs and Advocacy for Vision Australia. He has performed a range of strategic and operational management roles for Vision Australia and has previously worked for Nous Group, a leading Australian professional services firm.

Chris's current appointments include non-executive director Disability Media Australia and a member of the People & Culture Committee for the Melbourne Convention & Exhibition Centre. His prior board appointments include a non-executive director of The Tipping Foundation Ltd, Retina Australia (Victoria) and Disability Attendant Support Service Incorporated (DASSI), including two years as Chair of DASSI.

Chris is a Seeing Eye Dog handler and works in partnership with his Seeing Eye Dog, Eva.

Special responsibilities

Chair of the Customer Committee, Member of the Audit & Risk Committee.

Information on directors

Samantha Male, Director

Qualifications BSc (Hons), MBA, GAICD

Experience

Samantha is an experienced director and senior business executive. She has particular experience in community housing, having worked at a senior management and Board level across the UK and Australia.

Samantha is a director of Four Five Six Pty Ltd, leading transformation projects within the social services sector. She lives in rural Australia running a family Avocado Farm. Previously Samantha held senior executive roles with Link Housing, Mission Australia Housing and Genesis Housing Group.

Samantha is a non-executive director of Bundaleer Care Operations Ltd, an aged care facility on the Mid-North Coast, NSW. She was formerly an executive director of Pathmeads Residential Ltd and Orchard & Shipman PLC (UK), and a non-executive director of House with No Steps and Berkshires Women's Aid.

Samantha holds a Bachelor of Science (Building) and graduated with an MBA from the Cranfield School of Management in 2011.

Special responsibilities

Chair of the Property Committee, Member of the Growth & Investment Committee, Member of the Customer Committee.

Dr Joost de Kock, Director

Qualifications BA (Eng), DPhil, MBA, GAICD

Experience

Dr Joost de Kock has over 25 years senior leadership experience in both the private and public sectors with a focus on strategy, digital transformation and technology innovation.

Joost is a former managing director and partner at the Boston Consulting Group. More recently, he has held several senior government roles including Deputy Secretary, Customer Strategy and Technology at Transport for NSW where he was responsible for the development of long-term transport strategies, policies and delivery of technology and data enabled services, and General Manager for Enterprise Transformation at the Federal Department of Human Services. He is currently a non-executive director of the Raise Foundation (early intervention youth mentoring charity), Infoxchange and served on the Redkite (children's cancer charity) Board for nine years.

Joost holds an engineering degree from Cambridge University, a DPhil (PhD) in Medical Electronics from Oxford University and a Cranfield MBA. He is a graduate of the Australian Institute of Company Directors.

Special responsibilities

Chair of the Technology Advisory Committee, Member of the Audit & Risk Committee, Member of the Growth & Investment Committee.

Phil Wade, Director

Qualifications BSc, MSc

Experience

Phil Wade is an experienced non-executive director and independent advisor and has a deep passion for health and wellbeing and equality of outcomes for all.

Phil is a marketing, eCommerce, and digital professional with expertise in world class global brand formation and business leadership. He has held various director and leadership roles at Wesfarmers, Qantas Group, TJX and Unilever.

Phil is currently a Governor of Cerebral Palsy Alliance, non-executive director of VicHealth an Executive Enterprise Fellow of the University of Melbourne and an advisor and coach to multiple technology businesses.

Phil holds a master's degree in Politics and Economics from the London School of Economics.

Special responsibilities

Chair of the Growth & Investment Committee, Member of the Technology Advisory Committee.

Cain Beckett, Director (appointed 25 February 2025)

Qualifications BEc. MIntS. DLI FAICD

Experience

Cain Beckett is an economist, NDIS participant and the Chief Executive Officer of Carers ACT. He has a passion for strategy, transformation and corporate governance.

Cain was formerly a senior executive in the Department of the Prime Minister and Cabinet and led the department's strategic policy unit, the Policy Projects and Taskforce Office.

As the inaugural head of Markets and Pricing for the NDIS, Cain also established the scheme approaches for market regulation, safeguards, and pricing. He is the author of the Specialist Disability Accommodation (SDA) policy framework. Cain has held diverse roles across consulting and in the private sector, including at Deloitte Australia, PwC, Accenture and Perpetual.

Cain is the former Chair of the NSW Disability Council and former non-executive director of Cerebral Palsy Alliance, Life Without Barriers and Summer Foundation and co-founder of the Attitude Foundation. Currently Cain has board roles with Attain HealthTech Pty Ltd and AbilityMade Pty Ltd.

Cain has been a Fellow of the Australian Institute of Company Directors for more than 15 years and is a member of the Economic Society of Australia.

Special responsibilities

Member of the Audit & Risk Committee, Member of the Customer Committee, Member of the Property Committee.

Information on directors

Linda Fox, Director (appointed 29 September 2025)

Qualifications GAICD, FCA ANZ, MBA, Grad Dip (Information Systems), B.Com (Accounting)

Experience

Linda Fox is a non-executive director with strong governance experience across listed companies, not-for-profits, and managed investment schemes. She brings expertise in risk, compliance, and financial oversight, built on a career in complex, regulated industries.

Linda has held senior executive roles in wealth management, banking, and professional services. As CFO and COO, she led operations across Australia, New Zealand, and the Asia Pacific for organisations including Commonwealth Bank of Australia, Colonial First State, SFG Australia, Schroder Investment Management, and Merrill Lynch.

She is currently a non-executive director and chair of the Group Audit, Risk and Compliance Committee at Centrepoin Alliance Limited (ASX: CAF), a non-executive director and chair of the Finance, Risk, and Investments Committee at the Australian Youth Orchestra, and an independent compliance committee member for Investors Mutual Limited and Aware Financial Services (part of Aware Super). Previously Linda was a non-executive director, chair of the Nomination and Governance Committee and Member of the Audit and Risk Committee of QV Equities Limited (ASX:QVE).

Linda is a Fellow Chartered Accountant and a graduate of the Australian Institute of Company Directors. She holds an Executive MBA, a Graduate Diploma in Information Systems, and a Bachelor of Commerce. She is also Vice President of the North Sydney Symphony Orchestra and an active violinist.

Liz Forsyth, Director (appointed 17 September 2025)

Qualifications BSW, Member of GAICD

Experience

Liz Forsyth is a non-executive director with extensive governance experience across government, commercial, and not-for-profit sectors. She has served on boards of listed and community-based organisations, with a focus on human services, strategic growth, and stakeholder engagement.

Liz has held senior leadership roles in government, professional services, and a listed human services provider. Her career has focused on improving outcomes for vulnerable communities across Australia and internationally, including work with the UN and World Bank. She has led major reform programs in child protection, disability, ageing, housing, and income support, and is known for translating complex policy into practical solutions.

Liz is currently Global Lead at ForsythClement, a global advisory firm focused on Human Services, Justice, and Health. She is Chair of Amicis, and a Board member of Bridge Housing, Relationships Australia (NSW), and Stride Mental Health. She is a former Deputy Chair of KPMG Australia and previously led APM's Aged Care and Disability Services business and Strategic Growth function. At KPMG, she held global leadership roles including Global Industry Lead for Infrastructure, Government and Healthcare, and Global Government Sector Lead and Global Human Services Lead.

Liz is a qualified Social Worker and expert facilitator. She has developed frameworks and technology-based solutions for service delivery and regulation, and has deep sector knowledge across disability, ageing, youth, homelessness, and income support.

Sarah Houlihan, Company Secretary

Qualifications BArtTh, MArtAdmin, GradDipACGRM, AGIA

Experience

Sarah Houlihan is Company Secretary for Aruma Services Limited and its subsidiary entities. She has held governance roles in both corporate and not-for-profit organisations, including MLC (NAB Wealth), WWF-Australia, and the National Association for the Visual Arts.

Darren Silber, Company Secretary

Qualifications B. Bus, CA

Experience

Darren is both Chief Financial Officer and Company Secretary for Aruma Services Limited and has held executive roles in the areas of finance, commercial management, and supply chain.

Darren has extensive experience in the retail industry in ASX-listed companies as well as private-equity owned organisations before joining Aruma in 2021. Previously Darren held positions of Chief Operating Officer at Seafolly and Head of Finance at BWS (Woolworths Limited)

Directors' report

Meetings of directors

The numbers of meetings of the Company's board of directors held during the year ended 30 June 2025, and the numbers of meetings attended by each director were:

Directors	Meetings of the Aruma Services Board (excluding subsidiary meetings)		Audit & Risk Committee meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Malcolm Kinns	7	7	3	3
Leanne Dreves	7	7	6	6
Maura Boland	7	7	-	-
Chris Edwards	7	7	6	6
Samantha Male	7	7	3	3
Joost de Kock	7	7	6	6
Phil Wade	7	7	-	-
Cain Beckett	3	3	2	2
Candice Charles	3	3	3	3
Andrea Tustin	3	2	3	3

Directors	People & Governance Committee meetings		Customer Committee meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Malcolm Kinns	4	4	2	2
Leanne Dreves	4	3	3	3
Maura Boland	4	4	-	-
Chris Edwards	-	-	5	5
Samantha Male	-	-	2	2
Joost de Kock	-	-	-	-
Phil Wade	-	-	-	-
Cain Beckett	-	-	1	1
Candice Charles	2	2	3	-
Andrea Tustin	-	-	-	-

Directors	Property Committee meetings		Technology Advisory Committee meetings		Growth & Investment Committee meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Malcolm Kinns	-	-	1	1	-	-
Leanne Dreves	-	-	1	1	2	2
Maura Boland	2	2	-	-	-	-
Chris Edwards	-	-	-	-	-	-
Samantha Male	4	4	-	-	2	2
Joost de Kock	-	-	3	3	2	2
Phil Wade	-	-	3	2	2	2
Cain Beckett	1	1	-	-	-	-
Candice Charles	-	-	-	-	-	-
Andrea Tustin	2	2	-	-	-	-

Members guarantee

Aruma Services Limited is a company limited by guarantee and in accordance with the Constitution the liability of members in the event of Aruma Services Limited being wound up during the time, or within one year after he or she is a member, would not exceed (\$1) per member towards meeting any outstanding obligations of the entity. At 30 June 2025 the total amount that members are liable to contribute if Aruma Services Limited is wound up is \$37 (2024: \$37).

Auditor's independence declaration

A copy of the auditor's independence declaration as required under section 60-40 of the Australian Charities and Not-for-profits Commission (ACNC) Act 2012 is set out on page 62.

Rounding of amounts

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the directors' report. Amounts in the directors' report have been rounded off in accordance with the instrument to the nearest thousand dollars, or in certain cases, to the nearest dollar.

Signed in accordance with a resolution of the board of directors.



Malcolm Kinns
Chair

Auditor's Independence Declaration

As lead auditor for the audit of Aruma Services Limited for the year ended 30 June 2025, I declare that to the best of my knowledge and belief, there have been no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Aruma Services Limited and the entities it controlled during the period.

Eliza Penny
Partner
PricewaterhouseCoopers

Sydney
23 October 2025

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These financial statements are the consolidated financial statements of the Group consisting of Aruma Services Limited and its subsidiaries.

A list of subsidiaries is included in Note 23. The financial statements are presented in Australian dollars (\$) which is Aruma Services Limited's functional and presentation currency. The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the financial statements. Amounts in the financial statements have been rounded off in accordance with the instrument to the nearest thousand dollars, or in certain cases, to the nearest dollar.

financial report

Aruma Services Limited is an Australian Public Company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business is:

Aruma Services

Building A, Suite 4.01/20 Rodborough Road, Frenchs Forest NSW 2086 Australia

The financial statements were authorised for issue by the directors on 23 October 2025. The directors have the power to amend and reissue the financial statements.



Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Revenue and other income			
Revenue	3	522,202	515,710
Other income	3	6,433	4,039
Total revenue and other income		528,635	519,749
Less: expenses			
Employee benefits expense	4	(462,840)	(456,092)
Occupancy expense		(15,580)	(17,003)
Depreciation and amortisation expense	4	(14,443)	(13,351)
Professional fee expenses		(4,695)	(4,219)
Motor vehicle expenses		(8,433)	(7,013)
Material and consumables used	4	(5,107)	(6,482)
Technology expenses		(23,058)	(15,715)
Repairs and maintenance expense		(4,669)	(6,251)
Sales and marketing expenses		(1,745)	(1,505)
Finance expenses	14	(1,905)	(1,499)
Other expenses		(5,608)	(5,516)
Revaluation loss on assets held for sale	10	(326)	(161)
Total expenses		(548,409)	(534,807)
Loss before income tax expense		(19,774)	(15,058)
Income tax expense		-	-
Net loss from continuing operations		(19,774)	(15,058)
Other comprehensive income			
Items that will not be reclassified to profit or loss			
Increase in valuation of residential land and buildings/ freehold land and commercial buildings held at valuation	13, 19(a)	13,658	7,497
Remeasurements of defined benefit liability	17(b), 19(a)	(115)	121
Other comprehensive income for the year, net of tax		13,543	7,618
Total comprehensive loss for the year		(6,231)	(7,440)

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

Consolidated statement of financial position

As at 30 June 2025

	Notes	2025 \$'000	2024 \$'000
Assets			
Current assets			
Cash and cash equivalents	5	74,724	71,751
Trade receivables and accrued income	6	26,120	26,999
Inventories	7	1,187	1,166
Other financial assets	8	35,047	31,862
Other current assets	9	4,522	5,147
Assets classified as held for sale	10	4,167	18,558
Total current assets		145,767	155,483
Non-current assets			
Property, plant and equipment	13	76,828	66,475
Right-of-use assets	14(a)	22,077	20,479
Other	17(b)	137	19
Total non-current assets		99,042	86,973
Total assets		244,809	242,456
Liabilities			
Current liabilities			
Trade and other payables	15	34,332	28,089
Lease liabilities	14(a)	7,310	6,252
Employee benefit obligations	16	59,621	60,696
Provisions	17	30,838	26,910
Contract liabilities	18	4,035	6,568
Total current liabilities		136,136	128,515
Non-current liabilities			
Lease liabilities	14(a)	16,517	15,672
Employee benefit obligations	16	1,936	1,818
Total non-current liabilities		18,453	17,490
Total liabilities		154,589	146,005
Net assets		90,220	96,451
Equity			
Other reserves	19(a)	32,358	19,505
Retained surplus	19(b)	57,862	76,946
Total equity		90,220	96,451

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

Consolidated statement of changes in equity

For the year ended 30 June 2025

	Attributable to owners of Aruma Services			Total equity \$'000
	Notes	Reserves \$'000	Retained surplus \$'000	
Balance at 1 July 2023		11,887	92,004	103,891
Loss for the year		-	(15,058)	(15,058)
Remeasurements of defined benefit liability	19(a)	121	-	121
Increase in valuation of freehold land and commercial buildings held at fair value	19(a)	7,497	-	7,497
Total comprehensive income/(loss) for the year		7,618	(15,058)	(7,440)
Balance at 30 June 2024		19,505	76,946	96,451
Balance at 1 July 2024		19,505	76,946	96,451
Loss for the year		-	(19,774)	(19,774)
Remeasurements of defined benefit liability	17(b), 19(a)	(115)	-	(115)
Increase in valuation of residential land and buildings held at fair value	13, 19(a)	13,658	-	13,658
Total comprehensive income/(loss) for the year		13,543	(19,774)	(6,231)
Transfer of fair value gain on divestment of financial assets held at FVOCI to retained surplus	19(a) 19(b)	(690)	690	-
Balance at 30 June 2025		32,358	57,862	90,220

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

	Notes	2025 \$'000	2024 \$'000
Cash flows from operating activities			
Receipt from customers (inclusive of GST)		532,028	509,850
Payments to suppliers and employees (inclusive of GST)		(532,862)	(520,227)
Interest received	3	2,293	2,562
Interest paid	14(b)	(1,905)	(1,499)
Net cash inflow from operating activities		(446)	(9,314)
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		981	579
Proceeds from assets held for sale		16,131	-
Proceeds from sale of financial assets at fair value through profit or loss	8	74	915
Payment for property, plant and equipment	13	(4,405)	(5,094)
Payments for financial assets at fair value through profit or loss	8	-	(26,000)
Dividends received	3	240	149
Net cash inflow (outflow) from investing activities		13,021	(29,451)
Cash flows from financing activities			
Lease payments		(9,602)	(7,983)
Net cash outflow from financing activities		(9,602)	(7,983)
Net increase (decrease) in cash and cash equivalents		2,973	(46,748)
Cash and cash equivalents at the beginning of the financial year		71,751	118,499
Cash and cash equivalents at end of financial year	5	74,724	71,751

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

Notes to the consolidated financial statements

30 June 2025

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1. Summary of material accounting policies

This note provides a list of the material accounting policies adopted in the preparation of these consolidated financial statements. These policies have been consistently applied to all the years presented, unless otherwise stated. The financial statements are for the Group consisting of Aruma Services Limited and its subsidiaries.

a. Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the Australian Charities and Not-for-profits Commission Act 2012. The Company is a not-for-profit entity for the purpose of preparing the financial statements.

i. Compliance with Australian Accounting Standards - Simplified Disclosure Requirements

The consolidated financial statements of the Group comply with Australian Accounting Standards - Simplified Disclosures as issued by the Australian Accounting Standards Board (AASB).

ii. Historical cost convention

The consolidated financial report has been prepared under the historical cost convention, as modified by revaluations to fair value for certain classes of assets and liabilities as described in the respective accounting policies.

iii. Comparative information

Comparative information is reclassified where appropriate to enhance comparability or in conformity with revised standards and interpretations.

iv. New and amended standards adopted by the Group

The Group has applied the following amendments for the first time in their annual reporting period commencing 1 July 2024:

- AASB 2023-3 Amendments to Australian Accounting Standards - Disclosure of Non-current Liabilities with Covenants: Tier 2 [AASB 1060];
- AASB 2022-5 Amendments to Australian Accounting Standards - Lease Liability in a Sale and Leaseback [AASB 16]; and
- AASB 2024-1 Amendments to Australian Accounting Standards - Supplier Finance Arrangements: Tier 2 Disclosures [AASB 1060].

The amendments listed above did not have any impact on the amounts recognised in prior periods and are not expected to significantly affect the current or future periods.

v. Changes in accounting policy

Residential land and buildings were stated at historical cost less depreciation until 30 June 2024. In the current financial year, the Group changed its policy to recognise residential land and buildings at its fair market value. Please refer to note 1(k) for further details.

b. Principles of consolidation

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity where the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

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

Intercompany transactions and balances between Group companies are eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

c. Revenue from contracts with customers

NDIS funding

The Group provides disability services to participants who qualify for NDIS funding. NDIS funding for each participant is provided based on an hourly/weekly fixed price basis for approved specific support services. Revenue is recognised in the amount to which the Group has a right to invoice, based on specific support services delivered to participants each week. The Group invoices NDIA on a weekly or fortnightly basis and consideration is payable within 7 days from invoice date.

Other government funding

The Group provides disability services to participants who either have not transitioned from federal or state government funding schemes to the NDIS, who are recipients of state government services or are not eligible for NDIS funding. Revenue is recognised in the amount to which the Group has a right to invoice, based on specific support services delivered to participants each week. The Group recognises a liability for this federal and state government funding received in advance of delivery of specific performance obligations.

Service revenue

The Group provides commercial laundry and facility services to business customers. Revenue is recognised when services have been rendered and the customer has received and used the benefits simultaneously. No significant element of financing is deemed present as the sales are made with a credit term of 30 days, which is consistent with market practice. A receivable is recognised when services are rendered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

The Group provides supported independent living support services under fixed price weekly fee contracts to participants who live at fit for purpose properties owned or leased by the Group. Revenue is recognised in the amount to which the Group has a right to invoice, based on specific support services delivered to participants each week. Participants are invoiced on a fortnightly basis and

consideration is payable within 14 days from invoice date.

Sale of goods

The Group manufactures and sells biscuits, packaging materials, assembles and delivers medical packs and supplies, harvests and sells farm products. Revenue is recognised when the products have been shipped to the specific location and the customer has accepted the products in accordance with the sales contract. No significant element of financing is deemed present as the sales are made with a credit term of 30 days, which is consistent with market practice. A receivable is recognised when goods are delivered as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

d. Government grants, donations, bequests, fundraising income and volunteer services

The Group recognises government grants as an asset where the consideration to acquire the grant is significantly less than the fair value of the asset principally to enable the Group to further its objectives. The Group recognises and measures the asset at fair value in accordance with the applicable Australian Accounting Standard. Upon initial recognition of the asset, the Group would consider whether any other related amounts should be recognised.

Where the government grant relates to a transfer of a financial asset to enable the Group to acquire or construct a recognisable non-financial asset to be controlled by the Group, the Group recognises a liability for the excess of the fair value of the transfer over any related amounts recognised. The Group recognises income as it satisfies its obligations under the transfer.

Where the government grant does not enable the Group to acquire or construct a recognisable non-financial asset to be controlled by the Group, then any excess of the initial carrying amount of the recognised asset over the related amounts is recognised as income.

The Group recognises donations, bequests and fundraising appeals as income when it gains

control of the donated cash and bequeathed assets. The Group recognises a liability for all direct and indirect fundraising costs as they are incurred.

The Group does not recognise volunteer services even if the fair value of those services can be measured reliably, regardless of whether the services would have been purchased if they had not been donated. The Group does not rely significantly on volunteer services.

e. Dividend and interest income

Dividends are received from financial assets measured at fair value through profit or loss (FVPL) and other comprehensive income (FVOCI). Dividends are recognised as income in profit or loss at the time the right to receive payment has been established.

Interest income received from financial assets at amortised cost and financial assets at FVPL and FVOCI is calculated using the effective interest method, with interest accrued over the relevant period using the effective interest rate. This rate exactly discounts the estimated future cash flows over the expected life of the financial asset to the net carrying amount of the financial asset. Interest income is recognised as income in profit or loss.

f. Income tax

The Group is registered under the Charitable Fundraising Act 1991 and is endorsed as income tax exempt charitable entities under Subdivision 50 B of the Income Tax Assessment Act 1997.

Aruma Services Limited is a public benevolent institution as defined in the Income Tax Assessment Act 1997 and is endorsed as a deductible gift recipient under Subdivision 30 BA of the Income Tax Assessment Act 1997.

g. Cash and cash equivalents

For the purpose of presentation in the consolidated statement of cash flows, cash and cash equivalents include cash on hand and at banks, short term deposits with an original maturity of three months or less held at call with financial institutions, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities in the consolidated statement of financial position.

All the balances in the financial statements including cash and cash equivalents exclude certain client-related balances which are segregated from the Group's own funds and are thus restricted from use.

h. Inventories

Raw materials and finished goods are stated at the lower of cost and net realisable value. Cost comprises direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenditure, the latter being allocated on the basis of normal operating capacity. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Inventories held for distribution at no or nominal consideration are measured at lower of cost and current replacement cost.

i. Financial assets

i. Classification

The Group classifies its financial assets in the following measurement categories:

- those to be measured subsequently at fair value (either through other comprehensive income ("FVOCI") or through profit or loss ("FVPL"), and
- those to be measured at amortised cost.

The classification depends on the entity's business model for managing the financial assets and the contractual terms of the cash flows. For assets measured at fair value, gains and losses will either be recorded in profit or loss or in other comprehensive income.

For investments in debt and equity instruments that are not held for trading and certain fixed interest securities, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at FVOCI. The Group has elected to classify its debt and equity securities as financial assets at FVPL.

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

ii. Recognition and derecognition

Regular purchases and sales of financial assets are recognised on trade-date, the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

iii. Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset at amortised cost, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

iv. Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

Certain fixed interest securities are subsequently measured at fair value. Where the Group's management has elected to present fair value gains and losses on equity investments in other comprehensive income, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established. Impairment losses and reversal of impairment losses on equity investments measured at FVPL and FVOCI are not reported separately from other changes in fair value.

- Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are

measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the consolidated statement of profit or loss and other comprehensive income.

- FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss and presented net within other gains/(losses) in the period in which it arises.

v. Equity instruments

The Group subsequently measures all equity investments at fair value.

Changes in the fair value of financial assets at FVPL are recognised in other gains/(losses) in the consolidated statement of profit or loss and other comprehensive income as applicable. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established. Impairment losses and reversal of impairment losses on equity investments measured at FVPL are not reported separately from other changes in fair value.

vi. Impairment

The Group assesses the expected credit losses associated with its debt instruments carried at amortised cost on a forward-looking basis. The impairment methodology applied depends on whether there has been a significant increase in credit risk.

For trade receivables and accrued income, the Group applies the simplified approach permitted by AASB 9 Financial Instruments, which requires expected lifetime losses to be recognised from initial recognition of the receivables and accrued income. To measure expected credit losses, trade receivables and accrued income have been grouped based on shared credit risk characteristics

and the days past due. Accrued income relates to unbilled services delivered to customers and have substantially the same risk characteristics as trade receivables for the same types of contracts. The Group has therefore concluded that the expected loss rates for trade receivables are a reasonable approximation of the loss rates for accrued income.

The expected loss rates are based on the payment profiles of revenue over a period of 36 months before 30 June 2025 and the historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward looking information on factors affecting the ability of customers to settle the receivables. The Group has identified that self-managed and plan-managed customers have a higher expected loss rate than other customer groups.

Trade receivables are written off where there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to make contractual payments for a period of greater than 180 days past due and the failure of a debtor to commit to a repayment plan for outstanding debt.

j. Financial liabilities

Financial liabilities include trade payables, other creditors and accrued liabilities. These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition. Where trade payables are settled via electronic cash transfer, they are derecognised when the Group has no ability to withdraw, stop or cancel the payment, has lost the practical ability to access the cash as a result of the electronic payment instruction and the risk of a settlement not occurring is insignificant.

Non-derivative financial liabilities are subsequently measured at amortised cost, comprising original debt less principal payments and amortisation.

Financial liabilities are classified as current liabilities unless the Group has an unconditional

right to defer settlement of the liability for at least 12 months after the reporting period. They are initially recognised at their fair value and subsequently measured at amortised cost using the effective interest method.

k. Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and any accumulated impairment losses.

Properties that are held for strategic purpose or to provide social services and that generate cash inflows where the rental revenue is incidental to the purpose for holding the property, do not meet the definition of investment properties and are classified as properties in accordance with AASB 116.

Freehold land and buildings are initially recorded at cost. Where freehold land and buildings were acquired at no cost or for a nominal amount, cost is deemed to be the fair value at the acquisition date.

Freehold land, commercial buildings and residential land and buildings

Subsequent to initial recognition, freehold land, commercial buildings and residential land and buildings are measured at revalued amounts, being the fair value at the date of the revaluation, less any subsequent accumulated depreciation and accumulated impairment losses. At each balance date the carrying amount of each asset is reviewed to ensure that it does not differ materially from the asset's fair value at reporting date. Where necessary, the asset is revalued to reflect its fair value.

Increases in the carrying amounts arising on revaluation of freehold land, commercial buildings and residential land and buildings are recognised in other comprehensive income and accumulated in reserves in equity. To the extent that the increase reverses a decrease of the same class of asset previously recognised in profit or loss, the increase is recognised in profit or loss. Decreases that offset previous increases of the same class of asset are recognised in other comprehensive income to the extent of the remaining surplus attributable to the asset; all other decreases are charged to profit or loss. Valuations are performed every three years by an external qualified valuer.

Plant and equipment and furniture and fittings

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

Furniture and fittings include assets received in the form of free office fit outs. These assets are recognised at their fair value and depreciated over the shorter of their useful life or the lease term.

Class of fixed asset	Depreciation rates	Depreciation basis
Buildings at cost	2.5 - 20%	Straight line
Buildings at valuation	2.5 - 20%	Straight line
Plant and equipment at cost	5 - 50%	Straight line
Motor vehicles at cost	8 - 25%	Straight line
Leasehold Improvements	Shorter of lease period or asset useful life	Straight line

The Group reviews the assets' estimated useful lives and adjusts, if appropriate, at the end of each reporting period.

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

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in profit or loss. When revalued assets are sold, it is Group policy to transfer any amounts included in other reserves in respect of those assets to retained surplus.

I. Intangibles

i. Goodwill

Goodwill represents the future economic benefits arising from other assets acquired in a business combination that are not individually identifiable or separately recognised.

Goodwill is not amortised, but is tested for impairment annually, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried

Depreciation

Land is not depreciated.

The depreciable amount of all property, plant and equipment is depreciated on a straight-line basis over their estimated useful lives.

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

at cost less any accumulated impairment losses.

Goodwill is allocated to cash generating units for the purpose of impairment testing. The allocation is made to those cash generating units or groups of cash generating units that are expected to benefit from the business combination in which the goodwill arose. The units or groups of units are identified at the lowest level at which goodwill is monitored for internal management purpose.

ii. Software development

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

- it is technically feasible to complete the software so that it will be available for use;
- management intends to complete the software and use or sell it;

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

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

Capitalised development costs are recorded as intangible assets and amortised from the point at which the asset is ready for use.

Amortisation is calculated on a straight-line basis over 3 years, which is the expected benefit of the software, system or licence to the Group from the point in time at which the asset is ready for use.

iii. Cloud computing arrangements - Software-as-a-Service (SaaS) arrangements

Costs incurred in configuring or customising cloud software and Software-as-a-Service (SaaS) arrangements can only be recognised as intangible assets if the implementation activities create an intangible asset that the entity controls and the intangible asset meets the recognition criteria. Those costs that do not result in intangible assets are expensed as incurred.

m. Impairment of non-financial assets

Goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are not subject to amortisation and are therefore tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Assets other than goodwill, intangible assets not yet ready for use and intangible assets with indefinite useful lives are assessed for impairment whenever events or circumstances arise that indicate the asset may be impaired.

An impairment loss is recognised when the carrying amount of an asset or cash generating unit exceeds the asset's or cash generating unit's recoverable amount. The recoverable amount of an asset or cash generating unit is defined as the higher of its fair value less costs to sell and value in use.

For impairment assessment purposes, assets are generally grouped at the lowest levels for which there are largely independent cash flows ('cash generating units'). Accordingly, most assets are tested for impairment at the cash generating unit level. Because it does not generate cash flows independently of other assets or groups of assets, goodwill is allocated to the cash generating unit or units that are expected to benefit from the synergies arising from the business combination that gave rise to the goodwill.

Impairment losses in respect of individual assets are recognised immediately in profit or loss unless the asset is carried at a revalued amount such as property, plant and equipment, in which case the impairment loss is treated as a revaluation decrease. Impairment losses in respect of cash generating units are allocated first against the carrying amount of any goodwill attributed to the cash generating unit with any remaining impairment loss allocated on a pro rata basis to the other assets comprising the relevant cash generating unit.

The recoverable amount is assessed based on the expected net cash flows which will be received from the asset's employment and subsequent disposal. The expected net cash flows have been discounted to present values in determining recoverable amounts.

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.

n. Biological assets

Avocado and macadamia trees are classified as biological assets and valued in accordance with AASB 116 Property, Plant and Equipment. The value of the trees is measured at fair value using a discounted cash flow methodology. Biological assets are assessed for impairment in accordance with note 1(m).

o. Leases

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable;
- variable lease payments that are based on an index or a rate, initially measured using the index or rate as at the commencement date;
- amounts expected to be payable by the Group under residual value guarantees;
- the exercise price of a purchase option if the Group is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the lease term reflects the Group exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

If a readily observable amortising loan rate is available to the individual lessee (through recent financing or market data) which has a similar payment profile to the lease, then the Group entities use that rate as a starting point to determine the incremental borrowing rate.

The Group is exposed to potential future increases in variable lease payments based on an index or rate, which are not included in the lease liability until they take effect. When adjustments to lease payments based on an index or rate take effect, the lease liability is reassessed and adjusted against the right-of-use asset.

Lease payments are allocated between principal and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received;
- any initial direct costs; and
- restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the Group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the Group revalued its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use buildings held by the Group.

p. Employee benefits

i. Short-term obligations

Liabilities arising in respect of wages and salaries, annual leave and any other employee benefits (other than termination benefits) expected to be settled wholly within 12 months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the undiscounted amounts expected to be paid when the liabilities are settled. All short-term employee benefits including the expected cost of short-term employee benefits in the form of compensated absences such as annual leave is recognised in employee benefits obligations in the consolidated statement of financial position.

ii. Long-term employee benefit obligations

The Group has liabilities for long service leave and annual leave that are not

expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. These obligations are measured at the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period, using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee turnover and periods of service. Expected future payments are discounted using market yields at the end of the reporting period of high-quality corporate bonds with terms and currencies that match, as closely as possible, the estimated future cash outflows.

Remeasurements as a result of experience adjustments and changes in actuarial assumptions are recognised in profit or loss.

The obligations are presented as current liabilities in the consolidated statement of financial position if the entity does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur.

iii. Retirement benefit obligations Defined benefit superannuation plan

A net defined benefit liability is recognised in the consolidated statement of financial position and is measured as the difference between the Group's obligation for employees' defined benefit entitlements at the end of the reporting period and the fair value of plan assets attributable to employees at the same date. The Group's obligation for employees' defined benefit entitlements is calculated at the end of each reporting period by an independent actuary using the projected unit credit method. In determining the Group's obligation for employees' defined benefit entitlements, the actuary discounts the expected future payments attributable to providing the defined benefit entitlements at rates determined by reference to market yields at the end of the reporting period on high quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the

related obligation. Consideration is given to expected future wage and salary levels, experience of employee turnover and periods of service.

The periodic cost of providing defined benefit entitlements is disaggregated and accounted for as follows:

- service cost (including current and past service costs and any gains or losses on settlements or curtailments) is recognised in profit or loss in the period in which it arises as part of employee benefits expense;
- interest on the net defined benefit liability is calculated by multiplying the average balance of the liability during the reporting period by the discount rate applied to the defined benefit obligation and is recognised in profit or loss in the period in which it arises as part of finance costs; and
- remeasurements of the net defined benefit liability (including actuarial gains and losses, the return on plan assets less amounts included in the net interest on the net defined benefit liability, and any changes in the limit on the net defined benefit asset (excluding interest) are recognised in other comprehensive income in the periods in which they occur.

q. Provisions

Provisions are recognised when the Group has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will be required to settle that the obligation, and the amount can be reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period.

The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

r. Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Group transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Group performs under the contract.

s. Non-current assets held for sale

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continuing use and a sale is considered highly probable. They are measured at the lower of their carrying amount and fair value less costs to sell.

An impairment loss is recognised for any initial or subsequent write-down of the asset to fair value less costs to sell. A gain is recognised for any subsequent increases in fair value less costs to sell of an asset, but not in excess of any cumulative impairment loss previously recognised. A gain or loss not previously recognised by the date of the sale of the non-current asset is recognised at the date of derecognition.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

Non-current assets classified as held for sale are presented separately from the other assets in the consolidated statement of financial position.

t. Goods and Services Tax (GST)

Revenues, expenses and purchased assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the consolidated statement of financial position are shown inclusive of GST.

Cash flows are presented in the consolidated statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

2. Critical estimates and judgements

Certain accounting estimates include assumptions concerning the future, which, by definition, will seldom represent actual results. Estimates and assumptions based on future events have a significant inherent risk, and where future events are not as anticipated there could be a material impact on the carrying amounts of the assets and liabilities discussed below:

a. Employee benefits provision

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

b. Defined benefit superannuation plan

In determining the Group's ultimate cost of its defined benefit superannuation plan, actuarial assumptions are required to be made. The principal actuarial assumptions used are disclosed in note 17.

c. Provision for workers compensation

The Group participates in a Loss Prevention Recovery (LPR) insurance scheme for workers compensation policies over a number of financial years for its employees who are located in New South Wales.

Estimates of the forecast premium payable at the end of each LPR period are based on actual capped claims costs provided by the insurer and extrapolated for each LPR as they mature over 4 years. The extrapolation is derived by applying:

- i. a weighted average development factor that is calculated based on the triangulation of past 10 years of actual claims costs maintained by the insurer for the second to fourth year respectively of each LPR policy; and

- ii. an adjustment factor provided by the insurer that is applied to the second to fourth year respectively of each LPR policy.

The Group has further incorporated historical claims and policy experience to determine the estimated provision required for all LPR policies that remain open at the end of the financial reporting period.

d. Estimation of useful lives of assets

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

e. Valuation of property

The Group engages external, independent and qualified valuers to determine the fair value of the Group's freehold land, commercial buildings and residential land and buildings which are subject to revaluation at least every three years.

The last independent valuation of these freehold land, commercial buildings and residential land and buildings was performed as at 30 June 2024. The critical assumptions adopted in determining the valuations included the location of the land and buildings, the demand for land and buildings in the area and recent sales data for similar properties.

f. Expected credit losses (ECL) on trade receivables and accrued income

Loss allowances for trade receivables and accrued income are based on assumptions about risk of default and expected loss rates. The Group has used relevant historical information and loss experience to determine the probability of default and incorporated

forward looking information, including significant changes in external market indicators which involved significant estimates and judgements, to determine loss allowances.

In determining the ECL of trade receivables, the Group has provided for all trade receivables based on the four year average roll rate of the ageing of trade receivables. The Group prepared an assessment of historical loss data to assess the loss rate on trade receivables to determine expected credit loss.

In determining the ECL of accrued revenue, the Group has provided for all accruals based on the risk of non-recoverability.

As at date of consolidated financial statements, the ECL for trade receivables and accrued income are \$7,886,000 (2024: \$10,923,000).

3. Revenue and other income

	Note	2025 \$'000	2024 \$'000
Revenue			
NDIS Funding		381,177	384,909
Government block funding		79,462	79,944
Service revenue		57,101	45,684
Sale of goods		2,219	3,546
Fundraising appeals		835	800
Bequest income		246	126
Sundry revenue		1,162	701
Total revenue		522,202	515,710
Other income			
Dividend income		240	149
Interest income		2,293	2,562
(Loss)/gain on disposal of property, plant and equipment		(49)	134
Loss on sale of shares		-	(139)
Gain on investments measured at fair value through profit or loss	8	3,259	941
Fair value adjustment from business acquisition		-	392
Fair value gain on divestment		690	-
Total income		6,433	4,039

a. Disaggregation of revenue from contracts with customers and income recognised in accordance with AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

The Group recognises revenue from NDIS funding, other government funding, and service revenue over time as performance obligations are satisfied, which is as services are rendered, primarily on a daily or monthly basis in accordance with AASB 15 Revenue from Contracts with Customers, and recognises at a point in time in accordance with AASB 1058 Income of Not-for-Profit Entities as follows:

	NDIS Funding \$'000	Other government funding \$'000	Service revenue \$'000	Sale of goods \$'000	Other revenue \$'000	Total \$'000
2025						
Timing of revenue recognition						
At a point in time	-	-	37,828	2,219	1,162	41,209
Over time	381,177	79,462	19,273	-	-	479,912
Revenue from external customers	381,177	79,462	57,101	2,219	1,162	521,121
Income recognised in accordance with AASB 1058	-	-	-	-	1,081	1,081
Total revenue	381,177	79,462	57,101	2,219	2,243	522,202
2024						
Timing of revenue recognition						
At a point in time	-	-	24,982	3,546	701	29,229
Over time	384,909	79,944	20,702	-	-	485,555
Revenue from external customers	384,909	79,944	45,684	3,546	701	514,784
Income recognised in accordance with AASB 1058	-	-	-	-	926	926
Total revenue	384,909	79,944	45,684	3,546	1,627	515,710

4. Expenses

Loss before income tax includes the following specific expenses:

		2025 \$'000	2024 \$'000
Cost of sales		5,107	6,482
Impairment loss on trade receivables and accrued income		1,430	278
Rental expense on operating leases		4,858	3,969
	Note	2025 \$'000	2024 \$'000
Depreciation on property, plant and equipment	13	4,536	4,643
Depreciation on right-of-use assets	14	9,907	8,708
Total depreciation and amortisation expense		14,443	13,351
Employee benefits expense			
Wages and salaries		333,580	334,369
Superannuation contribution		42,104	39,904
Employee benefits		45,016	46,601
Workers compensation		22,901	17,277
Other employee related expenses (includes agency costs)		19,239	17,941
Total employee benefits expense		462,840	456,092

5. Cash and cash equivalents

	2025 \$'000	2024 \$'000
Cash on hand	12	145
Cash at bank	37,712	40,976
At call deposits with financial institutions	37,000	30,630
Total	74,724	71,751

a. Classification as cash equivalents

Term deposits are presented as cash equivalents if they have a maturity of 3 months or less from the date of acquisition and are repayable within 24 hours' notice with no loss of interest.

6. Trade receivables and accrued income

	2025 \$'000	2024 \$'000
Trade receivables	29,928	34,634
Accrued income	4,078	3,288
Loss allowance	(7,886)	(10,923)
Total	26,120	26,999

a. Classification as trade receivables and accrued income

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 days and are therefore all classified as current.

Accrued income are unbilled amounts for services delivered in the ordinary course of business. They are generally due to be billed within 30 days of performing the service and are therefore all classified as current.

b. Loss allowance of trade receivables and accrued income

Movements in the loss allowance were as follows:

	2025 \$'000	2024 \$'000
At 1 July	10,923	6,153
Charge for the year	1,048	6,614
Amounts written off	(4,085)	(1,844)
At 30 June	7,886	10,923

7. Inventories

	2025 \$'000	2024 \$'000
Raw materials	399	470
Finished goods	788	696
Total	1,187	1,166

a. Assigning costs to inventories

For the inventory accounting policy, refer to note 1(h).

b. Amounts recognised in profit or loss

Inventories recognised in the consolidated statement of profit or loss and other

comprehensive income during the financial year ended 30 June 2025 included an expense of \$5,247,000 (2024: \$6,558,000) recognised as raw materials and consumables used and a credit of \$140,000 (2024: credit of \$75,000) recognised as change in inventories of finished goods.

8. Other financial assets

	2025 \$'000	2024 \$'000
Financial assets at fair value through profit or loss	35,047	31,862

a. Financial assets at fair value through profit or loss

Financial assets mandatorily measured at FVPL include the following:

	2025 \$'000	2024 \$'000
At fair value		
Debt instruments	3,568	5,265
Fixed interest investment	2,049	3,351
Equity instruments	29,430	23,246
Total	35,047	31,862

	2025 \$'000	2024 \$'000
Reconciliation of FVPL financial assets		
Opening balance at 1 July	31,862	5,975
Additions	-	26,000
Disposals	(74)	(1,054)
Change in fair value of investment	3,259	941
Closing balance at 30 June	35,047	31,862

Fair value measurements

The valuation techniques and key assumptions used in measuring the fair value of financial assets measured at FVPL are as follows:

- Fixed interest investments: These are investments in unlisted Australian Funds. Investments are recorded at the redemption value per unit as reported by the investment managers of such funds.
- Equity instruments: The Group's investments in equity instruments are all listed on the Australian Security Exchange (ASX). Fair value measurements are using quoted market prices in active markets.
- Debt instruments: The Group's investment in debt instruments are Government Bonds and recorded at the redemption values per unit as reported by the investment managers of such funds.

9. Other current assets

	2025 \$'000	2024 \$'000
Prepayments	3,982	4,332
Other current assets	540	815
Total	4,522	5,147

10. Assets classified as held for sale

	2025 \$'000	2024 \$'000
Non-current assets held for sale		
Land and building	4,612	19,719
Accumulated impairment	(445)	(1,161)
Total	4,167	18,558

a. Land held for sale

The assets held for sale in 2025 comprise 3 properties in Sunshine (VIC), Ulladulla (NSW) and Frenchs Forest (NSW). These properties are held at the lower of carrying amount and fair value less costs to sell, and impairment of \$326,000 has been recognised during the year on these properties.

11. Biological assets

	2025 \$'000	2024 \$'000
At fair value		
Macadamia and avocado trees	602	602
Accumulated impairment	(602)	(602)
Total biological assets	-	-

Macadamia and avocado trees at Summerland Farm are held at fair value less costs to sell. The March 2022 Northern NSW floods led to poor produce during 2023. As a result of adverse weather conditions reducing fruit yields and a decrease in market prices, fruit sales have generated less income, forecasting a NPV loss in future years. Management performed a revaluation using the revised discounted cash flow model. After considering 5 year projected cash flow forecast, the total value of Summerland Farm trees was written down from \$602,000 to \$nil in 2023 and this valuation has been assessed as still appropriate for 2025.

During the 2024 financial year, 234 Lamb Hass Avocados trees were removed. No new plantings are planned and the block has been cleared.

12. Intangible assets

	Goodwill \$'000
At 30 June 2024	
Cost	470
Accumulated impairment	(470)
Net book amount	-
At 30 June 2025	
Cost	470
Accumulated impairment	(470)
Net book amount	-

The carrying amount of the subsidiaries have been reduced to their recoverable amounts through recognition of an impairment loss against goodwill. This loss was included in 'Other expenses' in the consolidated statement of profit or loss and other comprehensive income.

13. Property, plant and equipment

	Freehold land \$'000	Commercial buildings \$'000	Land and buildings \$'000	Leasehold improvements \$'000	Plant and equipment \$'000	Total \$'000
At 30 June 2024						
Cost	13,980	13,213	33,713	4,723	46,269	111,898
Accumulated depreciation	-	(3,308)	(6,563)	(4,208)	(31,344)	(45,423)
Net book amount	13,980	9,905	27,150	515	14,925	66,475
Year ended 30 June 2025						
Opening net book amount	13,980	9,905	27,150	515	14,925	66,475
Revaluation surplus	-	-	13,658	-	-	13,658
Additions	-	377	3,158	642	228	4,405
Disposals	-	-	(1,073)	-	(108)	(1,181)
Transfers	-	-	(526)	526	-	-
Assets classified as held for sale	-	-	(1,985)	-	(8)	(1,993)
Depreciation charge	-	(603)	(735)	(245)	(2,953)	(4,536)
Closing net book amount	13,980	9,679	39,647	1,438	12,084	76,828
At 30 June 2025						
Cost	13,980	13,590	45,436	6,125	46,126	125,257
Accumulated depreciation	-	(3,911)	(5,789)	(4,687)	(34,042)	(48,429)
Net book amount	13,980	9,679	39,647	1,438	12,084	76,828

Included in land and buildings are:

- land and buildings acquired with capital funding which the funding body may have an interest in the property or any proceeds on disposal. The written down value of these assets is \$9,959,694 (2024: \$23,364,000).
- buildings with a total carrying value of \$186,200 (2024: \$199,900) on government gazetted land in respect of which no communication has been received of any plans that would prevent the Group's continued use.

a. Valuation

The Group engages external, independent and qualified valuers to determine the fair value of the Group's freehold land, commercial buildings and residential land and buildings at least every three years. As at 30 June 2024,

an independent valuation was obtained from PP&E Valuations Pty Ltd for all freehold land, commercial buildings and residential land and buildings. The valuation was prepared to meet the requirements of AASB 116 on a highest and best use basis. The independent valuers used a number of approaches to determine market value including market comparison, income, cost and summation. The valuations were undertaken with a combination of Level 2 and Level 3 inputs as defined under AASB 13 Fair Value Measurement. The freehold land, commercial buildings, residential land and buildings classes of assets were revalued based on the independent valuation as described in note 1(k).

b. Property, plant and equipment pledged as security

As at 30 June 2025, the Group has no property, plant and equipment pledged as security.

14. Leases

This note provides information for leases where the Group is a lessee.

a. Amounts recognised in the consolidated statement of financial position

The consolidated statement of financial position shows the following amounts relating to leases:

	2025 \$'000	2024 \$'000
Right-of-use assets		
Buildings	17,772	17,842
Vehicles	4,305	2,637
Total	22,077	20,479
Lease liabilities		
Current	7,310	6,252
Non-current	16,517	15,672
Total	23,827	21,924

Future lease payments in relation to lease liabilities as at year end are as follows:

	2025 \$'000	2024 \$'000
Within one year	8,430	7,684
Later than one year but not later than five years	15,479	15,545
Later than five years	3,386	3,218
Total	27,295	26,447

Additions to the right-of-use assets during the 2025 financial year were \$8,609,000 (2024: \$1,844,000) (note 20(a)).

Terminations and adjustments to leases resulting in a reduction in the right-of-use assets during the 2025 financial year were \$1,181,000 (2024: \$1,027,000).

Modifications to leases resulting in an increase in the right-of-use assets during the 2025 financial year were \$4,075,000 (2024: \$1,421,000).

b. Amounts recognised in the consolidated statement of profit or loss and other comprehensive income

The consolidated statement of profit or loss and other comprehensive income shows the following amounts relating to leases:

	2025 \$'000	2024 \$'000
Depreciation charge of right-of-use assets		
Buildings	7,347	5,965
Vehicles	2,560	2,743
Total	9,907	8,708
Interest expense (included in finance cost)	1,905	1,499
Expense relating to short-term leases (included in occupancy and motor vehicle expenses)	4,858	3,969

c. The Group's leasing activities and how these are accounted for

The Group leases various offices, warehouses, residential properties and motor vehicles. Rental contracts are typically made for fixed periods of 6 months to 10 years but may have extension options as described below.

Extension and termination options, and residual value guarantees are included in a number of property leases of the Group. The majority of extension and termination options held are exercisable only by the Group and not by the respective lessor.

Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants other than the security interests in the leased assets that are held by the lessor. Leased assets may not be used as security for borrowing purposes.

Contracts may contain both lease and non-lease components. The Group allocates the consideration in the contract to the lease and non-lease components based on their relative stand-alone prices. However, for leases of real estate for which the Group is a lessee, it has elected not to separate lease and non-lease components and instead accounts for these as a single lease component.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option.

15. Trade and other payables

	2025 \$'000	2024 \$'000
Unsecured liabilities		
Trade payables	2,879	3,535
Sundry creditors and accruals	31,453	24,554
Total	34,332	28,089

The following table shows the carrying amounts of trade and other payables split between financial liabilities and non-financial liabilities:

	2025 \$'000	2024 \$'000
Financial liabilities measured at amortised cost	2,879	3,535
Non-financial liabilities	31,453	24,554
Total	34,332	28,089

16. Employee benefit obligations

	2025			2024		
	Current \$'000	Non-current \$'000	Total \$'000	Current \$'000	Non-current \$'000	Total \$'000
Leave obligations	59,621	1,936	61,557	60,696	1,818	62,514

Leave obligations

The leave obligations cover the Group's liabilities for long service leave, annual leave and sick leave which are classified as either other long-term benefits or short-term benefits, as explained in note 1(p).

17. Provisions

	2025 \$'000	2024 \$'000
Unsecured liabilities		
Provision for workers compensation (e)	27,435	24,115
Restructuring costs (f)	95	368
Make good provision (g)	3,308	2,427
Total	30,838	26,910

a. Defined pension benefits

The Group contributes to pooled post-employment defined benefit plans. These pooled funds are held by SAS Trustee Corporation Pooled Fund (the "Fund") which holds in trust the investments of the following closed NSW public sector superannuation schemes:

- State Authorities Superannuation Scheme (SASS);
- State Superannuation Scheme (SSS);
- Police Superannuation Scheme (PSS); and
- State Authorities Non-contributory Superannuation Scheme (SANCS).

These schemes are all defined benefit plans as at least one component of the final benefit is derived from a multiple of member salary and years of membership. Members receive lump sum or pension benefits on retirement, death, disablement and withdrawal.

All of the Schemes are closed to new members. As at 30 June 2025, there were 8 members (2024: 9).

There are a number of risks to which the Fund exposes the Employer. The more significant risks relating to the defined benefits are:

- **Investment risk** - The risk that investment returns will be lower than assumed and the Employer will need to increase contributions to offset this shortfall.
- **Longevity risk** - The risk that pensioners live longer than assumed, increasing future pensions.

- **Pensions indexation risk** - The risk that pensions will increase at a rate greater than assumed, increasing future pensions.
- **Salary growth risk** - The risk that wages or salaries (on which future benefit amounts for active members will be based) will rise more rapidly than assumed, increasing defined benefit amounts and thereby requiring additional employer contributions.
- **Legislative risk** - The risk that legislative changes could be made which increase the cost of providing the defined benefits.

The Fund's assets are invested with independent fund managers and have a diversified asset mix. The Fund has no significant concentration of investment risk or liquidity risk.

An actuarial valuation of the Pooled Fund is performed every three years. The last actuarial valuation was performed as at 30 June 2024. The next actuarial valuation will be performed as at 30 June 2027.

b. Movement in net defined benefit liability

The Group has no legal obligation to settle the deficit in the funded plans with an immediate contribution or additional one-off contributions. The Group intends to continue to contribute to the defined benefit section of the plan in line with the actuary's latest recommendations.

The following table shows a reconciliation from the opening table balances to the closing balances for the net defined benefit liability and its components.

	Defined benefit obligation \$'000	Fair value of plan assets \$'000	Net defined benefit liability \$'000
Balance as at 30 June 2024	8,916	8,935	(19)
Included in profit or loss	527	457	70
Remeasurement gain included in other comprehensive income	435	320	115
Contributions paid	58	361	(303)
Benefits paid	(2,358)	(2,358)	-
Balance as at 30 June 2025	7,578	7,715	(137)

c. Plan assets

All Pooled Fund assets are invested by SAS Trustee Corporation (STC) at arm's length through independent fund managers, assets are not separately invested for each entity and it is not possible or appropriate to disaggregate and attribute fund assets to individual entities. As such, the disclosures below relate to total assets of the Pooled Fund.

Asset Category	Total \$'000	Quoted prices in active markets for identical assets \$'000		
		Level 1	Level 2	Level 3
Short Term Securities	2,550	2,550	-	-
Australian Fixed Interest	891	-	891	-
International Fixed Interest	259	5	247	7
Australian Equities	4,415	4,328	87	-
International Equities	14,710	14,703	-	7
Property	2,893	451	-	2,442
Alternatives	12,069	135	4,332	7,602
Total	37,787	22,172	5,557	10,058

Level 1 - quoted prices in active markets for identical assets or liabilities. The assets in this level are listed shares, listed unit trusts.

Level 2 - inputs other than quoted prices observable for the asset or liability either directly or indirectly. The assets in this level are cash; notes; government, semi-government and corporate bonds; unlisted trusts where quoted prices are available in active markets for identical assets or liabilities.

Level 3 - inputs for the asset or liability that are not based on observable market data. The assets in this level are unlisted property,

unlisted shares, unlisted infrastructure, distressed debt, hedge funds.

Derivatives, including futures and options, can be used by investment managers. However, each manager's investment mandate clearly states that derivatives may only be used to facilitate efficient cashflow management or to hedge the portfolio against market movements and cannot be used for speculative purposes or gearing of the investment portfolio. As such, managers make limited use of derivatives.

The percentage invested in each class at the reporting date:

	2025 %
As at 30 June	
Short Term Securities	6.7
Australian Fixed Interest	2.4
International Fixed Interest	0.7
Australian Equities	11.7
International Equities	38.9
Property	7.7
Alternatives	31.9
Total	100.0

d. Defined benefits obligation

i. Actuarial assumptions

The following are principal actuarial assumptions at the reporting date (expressed as weighted average): At 30 June 2025 the duration of the defined benefit obligations was 8.3 years (2024: 8.3 years).

	2025	2026 onwards
Discount rate	5.42%	5.16%
Future salary growth	4.56%	3.47%
Future pension growth	4.25%	3.00%

Changes to the below actuarial assumptions could increase or decrease the recognised net defined benefit liability in future periods.

e. Provision for workers compensation

The provision for workers compensation of \$27,435,000 (2024: \$24,115,000) represents workers compensation premiums for a LPR insurance scheme. The Group's participation in a LPR insurance scheme for workers compensation involves the use of estimates as discussed in note 2(c).

f. Restructuring provision

In 2024, the Board approved \$368,000 for restructuring plan for the Business Development team, reducing Customer Engagement Manager roles and restructuring Customer Service Officer roles. \$273,000 of the provision was utilised during the 2025 financial year and the remaining \$95,000 will be utilised during the 2026 financial year.

g. Make good provision

The Group is required to restore leased premises to their original condition at the end of the respective lease terms. A provision has been recognised for the present value of the estimated expenditure required to remove any leasehold improvements. These costs have been capitalised as part of the cost of leasehold improvements and are amortised over the shorter of the lease term and the useful life of the assets.

h. Movement of provisions

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

	Provision for workers compensation \$'000	Restructuring costs \$'000	Make good provision \$'000	Total \$'000
2025				
Carrying amount at start of year	24,115	368	2,427	26,910
Charged/(credited) to profit or loss				
Additional provisions recognised	12,671	-	1,232	13,903
Amounts used during the year	(9,351)	(273)	(351)	(9,975)
Carrying amount at end of year	27,435	95	3,308	30,838

18. Contract liabilities

	2025 \$'000	2024 \$'000
Unexpended government funding	4,035	6,568

Unexpended government funding represents government funds that have been received where the delivery of services in accordance

with the funding agreements have not been delivered or are not scheduled to be delivered until the next financial year.

19. Other reserves and retained surplus

a. Other reserves

The following table shows a breakdown of the consolidated statement of financial position line item 'other reserves' and the movements in these reserves during the year. A description of the nature and purpose of each reserve is provided below the table.

	2025 \$'000	2024 \$'000
Revaluation surplus - property, plant and equipment	26,965	13,307
Defined benefit liability fair value reserve	5,393	5,508
FVOCI reserve	-	690
Total	32,358	19,505

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets.

The defined benefit liability fair value reserve is used to record movements in fair values of defined benefits liability.

The financial assets at FVOCI reserve is used to record movements in fair values of financial assets classified as FVOCI. From 1 July 2021, the Group has elected to reclassify its investment in fixed interest investment and equity securities as financial assets at FVPL due to changes in business operations. Movements in fair values of financial assets is recognised in profit or loss.

	2025 \$'000	2024 \$'000
Movements		
Revaluation surplus - Property, plant and equipment		
Opening balance	13,307	5,810
Increase in valuation of freehold land and buildings held at fair value	-	7,497
Increase in valuation of residential land and buildings held at fair value	13,658	-
Closing balance	26,965	13,307
Defined benefit liability fair value reserve		
Opening balance	5,508	5,387
Remeasurements of defined benefit liability	(115)	121
Closing balance	5,393	5,508
FVOCI reserve		
Opening balance	690	690
Transfer of fair value gain on divestment of financial assets held at FVOCI to retained surplus	(690)	-
Closing balance	-	690

b. Retained surplus

Movements in retained surplus were as follows:

	2025 \$'000	2024 \$'000
Balance 1 July	76,946	92,004
Net loss for the year	(19,774)	(15,058)
Transfer of fair value gain on divestment of financial assets held at FVOCI to retained surplus	690	-
Balance 30 June	57,862	76,946

20. Cash flow information

a. Non-cash investing and financing activities

Non-cash investing and financing activities disclosed in other notes are:

- Acquisition of right-of-use assets (note 14(a))

b. Credit standby arrangements with banks

	2025 \$'000	2024 \$'000
Overdraft facility	4,000	4,000
Amounts utilised	-	-
Unused credit facility	4,000	4,000
Corporate card facility	600	600
Amount utilised	(380)	(380)
Unused credit facility	220	220

Overdraft and corporate card facility is secured by a term deposit.

c. Contingent liability arrangements with banks

	2025 \$'000	2024 \$'000
Contingent liability facility	500	500
Amount utilised	(320)	(352)
Unused liability facility	180	148

21. Remuneration of auditors

During the year the following fees were paid or payable for services provided by the auditor of the parent entity, Aruma Services Limited:

	2025 \$	2024 \$
PricewaterhouseCoopers Australia		
Audit and other assurance services		
Audit and review of financial statements	295,000	287,000
Other services		
Other services	16,098	15,660
Total remuneration for PricewaterhouseCoopers Australia	311,098	302,660

22. Related party transactions

a. Subsidiaries

Interests in subsidiaries are set out in note 23.

	2025 \$	2024 \$
Compensation received by key management personnel of the Group		
Short-term employee benefits	2,893,030	2,983,555
Post-employment benefits	200,946	279,218
Termination benefits	299,099	-
Total	3,393,075	3,262,773

The remuneration figures above reflect the benefits applicable to the non-executive directors and senior executive team. The senior executive team consists of the most senior management roles, of which there were 7 senior management roles during the year, and 7 as at 30 June 2025 (2024: 7), including the CEO. There were 8 non-executive directors of the Company who received a remuneration in 2025 (2024: 9),

b. Transactions with key management personnel of the entity or its parent and their personally related entities

Compensation received by key management personnel of the Group.

Other than the remuneration disclosed above, there were no transactions with key management personnel (including directors, close family members of key management personnel or entities controlled by key management personnel or close family members) during the year ended 30 June 2025 (2024: \$nil).

There were no loans to key management personnel (including directors, close family members of key management personnel or entities controlled by key management personnel or close family members) during the year ended 30 June 2025 (2024: \$nil).

c. Transactions with other related parties

There were no transactions with related parties during the year (2024: \$nil).

23. Interests in other entities

The Group's principal subsidiaries at 30 June 2025 are set out below. Unless otherwise stated, they have share capital consisting

solely of ordinary shares that are held directly by the Group, and the proportion of ownership interests held equals the voting rights held by the Group. The country of incorporation or registration is also their principal place of business.

Name of entity	Principal activities	Place of business/ country of incorporation	Ownership interest held by the Group	
			2025 %	2024 %
Aruma Services NSW Limited	Provision of disability services	Australia	100	100
Victorian Person Centred Services Limited	Provision of disability services	Australia	100	100
Aruma Foundation Limited	Provision of disability services	Australia	100	100
Aruma Services Victoria Limited	Provision of disability services	Australia	100	100

24. Contingent liabilities

Other than the matter noted in note 20(c), the Group has no other material contingent liabilities.

25. Fundraising appeals conducted during the year

The Group has authority to raise funds under the provisions of section 16 of the NSW Charitable Fundraising Act 1991. That authority (CFN 13051) remains in force until 11 November 2025.

The Group also has authority to raise funds under the provisions of the Victorian Fundraising Act 1998. That authority FR0015060 expired on 28 November 2021.

The Charitable Fundraising Act 1991 and associated regulations prescribe the manner in which fundraising appeals are conducted and reported in NSW. The disclosures below are in accordance with Authority Condition 7, which is issued to the Group under section 19 of the Act.

Fundraising appeals conducted during the financial year included email appeals, and community fundraising activities (including miscellaneous community fundraisers and corporate donations).

The Group also operates regular giving and a gift-in-wills program.

	2025 \$'000	2024 \$'000
Results of Fundraising Appeals - Net Profit		
Gross proceeds from fundraising appeals	1,081	912
Less: Direct costs of fundraising appeals	(26)	(45)
Total	1,055	867

	2025	2024
Comparative Percentages		
Direct costs of fundraising appeals / Gross proceeds from fundraising appeals (%)	2.4%	4.9%
Net profit obtained from fundraising appeals / Gross proceeds from fundraising appeals (%)	97.6%	95.1%

Cost of fundraising

Only direct costs of fundraising, as required under the Act and associated guidance, have been deducted from gross proceeds to determine the net profit from fundraising appeals.

The Group operates in accordance with the Australian Charities and Not-for-profits Commission (ACNC) Governance Standards, the Fundraising Institute of Australia (FIA) Code of Practice, and the Charitable Fundraising Act 1991.

26. Events occurring after the reporting period

On 27 August 2025, after the end of the reporting period, the Group made the decision to discontinue its medical packaging business. The closure is expected to finalise before 31 December 2025.

No other matters or circumstances have occurred subsequent to year end that have significantly affected, or may significantly affect, the operations of the Group, the results of those operations or the state of affairs of the Group or economic entity in subsequent financial years.

Directors' declaration

In the directors' opinion:

- a. The financial statements and notes set out on pages 64-103 are in accordance with the Australian Charities and Not-for-profits Commission Act 2012, including:
 - i. Complying with Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements; and
 - ii. Giving 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
- b. There are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulations 2022.



Malcolm Kinns
Chair

Declaration by CEO in respect of Fundraising Appeals

I, Dr Martin Laverty CEO of Aruma Services Limited (the "Company"), declare in my opinion:

- a. The consolidated statement of profit or loss and other comprehensive income and accompanying notes gives a true and fair view of all income and expenditure of the Group with respect to fundraising appeal activities for the financial year ended 30 June 2025;
- b. The consolidated statement of financial position gives a true and fair view of the state of affairs with respect to fundraising appeal activities as at 30 June 2025;
- c. The provisions of the Charitable Fundraising Act 1991 and the regulations under that Act and the conditions attached to the Company's authority have been complied with during the year ended 30 June 2025; and
- d. The internal controls exercised by the Group are appropriate and effective in accounting for all income received.



Dr Martin Laverty
CEO





Independent auditor's report

To the members of Aruma Services Limited

Our opinion

In our opinion:

The accompanying financial report of Aruma Services Limited (the Group) and its controlled entities (together the Group) is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012*, including:

- a) giving a true and fair view of the Group's financial position as at 30 June 2025 and of its financial performance for the year then ended;
- b) complying with Australian Accounting Standards - Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

What we have audited

The financial report comprises:

- the consolidated statement of financial position as at 30 June 2025;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended;
- the consolidated statement of profit or loss and other comprehensive income for the year then ended;
- the notes to the consolidated financial statements, including material accounting policy information and other explanatory information;
- the declaration of the directors.

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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 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.

Other information

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

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

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

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



Responsibilities of the directors for the financial report

The directors are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Simplified Disclosures and the *Australian Charities and Not-for-profits Commission (ACNC) Act 2012* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the 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: https://auasb.gov.au/media/apzlwnoy/ar3_2024.pdf. This description forms part of our auditor's report.



Report on the Requirements of the Charitable Fundraising Act 1991 and the Charitable Fundraising Regulation 2021

We have audited the financial report of the Group as required by Section 24 of the Charitable Fundraising Act 1991 (the "Act"). The directors of the Company are responsible for the preparation and presentation of the financial report in accordance with the Act and the Charitable Fundraising Regulation 2021 (the "Regulations"). Our responsibility is to express an opinion on the financial report based on our audit.

In our opinion, in all material respects:

- a) the accompanying financial report of the Group is prepared and associated records have been properly kept, during the financial year, in accordance with Sections 20 (1) and 22 (1-2) of the Act 1991 and sections 14 and 17 of the Regulation.
- b) Money received as a result of fundraising appeals conducted during the financial year ended 30 June 2025 has been properly accounted for and applied in accordance with the Act and Regulation.

PricewaterhouseCoopers

PricewaterhouseCoopers

Eliza Penny
Partner

Sydney
23 October 2025

here's to
another
year,
with you.

arUma.