

APPENDIX 4E
PRELIMINARY FINAL REPORT
Under ASX Listing Rule 4.3A

Acrow Limited

ABN 36 124 893 465

Details of Reporting Period

Reporting Period 12 months ended 30 June 2025
Previous Reporting Period 12 months ended 30 June 2024

P: 1300 138 362
W: acrow.com.au
E: info@acrow.com.au
A: 2A Mavis Street
Revesby, NSW 2212
ABN 35 004 284 806

Results for announcement to the market

	2025	2024	% change
	dollars	dollars	
Revenue from ordinary activities ¹	265,117,828	215,256,023	Up 23%
Net profit after tax from ordinary activities attributable to members	23,274,399	25,559,299	Down 9%
Share based payments and significant costs	11,068,636	7,440,273	Up 49%
Net profit after tax from ordinary activities excluding significant costs	34,343,035	32,999,572	Up 4%
	Cents	Cents	
Basic earnings per share (cents)	7.57	8.94	Down 15%
Diluted earnings per share (cents)	7.42	8.66	Down 14%
Basic earnings per share (cents) excluding significant costs	11.17	11.54	Down 3%
Diluted earnings per share (cents) excluding significant costs	10.95	11.19	Down 2%
Net tangible asset per share (cents)	40.82	43.34	Down 6%

	Amount per security (Cents)
Dividend distributions	
Interim dividend per share 100% franked (cents)	2.90
Final dividend per share 100% franked (cents)	2.95
Record date for determining entitlements to the dividend	Friday, 31 October, 2025
Dividend payment date	Friday, 28 November, 2025
Dividend Reinvestment Plan ("DRP") is in place, last date for election to participate	Friday, 7 November 2025
The Company paid fully franked dividends for the year ended 30 June 2024	5.85

The above information is based on the Preliminary financial report which has been reviewed by Grant Thornton. Additional disclosure requirements to Appendix 4E can also be found in the report.

¹ Revenue from ordinary activities includes revenue from continuing operations of \$241.7m (2024: \$193.1m) and proceeds from the disposal of property, plant and equipment of \$23.4m (2024: \$22.1m). Sales of ex-hire equipment is an ordinary activity of the business.

Dividend

On the 25th August 2025 the Company has declared a 100% franked dividend of 2.95 cents per share for the period ending 30 June 2025. The Dividend will be paid on 28th November 2025 to holders on the Company's fully paid ordinary share register on 31st October 2025 (Record Date).

Dividend Reinvestment Plan

The Company has a Dividend Reinvestment Plan (DRP) that will be available to holders of fully paid ordinary shares (shares). The DRP allows shareholders to reinvest part or all their dividends into new Acrow Limited shares. The issue price of the shares will be at a 2.5% discount to the Market Value which is calculated as the arithmetic average of the daily volume weighted average sale price for a Share (rounded to four decimal places) sold through a Normal Trade on ASX on the ten trading days commencing on the second trading day following the Record Date. The last date for receipt of an election notice for participation in the DRP is 7th November 2025.

Control gained over entities

On 12 February 2025, Acrow acquired 100% of the issued shares of Australasian Training & Education Centre Pty Ltd (ACN 158 933 370). ATEC provides nationally recognised construction and mining training and certifications, delivered by and in partnership with industry clients, under industry standards and conditions. It works directly with industry organisations and employers to ensure their employees and contractors have the skills, knowledge, accreditations, and licences required to do their job. The acquisition is intended to secure the groups access to continued supply of labour.

The consideration comprised a \$850,000 Completion Payment and \$250,000 deferred consideration over three years.

On 30 April 2025, Acrow acquired 100% of the issued shares of Above Scaffolding Pty Ltd (ACN 073 575 201) and Above Scaffolding Services (ACN 168 409 041). Above Scaffolding is recognised as a leading provider of technical and sophisticated engineered Scaffolding and Access Solutions throughout NSW. The acquisition of the business is highly complementary to Acrow's existing suite of products and services across Australia. Above has an extensive history across infrastructure, industrial, construction and maritime markets with a solid portfolio of blue-chip clients.

The consideration comprised a \$11,000,000 Completion Payment followed by a working capital adjustment of \$1,298,000, and two tranches of Contingent Considerations of up to \$6,000,000, provided Above's EBITDA exceeds \$4,200,000 for each of the Earn Out Periods.

On 1 May 2025, Acrow acquired 100% of the issued shares of Acrow Energy and Infrastructure Services (Australia) Pty Ltd (ACN 106 939 262) and Acrow Energy and Infrastructure Services (Gladstone) Pty Ltd (ACN 075 145 470), formerly known as Brand Energy and Infrastructure Services Australia and Brand Energy and Infrastructure Services (Gladstone) Pty Ltd (ACN 161 426 366).

Acrow Energy & Infrastructure Services has a strong operational presence in Hunter Valley which provides geographical benefits in securing jobs within the region with a smaller presence within Gladstone which provides direct synergies with recently acquired MI Scaffolding, Benchmark Scaffolding and Above Scaffolding. The acquisition brings shared access to specialised assets such as QuikDeck and extends Acrow's capabilities to service customers.

The total consideration is comprised of a \$13,558,831 completion cash payment and a return on working capital adjustment of \$155,000.

Commentary

The Acrow group consolidated and strengthened its position in the 12 months to 30 June 2025 to prepare for anticipated elevated activity levels in coming years. The group continues its strategy of growing scale in engineered systems and services with an emphasis on the industrial access business both organically and through specific acquisitions and capital expenditure.

The Formwork division experienced some headwinds from softer trading activity across the country however the Company focused the year on preparation to capture the significant opportunities expected to arise from proposed major infrastructure and development projects, particularly in the lead-up to the Queensland Olympics. The divisions revenue and contribution decreased by 5% and 7% respectively while the contribution margin was relatively stable at 73% (down 1.4%).

The Industrial Access division expanded both organically and through acquisition with revenue increasing by 83%, or \$59.5m (from \$72.1m to \$131.6m). Organic activity contributing 42% of the growth. The growth included a full year's contribution from MI Scaffold and Benchmark Scaffolding, along with two months of returns from the recent acquisitions of Above Scaffolding and Brand Australia. Sales contribution rose by 75%, while margins eased by 1.6 percentage points to 36.6%, reflecting the increased labour hire component of the industrial access business.

On an underlying basis, the key highlights for the year included:

- Group revenue of \$265.1m (consisting of revenue from continuing operations being \$241.7m and proceeds from disposal of ex-hire equipment being \$23.4m) up 23% on prior comparative period (pcp). This growth was driven from both organic and acquisitions in the Industrial Access division which was up \$59.5m or 83% pcp offset by a subdued Formwork division down \$5.5m or 5% pcp and Commercial Scaffold down \$4.2m or 19% pcp.
- The group continues to enhance its recurring revenue through the Industrial Access division, which accounted for 50% of total group revenue (pcp 33%). The acquisitions of Above Scaffold and Acrow Energy and Infrastructure (formerly Brand) companies contributed 2 months revenue as well as a full year contribution from last year's acquisitions of MI Scaffold and Benchmark Scaffold.
- Sales contribution of \$144.4m (pcp \$133.8m), up 8% which was predominantly driven from increased Industrial Access contribution up \$20.6m or 75%. This was offset by the Formwork division down \$6.0m or 7% and Commercial Scaffold down \$4m or 25%. The sales contribution margin reduced 8% from 62% to 54% driven by the increased contribution of the Industrial Access division which has a higher proportion of labour and therefore lower divisional margin.
- Sales contribution margin in the Formwork Division remained relatively steady at 73% (pcp 74%). Industrial Access contribution margin reduced from 38% to 37%. This was predominantly driven by a lower proportion of hire revenue in the division compared to last year, now 15% down from 18.8% of revenue. Likewise Commercial Scaffold sales contribution margin reduced 5.3% due to a lower proportion of hire revenue to total revenue (61% down from 67%).
- Overhead costs increased 9%, due predominantly to the acquisitions of Above and Brand and the full 12 months contributions of MI and Benchmark. Yard costs remained relatively flat due to consolidations and tight expense controls. Labour costs increased from acquisitions and expansion of roles as the business prepares for increased activity. Other overheads were flat to last year however within this was a reduction in expected credit loss provision and bad debt expense of \$1.3m.
- Underlying earnings before interest, depreciation and amortisation "EBITDA" increased 8% to \$80.2m. Underlying EBITDA margin decreased 4.0 ppts to 30.3%, resulting from an increased mix of Industrial Access.

- Depreciation increased 15% from \$20.7m to \$23.9m in line with full depreciation from last year's capital expenditure, current and previous years acquisitions and elevated current year capital expenditure.
- Net interest expense increased 33% from \$7.8m to \$10.4m as a result of the increase in average gross debt up 58% from \$60.2m to \$95.6m from acquisitions and capital expenditure.
- Underlying Net profit after tax "NPAT" increased 4% to \$34.3 million.
- Underlying Earnings Per Share "EPS" decreased 3% from 11.54 to 11.17 cents. Although underlying NPAT increased marginally by 4%, there was an increase in weighted average shares of 7.5%. This was impacted from the annualised impact of the previous year's issue of shares in November (18.75m) and May (6.6m) plus the current year executive performance rights conversions (5m).
- Full year dividend remained at 5.85 cents per share, fully franked.
- Debt increased during the year predominantly due to acquisitions and elevated growth capital expenditure which has resulted in an increase of Net Debt to EBITDA of 1.8 from 1.1.

Underlying EBITDA

Year ended 30 June (\$000)	FY25	FY24	\$ Mvt	% chg PCP
Sales	265,118	215,256	49,862	23%
Total Contribution	144,421	133,779	10,642	8%
Contribution Margin*	54.5%	62.1%		-8%
EBITDA	80,232	74,624	5,608	8%
EBITDA Margin*	30.3%	34.7%		-4%
Depreciation	(23,933)	(20,737)	(3,196)	15%
EBIT	56,299	53,887	2,412	4%
Net Interest	(10,401)	(7,766)	(2,635)	34%
Pre-tax Profit	45,898	46,121	(223)	0%
Tax Expense	(11,555)	(13,121)	1,566	-12%
NPAT (underlying)	34,343	33,000	1,343	4%
Significant items	(5,378)	(3,266)	(2,112)	65%
Contingent considerations	(2,657)	-	(2,657)	na
Amortisation of intangibles	(1,868)	(899)	(969)	108%
Share-based payments	(1,166)	(3,276)	2,110	-64%
NPAT (reported)	23,274	25,559	(2,285)	-9%
EPS (underlying)(¢ps)	11.17	11.54	(0.37)	-3%
DPS (¢ps)	5.85	5.85	-	0%

Divisional Breakdown

Year ended 30 June (\$000)	FY25	FY24	\$ Mvt	% chg PCP
Formwork	115,593	121,084	-5,491	-5%
Industrial Services	131,629	72,088	59,541	83%
Commercial Scaffold	17,896	22,084	-4,188	-19%
Total Revenue	265,118	215,256	49,862	23%
Formwork	84,089	90,066	-5,977	-7%
Industrial Services	48,161	27,528	20,633	75%
Commercial Scaffold	12,171	16,185	-4,014	-25%
Total Contribution	144,421	133,779	10,642	8%
Contribution Margin*	54.5%	62.1%		-7.6%
Yard Related Expenses	17,984	17,751	233	1%
Labour	37,125	32,413	4,712	15%
Other	9,080	8,991	89	1%
Total Overheads	64,189	59,155	5,034	9%
Underlying EBITDA	80,232	74,624	5,608	8%
EBITDA Margin*	30.3%	34.7%		-4.4%

FY25 Reconciliation of Reported Net Profit after Tax to Underlying EBITDA

	Underlying	Significant items adj.	Reported
Underlying EBITDA	80,232	(5,378)	74,854
Depreciation	(23,933)	-	(23,933)
Net interest	(10,401)	-	(10,401)
Pre tax profit	45,898	(5,378)	40,520
Share based payments expense		(1,166)	(1,166)
Contingent consideration		(2,657)	(2,657)
Amortisation of intangibles		(1,868)	(1,868)
Tax expense	(11,555)	-	(11,555)
Net profit after tax	34,343	(11,069)	23,274

Significant items

Contingent consideration:

The purchase price accounting for the November 2023 acquisition of MI Scaffold Pty Limited included an assumption for the earn-out payments 12 and 24 months after acquisition. Based on assumptions at the time of acquisition, earn-out payments of \$2.1m and \$3.4m for November 2024 and November 2025 respectively were taken up.

The performance of MI Scaffold exceeded expectations and the full capped earnout of \$4.95m was payable in November 2024. As a result, an expense of \$2.7m was recorded in the consolidated statement of comprehensive income.

Amortisation of intangible assets

The purchase price accounting for the previous year acquisitions of MI Scaffold Pty Limited and Benchmark Scaffolding & Edge as well as the current year acquisition of Above Scaffolding included intangibles for customer contracts and brand. These intangibles are being amortised over nine to twelve years.

Other significant items

Other significant items were \$5.4m during the year due to significant acquisition and integration costs, depot consolidation and movements as well as scoping and work on significant system projects.

Balance sheet and cash flow

Net current assets decreased from \$13.7m to \$6.8m at year end.

Working capital of \$68.2m increased from \$50.6m pcp. This represents 25.7% of sales revenue compared to 23.5% pcp which was impacted by higher receivables of 74.2m from \$53.7m pcp predominantly related to longer term negotiated sales and mobilisation fees in Jumpform contracts. It is considered within normal operating parameters.

During the year our debt facilities were increased by \$56m in October 2024 and \$20m in May 2025. These increases were negotiated to enable the Company to acquire businesses in line with our growth strategy without the need for equity raising. These renegotiated facilities included extending loan terms and improved rates.

Net debt increased from \$68.6m pcp to \$123.3m. This was predominantly due to:

- Acquisition and related costs for Above Scaffolding and Acrow Energy & Infrastructure (formerly Brand).
- Growth capex to ensure we can meet our secured contract commitments and prepare for future growth.
- Contractual payments associated with earn out and deferred payments from acquisitions
- Providing extended terms to key customers to enable significant equipment sales, and the ensuing replacement of that ex-hire equipment
- Front loaded costs on contracts such as labour and freight that will be recovered over time as the contract progresses.

Net gearing (net debt / (net debt + equity)) increased from 32.7% to 45.3%.

Capital expenditure and acquisitions, offset by depreciation and ex-hire sales saw an increase in property plant and equipment from \$170.4m to \$211.3m.

Audit

This Appendix 4E and Preliminary Financial Report is based on financial statements which are in the process of being audited by Grant Thornton.

Acrow Limited
ACN 124 893 465

Preliminary Financial Report
30 June 2025

Statement of Profit or Loss and Other Comprehensive Income
For the year ended 30 June 2025

<i>In dollars</i>	Note	2025	2024
Continuing operations			
Revenue	3	241,660,570	193,114,919
Other income	4	15,959,079	15,037,150
Personnel expenses		(109,462,903)	(80,623,830)
Sub-contract labour costs		(15,168,492)	(10,846,322)
Inventory purchased, net of changes in finished goods		(36,142,474)	(29,878,964)
Depreciation		(23,297,769)	(20,027,484)
Acquisition, restructuring and process integration costs		(5,377,643)	(3,165,796)
Contingent consideration		(2,657,404)	-
IT and telecommunication expenses		(2,713,140)	(2,288,128)
Freight costs		(3,811,033)	(3,003,585)
Insurance expenses		(2,644,154)	(2,112,241)
Amortisation of intangible assets		(1,867,836)	(899,400)
Expected credit loss provision and bad debt expense		(800,001)	(2,053,183)
Other expenses	5	(8,628,338)	(7,218,979)
Profit before net finance costs and income tax		45,048,462	46,034,157
Finance costs	6	(10,218,842)	(7,558,627)
Net finance costs		(10,218,842)	(7,558,627)
Profit before income tax		34,829,620	38,475,530
Income tax expense	7	(11,555,221)	(13,120,987)
Profit from continuing operations		23,274,399	25,354,543
Profit from discontinued operations		-	204,756
Profit for the period		23,274,399	25,559,299
Other comprehensive income			
Items that may be reclassified to profit / (loss)			
Foreign operations - foreign currency translation differences		-	(53,803)
Total comprehensive income for the year		23,274,399	25,505,496
Earnings per share from continuing operations			
Basic EPS (cents per share)	23	7.57	8.94
Diluted EPS (cents per share)	23	7.42	8.66

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

Statement of Financial Position

As at 30 June 2025

<i>In dollars</i>	Note	2025	2024
Current assets			
Cash and cash equivalents	8	8,021,894	5,593,504
Trade and other receivables	9	74,233,607	53,735,780
Inventories	10	13,854,843	14,009,225
Contract assets	11	2,715,784	43,299
Prepayments and other assets	11	7,254,122	4,370,251
Total current assets		106,080,250	77,752,059
Non-current assets			
Property, plant and equipment	12	211,309,203	170,421,375
Right-of-use lease assets	13	35,605,491	28,061,115
Goodwill	14	31,244,480	19,971,167
Intangible assets	14	21,903,627	16,239,924
Total non-current assets		300,062,801	234,693,581
Total assets		406,143,051	312,445,640
Current liabilities			
Bank overdraft	8	22,180,492	3,597,901
Trade payables	16	27,133,102	21,535,436
Other payables	16	8,544,756	1,737,880
Financial liabilities		119,551	-
Employee benefits	17	11,871,085	7,903,481
Lease liabilities	13	7,997,913	5,727,741
Loans and borrowings	18	18,144,791	21,485,595
Current tax liabilities		3,285,375	2,029,461
Total current liabilities		99,277,065	64,017,495
Non-current liabilities			
Other payables	16	2,438,311	3,980,903
Employee benefits	17	1,085,218	778,061
Lease liabilities	13	32,558,118	26,734,220
Loans and borrowings	18	90,898,454	49,147,807
Provisions	19	1,010,774	569,274
Deferred income tax liabilities	20	29,786,996	26,257,568
Total non-current liabilities		157,777,871	107,467,833
Total liabilities		257,054,936	171,485,328
Net assets		149,088,115	140,960,312
Equity			
Issued capital		93,753,176	89,458,912
Reserves		3,317,453	4,674,077
Retained earnings		52,017,486	46,827,323
Total equity		149,088,115	140,960,312

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

Statement of Changes in Equity

For the year ended 30 June 2025

	Share capital	Share based option payments reserve	Foreign currency translation reserve	Retained earnings	Total equity
<i>In dollars</i>					
Balance at 30 June 2023	61,809,122	4,022,214	53,803	36,998,532	102,883,671
Total comprehensive income for the period					
Profit for the year	-	-	-	25,559,299	25,559,299
Other comprehensive loss	-	-	(53,803)	-	(53,803)
Total comprehensive income	-	-	(53,803)	25,559,299	25,505,496
Transactions with owners of the company					
Shares issued, net of transaction costs	21,717,785	-	-	-	21,717,785
Shares issued as consideration on business combination, net of cost	2,000,000	-	-	-	2,000,000
Dividends paid to shareholders	-	-	-	(15,730,508)	(15,730,508)
Shares issued under dividend reinvestment plan ("DRP")	1,429,359	-	-	-	1,429,359
Listing costs	(121,264)	-	-	-	(121,264)
Equity settled share-based payments	-	3,275,773	-	-	3,275,773
Transfer of option reserves to share capital	2,623,910	(2,623,910)	-	-	-
Total transactions with owners of the company	27,649,790	651,863	-	(15,730,508)	12,571,145
Balance at 30 June 2024	89,458,912	4,674,077	-	46,827,323	140,960,312
Total comprehensive income for the period					
Profit for the year	-	-	-	23,274,399	23,274,399
Total comprehensive income	-	-	-	23,274,399	23,274,399
Shares issued as consideration on business combination, net of cost	270,712	-	-	-	270,712
Performance Rights forfeited	-	(14,480)	-	14,480	-
Dividends paid to shareholders	-	-	-	(18,098,716)	(18,098,716)
Shares issued under dividend reinvestment plan ("DRP")	1,552,696	-	-	-	1,552,696
Listing costs	(37,041)	-	-	-	(37,041)
Equity settled share-based payments	-	1,165,753	-	-	1,165,753
Transfer of LTVRs reserves to share capital	2,150,975	(2,150,975)	-	-	-
Shares issued to executives	356,922	(356,922)	-	-	-
Total transactions with owners of the company	4,294,264	(1,356,624)	-	(18,084,236)	(15,146,596)
Balance at 30 June 2025	93,753,176	3,317,453	-	52,017,486	149,088,115

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

Statement of Cash Flows
For the year ended 30 June 2025

<i>In dollars</i>	Note	2025	2024
Cash flows from operating activities			
Receipts from customers		139,087,861	93,216,751
Receipts on lease revenue		105,272,357	103,806,520
Payments to suppliers and employees		(202,660,363)	(156,828,902)
Cash generated from operations		41,699,855	40,194,369
Income tax paid		(9,794,397)	(7,652,062)
Net cash inflow from operating activities		31,905,458	32,542,307
Cash flows from investing activities			
Proceeds from disposal of property, plant and equipment		23,522,638	22,197,226
Purchase of property, plant and equipment and other intangible assets		(49,763,053)	(40,210,211)
Consideration paid for controlled entities, net of cash acquired		(21,918,373)	(30,985,697)
Contingent and deferred payments on acquisitions		(4,806,928)	-
Net cash outflow from investing activities		(52,965,716)	(48,998,682)
Cash flows from finance activities			
Proceeds from issue of shares		-	21,717,785
Listing costs		(37,041)	(121,264)
Proceeds from borrowings		68,188,005	47,706,226
Repayment of borrowings		(29,778,162)	(28,363,357)
Repayment of lease liabilities	13	(9,148,235)	(6,224,654)
Dividends paid net of DRP	21	(16,546,020)	(14,301,149)
Finance costs paid		(7,772,490)	(6,901,008)
Net cash inflow from financing activities		4,906,057	13,512,579
Net decrease in cash and cash equivalents		(16,154,201)	(2,943,796)
Cash and cash equivalents as at 1 July		1,995,603	4,939,396
Effect of exchange rate fluctuations on cash held		-	3
Cash and cash equivalents at the end of the year	8	(14,158,598)	1,995,603

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

Notes to the Financial Statements

1. Reporting entity

Acrow Limited ("Acrow"), is a limited company incorporated in Australia. Its shares are traded on the Australian Securities Exchange under the issuer code "ACF".

The preliminary consolidated financial statements of Acrow for the year ended 30 June 2025 comprise of the Company and its controlled entities ("the Group").

Acrow is a provider of smart integrated construction systems across formwork, industrial services and commercial scaffolding in Australia. The construction services work includes hiring formwork, falsework, scaffolding and screen equipment and undertaking sales of formwork and scaffolding related consumables. Acrow also operates hire, sales and labour in the industrial services sector.

Acrow's Annual Reports for prior reporting periods are available upon request from the Group's registered office located at 2A Mavis Street, Revesby NSW 2212, Australia or at www.acrow.com.au.

2. Basis of preparation

(a) Basis of accounting

The preliminary consolidated financial statements are prepared in accordance with the recognition and measurement requirements of the Australian Accounting Standards (AASB) but do not include all the disclosures required by the standards. An annual financial report will be released one month following the release of this report that provides full disclosure and meets these standards.

These were authorised for issue by the Board of Directors on 25 August 2025.

(b) Basis of measurement

The preliminary consolidated financial statements have been prepared on accrual basis and are based on historical costs, modified where applicable by the measurement at fair value.

(c) Functional and presentation currency

The preliminary consolidated financial statements are presented in Australian dollars, which is the Group's functional currency.

(d) Use of estimates and judgements

The preparation of preliminary consolidated financial statements in conformity with AASBs requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about significant areas of estimations, uncertainties and critical judgements in applying accounting policies that have the most significant effect on the amounts recognised in the preliminary consolidated financial statements include the following:

- (i) Valuation of goodwill and other intangible assets, refer to note 14; and
- (ii) Determination of expected credit losses of receivables, see note 9; and
- (iii) Utilisation of tax losses, per note 20.

The accounting policies which below have been applied consistently to all periods presented in these preliminary consolidated financial statements and have been applied consistently by the Group.

Acrow Limited | Preliminary Financial Report

(e) Rounding

Acrow is a company of the kind referred to in the Australian Securities and Investments Commission (ASIC) Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191, dated 24 March 2016 and in accordance with that Legislative Instrument, amounts in these preliminary consolidated financial statements have been rounded off to the nearest dollar and are shown as such, unless stated otherwise.

(f) Basis of consolidation

The preliminary consolidated financial statements have been prepared by consolidating the financial statements of all the entities that comprise the Group, being Acrow Limited and its controlled entities in accordance with AASB 10.

All inter-entity balances and transactions are eliminated in these preliminary consolidated financial statements.

3. Revenue

In dollars

	2025	2024
<i>Revenue from contracts with customers</i>		
Provision of labour services	91,472,931	49,929,174
Provision of cartage services	9,583,846	7,770,923
Sale of goods	44,901,651	41,045,258
	145,958,428	98,745,355
<i>Other revenue</i>		
Hire of equipment	95,702,142	94,369,564
	241,660,570	193,114,919

4. Other income

In dollars

	2025	2024
Disposal of property, plant and equipment		
Ex-hire equipment		
Proceeds	23,457,258	22,141,104
Written down value	(7,527,407)	(7,125,478)
	15,929,851	15,015,626
Non-hire equipment		
Proceeds	65,381	56,122
Written down value	(36,153)	(34,598)
	29,228	21,524
Net gain on disposal of property, plant and equipment	15,959,079	15,037,150

Acrow Limited | Preliminary Financial Report

5. Other expenses

In dollars

	2025	2024
Audit, tax and legal expenses	(1,557,091)	(1,202,058)
Property costs	(1,565,536)	(1,157,746)
Utilities	(1,008,771)	(981,943)
Travelling expenses	(1,331,273)	(881,977)
Other leases	(635,186)	(709,490)
Repair & maintenance	(581,215)	(693,230)
Plant & equipment operating expenses	(792,216)	(468,322)
Motor vehicle expenses	(734,194)	(392,923)
Others	(422,856)	(579,260)
From discontinued operations		
Cost of divestment	-	(152,030)
	(8,628,338)	(7,218,979)

6. Finance costs

In dollars

	2025	2024
Finance costs		
Unwinding interest on deferred considerations	(376,498)	(657,618)
Interest expense on financial liabilities	(7,481,734)	(4,685,934)
Interest expense on leases	(2,069,855)	(1,689,667)
Borrowing costs	(290,755)	(525,408)
Net finance costs from continuing operations	(10,218,842)	(7,558,627)

7. Income tax expense

In dollars

	2025	2024
Current income tax expense	(11,393,730)	(12,053,238)
Deferred income tax expense	(414,482)	(1,018,816)
Under provision for income tax in prior year	(189,391)	(48,933)
Recognition of previously unrecognised deferred tax not brought to account	442,382	-
Income tax expense attributable to profit	(11,555,221)	(13,120,987)

8. Cash and cash equivalents

In dollars

	2025	2024
Cash at bank	8,021,894	5,593,504
Bank overdraft	(22,180,492)	(3,597,901)
	(14,158,598)	1,995,603

Acrow Limited | Preliminary Financial Report

9. Trade and other receivables

In dollars

	2025	2024
Trade receivables	78,092,348	57,695,819
Expected credit loss provision	(3,858,741)	(3,960,039)
	74,233,607	53,735,780
Current	40,812,956	38,131,142
31 to 60	16,711,669	8,469,029
61 to 90	3,916,771	3,647,970
90+	16,650,952	7,447,678
Impaired	(3,858,741)	(3,960,039)
	74,233,607	53,735,780

10. Inventories

In dollars

	2025	2024
Finished goods	13,854,843	14,009,225
	13,854,843	14,009,225

11. Prepayments and other assets

In dollars

	2025	2024
Current		
Contract assets	2,715,784	43,299
	2,715,784	43,299
Other receivables	419,589	183,272
Prepayments	6,834,533	4,186,979
	7,254,122	4,370,251

12. Property, plant and equipment

In dollars

	Land and buildings	Plant and equipment	Hire equipment	Total
At 30 June 2024				
Cost	615,768	23,722,415	204,397,293	228,735,476
Accumulated depreciation	(440,266)	(15,482,072)	(42,391,763)	(58,314,101)
Net book value	175,502	8,240,343	162,005,530	170,421,375
At 30 June 2025				
Cost	668,793	27,026,163	267,634,052	295,329,008
Accumulated depreciation	(490,604)	(18,873,698)	(64,655,503)	(84,019,805)
Net book value	178,189	8,152,465	202,978,549	211,309,203

13. Leases

The Acrow group leases various properties, forklifts, motor vehicles and printers. Property lease terms are up to 10 years and often include extension options, forklift lease terms are up to 7 years, motor vehicle lease terms are from 1 to 3 years, whilst all printers are for a 5-year lease term.

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, but leased assets may not be used as security for borrowing purposes.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the statement of financial performance over the lease period to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Payments on IT equipment including laptops and mobile devices have been treated as low-value assets, are recognised on a straight-line basis as an expense in the statement of financial performance.

Lease amounts recognised in the Consolidated Statement of Financial Position:

In dollars

	2025	2024
Right-of-use assets		
Properties	32,571,835	25,121,006
Forklifts and office equipment	2,290,338	2,411,475
Motor vehicles	743,318	528,634
Total right-of-use assets	35,605,491	28,061,115
Lease liabilities		
Current	7,997,913	5,727,741
Non-current	32,558,118	26,734,220
Total lease liabilities	40,556,031	32,461,961

Lease amounts recognised in the Consolidated Statement of Profit or Loss and Other Comprehensive Income:

In dollars

	2025	2024
Depreciation charge for right-of-use assets:		
Properties	6,507,955	5,898,848
Forklifts and office equipment	792,501	627,702
Motor vehicles	346,154	275,117
Total depreciation charge for right-of-use assets	7,646,610	6,801,667

Lease amounts included in the Statement of cashflows:

Lease payments	9,148,235	6,224,654
Interest expense (included in finance costs)	2,069,855	1,689,666
Total amount paid	11,218,090	7,914,320

14. Goodwill & intangible assets

Goodwill

Goodwill represents the excess of the cost of acquisition over the fair value of the identifiable assets and liabilities acquired. It is not amortised but is tested annually for impairment, or whenever any indicators of impairment exist. For the purpose of the impairment test, Goodwill is allocated to the lowest cash-generating unit ("CGU") within the Group at the level in which it is monitored for internal management purposes.

Acrow conducts annual impairment tests on goodwill. These tests are performed by assessing the recoverable amount of each CGU. The recoverable amount is the higher of the CGU's fair value less costs of disposal and value in use. The value in use calculations is determined using discounted cash flow projections, which applies a one-year budget that has been approved by the board of directors, with a subsequent four-years of forecast growth applied. Cash flows beyond the five-year period are extrapolated using the cash flows for year 5 and the estimated long-term growth rates.

Management judgment is required to forecast future cash flows and to determine an appropriate discount rate to calculate their recoverable amount. If an impairment loss is identified, it is recognised in the statement of profit or loss when the carrying amount of an asset exceeds its recoverable amount.

The carrying value of goodwill is allocated to the Group's CGU identified as follows:

Goodwill allocation to CGU Groups

<i>In dollars</i>	2025	2024
Acrow Screens companies	7,301,902	7,301,902
Unispan Group of companies	126,802	126,802
MI Scaffold Pty Ltd	9,563,986	9,563,986
Benchmark Scaffolding & Edge Protection Pty Ltd*	4,380,670	2,978,477
Australasian Training & Education Centre Pty Ltd	1,040,547	-
Above Scaffold group of companies	6,670,970	-
Acrow Energy and Infrastructure Services group of companies (formerly known as Brand Energy and Infrastructure Services group of companies)	2,159,603	-
Total Goodwill	31,244,480	19,971,167

*Benchmark Scaffolding & Edge Protection Pty Ltd purchase price accounting was finalised in the current year. The previous year's goodwill assessment was based on preliminary accounting.

<i>In dollars</i>	2025	2024
Opening goodwill balance	19,971,167	7,428,704
Additions	11,273,313	12,542,463
Impairment	-	-
Closing balance	31,244,480	19,971,167

Key assumptions for those CGUs that have significant goodwill allocate to them

	2025	2024
Average growth rate 1 - 5 years – Acrow Screens	1.1%	4.1%
Average growth rate 1 - 5 years – MI Scaffold	5.2%	9.6%
Average growth rate 1 - 5 years – Benchmark	1.7%	-
Average growth rate 1 - 5 years – Above Scaffold	7.3%	-
Terminal growth rate – Acrow Screens	1.4%	1.4%
Terminal growth rate – MI Scaffold	2.25%	2.25%
Terminal growth rate – Benchmark	1.4%	-
Terminal growth rate – Above Scaffold	3%	-
Pre-tax discount rate	15.8%	18.3%
Pre-tax discount rate – Above Scaffold	14.8%	-

The discount rate incorporates the perspective of market participants, including expectations about future economic conditions and the risks associated with the assets and cash flow of the relevant CGUs. The terminal growth rate is the weighted average growth rate used to extrapolated cash flows beyond the budget period and are consistent with forecasts published in relevant industry reports. The average growth rate for each CGU is based upon the past performance and management's expectations of market development and initiatives to drive incremental sales and maintain margins.

Management have made judgements and estimates in respect of impairment testing of goodwill. Should these judgements and estimates not occur the resulting goodwill carrying amount may decrease. The impairment assessment is sensitive to movements in key assumptions including the discount rate applied and the average growth rates. Management has performed sensitivity analysis for these variables to determine if reasonable changes in the assumptions would cause the carrying amount of the above CGUs to exceed their recoverable amount. Under the sensitivity assumptions applied by management there is no impairment in any of the CGUs.

Intangible assets

Intangible assets are acquired through business combination and measured at fair values as of the acquisition date. These assets are comprised of brand names and customer relationships with finite useful lives of between nine to twelve years. They are amortised on a straight-line basis in the Profit or Loss and Other Comprehensive Income from date of acquisition.

<i>In dollars</i>	2025	2024
Opening balance	16,239,924	-
Acquisition – customer relationships	7,055,000	17,139,324
Accumulated amortisation	(1,867,836)	(899,400)
Additions – capitalised ERP software development costs	476,539	-
Closing Balance	21,903,627	16,239,924

During the financial year, the Group has capitalised \$476,539 in software development costs relating to the work in progress of a new ERP system. The capitalised costs include consultancy fees, labour costs for the development and customisation of the software and have been assessed as directly attributable to preparing the software for its intended use in accordance with AASB 138. The software is not yet available for use and will begin amortising once implemented and shows no indicators of impairment at balance date.

15. Acquisitions

Australasian Training & Education Centre Pty Ltd ("ATEC")

On 12 February, Acrow acquired 100% of the issued shares of Australasian Training & Education Centre Pty Ltd (ACN 159 933 370) for a consideration amounting to \$850,000, followed by a total of \$250,000 deferred payments consisted of three tranches of \$83,333, payable at end of three 12-month periods.

ATEC is a nationally accredited provider offering licences and certifications for high-risk work, safety, scaffolding, mining, drilling, first aid, CPR, working at heights, confined spaces, asbestos handling, machinery operation, and cargo transport. The main facility is in Brisbane, with a new training centre opening in Mackay, Queensland in August 2025.

Above Scaffolding Pty Ltd and Above Scaffolding Services Pty Ltd ("Above Scaffolding")

On 30 April 2025, Acrow acquired 100% of the issued shares of Above Scaffolding Pty Ltd (ABN 073 575 201) and Above Scaffolding Services Pty Ltd (ACN 168 409 041).

Above Scaffolding is recognised as a leading provider of technical and sophisticated engineered scaffolding and access solutions throughout NSW. The acquired business is highly complementary to Acrow's existing suite of products and services across Australia and has extensive history across infrastructure, industrial, construction and maritime markets with a solid portfolio of blue-chip clients such as the Australian Defence Force, Transport for New South Wales and Sydney Water.

Details of the consideration and the fair values of tangible and intangible assets acquired, liabilities assumed, and goodwill estimated are set out in the following tables.

The consideration includes a \$12,298,000 completion payment, and up to \$6,000,000 in contingent consideration across two tranches, each contingent upon Above's EBITDA exceeding \$4,200,000 in the respective 12-month Earn Out Periods. The present values of these contingent consideration are \$2,587,259 and \$2,230,395, discounted using Acrow's post-tax cost of debt based on estimated EBITDA.

Acquisition and related costs are accounted for in the Consolidated Statement of Profit or Loss and Other Comprehensive Income.

Above Scaffolding Pty Ltd and Above Scaffolding Services Pty Ltd

In dollars

Completion payment	12,298,000
Contingent consideration	4,817,654
Total consideration at fair value	17,115,654

Assets

Cash and cash equivalents	902,862
Trade and other receivables	2,134,490
Prepayments and other assets	205,796
Accrued income	729
Property, plant and equipment	7,103,701
Right-of-use lease assets	238,084

Acrow Limited | Preliminary Financial Report

Intangible assets – customer relationships	4,673,000
Total assets	15,258,662
Liabilities	
Trade payables	1,309,934
Employee benefits	592,125
Current tax liabilities	(521,435)
Lease liabilities	238,084
Provisions	122,000
Deferred income tax liabilities	3,073,270
Total liabilities	4,813,978
Fair value of net assets acquired	10,444,684
Purchase consideration transferred	17,115,654
Less: Fair value of net identifiable assets acquired	(10,444,684)
Goodwill on acquisition	6,670,970
Consideration transferred in cash	12,298,000
Cash acquired net of loan	(902,862)
Net cash outflow on acquisition	11,395,138

The residual amount of goodwill represents the value of the workforce which would be time consuming and costly to recreate and the future growth in revenue expected from new customers. The goodwill recognised is not deductible for tax purposes.

Estimates and judgments were made to determine the fair value of intangibles, plant and equipment and provisions. Two qualified and specialised valuers were engaged to assess these values.

The valuation of intangibles, being customer relationships, were determined using a combination of income and cost approaches, with the Multi-Period Excess Earnings Method being the predominant driver. Key assumptions used in determining the fair values included revenue associated with customer contracts, contract renewal periods, customer attrition rates and discount rates.

For plant and equipment, another valuer was engaged to determine the depreciated replacement cost of the assets. The depreciated replacement costs reflect adjustments for physical deterioration, as well as functional and economic obsolescence.

The Consolidated Statement of Comprehensive Income includes the following revenue and net profit resulting from the acquisition made since 1 May 2025:

Revenue	3,632,054
Net profit after tax	1,213,620

If the acquisition had taken place at the beginning of the financial year (1 July 2024), the following revenue and net profit after tax would have been included:

Revenue	14,159,231
Net profit after tax	2,466,483

Acrow Limited | Preliminary Financial Report

Acrow Energy and Infrastructure Services Australia and Acrow Energy and Infrastructure Services Australia (Gladstone) ("AEIS")

On 1 May 2025, Acrow acquired 100% of the issued shares of Brand Energy and Infrastructure Services (Australia) Pty Ltd (ACN 106 939 262) and Brand Energy and Infrastructure Services (Gladstone) Pty Ltd (ACN 075 145 470). The name "Brand" was replaced with "Acrow" pursuant to share sales agreements in May 2025.

Acrow Energy and Infrastructure Services has a strong operational presence in Hunter Valley which provides geographical benefits in securing jobs within the region with a smaller presence within Gladstone which provides direct synergies with recently acquired MI Scaffolding, Benchmark Scaffolding and Above Scaffolding. The acquisition brings shared access to specialised assets such as QuikDeck and extends Acrow's capabilities to service customers.

Purchase price allocation was completed during the year. The fair values of purchase considerations, tangible and intangible assets, and liabilities assumed were determined and set out in the following tables.

The total consideration is a \$13,403,831 completion cash payment.

Acquisition and related costs are accounted for in the Consolidated Statement of Profit or Loss and Other Comprehensive Income.

Acrow Energy and Infrastructure Services group of companies

In dollars

Completion payment	13,403,831
Total consideration at fair value	13,403,831

Assets

Cash and cash equivalents	2,574,255
Trade and other receivables	1,903,730
Inventory	7,693
Prepayments and other assets	1,027,211
Property, plant and equipment	9,975,092
Right-of-use lease assets	2,103,740
Total assets	17,591,721

Liabilities

Trade payables	1,687,900
Employee benefits	1,594,784
Lease liabilities	2,103,740
Provisions	306,000
Deferred income tax liabilities	655,069
Total liabilities	6,347,493

Fair value of net assets acquired	11,244,228
--	-------------------

Acrow Limited | Preliminary Financial Report

Purchase consideration transferred	13,403,831
Less: Fair value of net identifiable assets acquired	(11,244,228)
Goodwill on acquisition	2,159,603
Consideration transferred in cash	13,558,831
Cash acquired net of loan	(2,574,255)
Net cash outflow on acquisition	10,984,576

The residual amount of goodwill represents the value of the workforce which would be scarce to recruit, time consuming to train and costly to recreate. The goodwill recognised is not deductible for tax purposes.

The Consolidated Statement of Comprehensive Income includes the following revenue and net profit resulting from the acquisition made since 1 May 2025:

Revenue	4,139,089
Net loss after tax	(32,082)

If the acquisition had taken place at the beginning of the financial year (1 July 2024), the following revenue and net profit after tax would have been included:

Revenue	24,455,870
Net profit after tax	620,740

16. Trade and other payables

In dollars

	2025	2024
Current trade payables		
Trade payables	17,318,222	9,921,557
Accrued expenses	9,814,880	11,613,879
	27,133,102	21,535,436
Other payables		
MI Scaffold contingent consideration	3,807,477	1,459,742
Benchmark deferred and contingent consideration	703,284	278,138
Above Scaffolding completion adjustment and contingent consideration	3,954,237	-
ATEC deferred consideration	79,758	-
	8,544,756	1,737,880
Non-current Other payables		
MI Scaffold contingent consideration	-	3,732,609
Benchmark contingent consideration	-	248,294
ATEC deferred consideration	143,606	-
Above Scaffolding contingent consideration	2,294,705	-
	2,438,311	3,980,903

Other payables represent the net present values of contingent considerations, deferred considerations and completion adjustments on the acquisitions of the acquired companies at balance date.

Acrow Limited | Preliminary Financial Report

17. Employee benefits

In dollars

	2025	2024
Current		
Annual leave	5,348,138	3,394,848
Long service leave	3,272,222	2,342,376
Other employee benefits	3,250,725	2,166,257
	11,871,085	7,903,481
Non-current		
Long service leave	1,085,218	778,061

All employees have defined contribution plans for superannuation and the expense recognised during the year was \$7,107,284 (2024: \$5,016,540).

18. Loans and Borrowings

In dollars

	2025	2024
Current	18,144,791	21,485,595
Non-current	90,898,454	49,147,807
	109,043,245	70,633,402

Borrowings are represented by the following finance facilities:

Secured amortising business loan of \$43.0m limit, was refinanced in September 2024 to optimise financial flexibility by securing lower margins, increasing headroom, and enhancing liquidity through conversion to an interest-only (non-amortising) structure, new facility limit was expanded by \$10.0m to \$53.0m.	47,878,964	44,767,000
Headroom	5,121,036	-
Secured \$31,000,000 non-amortising, interest-only Business Loan Acquisition Facility was established on 30 September 2024 to support funding for future acquisitions.	25,848,878	-
Headroom	5,151,122	-
Equipment finance facility, revolving 3-year limit of \$37.0m (Jun 24 \$27.0m)	34,022,210	22,573,556
Headroom	2,977,790	4,426,444
Trade finance facility, revolving 180-day limit of \$3.5m (Jun 24: \$3.5m)	1,293,193	3,292,846
Headroom	2,206,807	207,154
Working capital facility, \$41.5m (Jun 24: \$16.5m) including \$2.25m bank guarantee (Jun 24: \$2.0m) and \$39.25m bank overdraft (Jun 24: \$14.5m)	24,427,087	5,574,485
Headroom	17,072,913	10,925,515
Borrowings utilised	133,470,332	76,207,887
Headroom	32,529,668	15,559,113
Total accessible borrowing amount	166,000,000	91,767,000

Acrow Limited | Preliminary Financial Report

Borrowings utilised and committed	133,470,332	76,207,887
Less: Bank overdraft recognised separately	(22,180,492)	(3,597,902)
Less: Bank guarantee utilised not drawn	(2,246,595)	(1,976,583)
Total Loans and Borrowings	109,043,245	70,633,402

All borrowings are secured by interlocking guarantees where each company within the Group jointly and severally guarantees the repayment of loans to the lending institution. All loans are secured over the assets and inventory of the Group.

Interest rates on secured amortised business loans are variable and dependent on prevailing market rates and bank margins.

All borrowing costs incurred in the year have been expensed.

19. Provisions

In dollars

	2025	2024
Make good provision movement during the year:		
Opening balance at 1 July	569,274	469,274
Recognised in business combination	441,500	100,000
Closing balance at 30 June	1,010,774	569,274

A provision for make good is measured at the present value of the cost of restoring leased properties to their original condition at the conclusion of the lease. No long term (greater than 12 months) new property lease had been entered into during the year that require further addition.

20. Deferred income tax and current income tax liabilities

In dollars

	2025	2024
Deferred income tax liability movement during the year:		
Opening balance at 1 July	26,257,568	9,907,149
Recognised in business combination	3,511,815	9,975,826
Changes to estimates from prior years	181,450	628,694
Provisions	(88,160)	(214,518)
Accruals	66,286	247,277
Property, plant and equipment	867,699	1,255,877
Intangibles	(560,351)	(269,820)
Revenue tax loss	(6,929)	4,727,083
Initial recognition of previously unrecognised revenue tax loss	(442,382)	-
Closing balance at 30 June	29,786,996	26,257,568

Unrecognised deferred tax assets

Deferred tax assets not recognised for the following items:

Revenue tax losses	10,759,075	1,030,613
Capital losses	1,271,863	913,333
Temporary differences	(1,013,352)	374,256
	11,017,586	2,318,202

Acrow Limited | Preliminary Financial Report

While tax losses and temporary differences do not expire under current tax legislation, deferred tax assets have not been recognised in respect of these items as certain subsidiaries have experienced a number of years without taxable income and therefore recovery is not considered probable.

The potential benefit of the deferred tax asset in respect of tax losses carried forward will only be obtained if:

- (i) The subsidiaries continue to derive future assessable income of a nature and an amount sufficient to enable the benefit to be realised;
- (ii) The subsidiaries continue to comply with the conditions for deductibility imposed by the law;
- (iii) No changes in tax legislation adversely affect the subsidiaries in realising the asset and;
- (iv) The subsidiaries pass the continuity of ownership test or the same business test as outlined by the Australian Taxation Office.

21. Issued capital

	2025	2024
Number of shares		
On issue of 1 July	301,396,067	266,339,056
Issue of shares for cash	-	25,395,663
Issue of DRP shares (i)	1,499,393	1,471,258
Issue of shares on acquisition of Benchmark	-	1,773,994
Shares issued through conversion of performance rights (ii)	5,106,111	6,250,025
Exercise of share options	-	166,071
	308,001,571	301,396,067

- (i) 754,196 units of ordinary shares were issued at \$1.0604 per share following the FY2024 final dividend declaration pursuant to the Dividend Reinvestment Plan (DRP); 745,197 units of ordinary shares were issued at \$1.0104 per share following the FY2025 interim dividend declaration also pursuant to the DRP.
- (ii) 5,106,111 units of ordinary shares were issued during the year through conversion of performance rights granted under the Long-Term Variable Remuneration (LTVR) plan.

The holders of these shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at general meetings of the Group.

Net tangible assets per ordinary share for the year ended 30 June 2025 are 40.82 cents (2024: 43.34 cents). Net tangible assets per share is calculated as net assets attributable to Acrow Limited shareholders, being \$125.7m (2024: \$131.0m) divided by the number of issued ordinary shares of 308.0m units (2024: 302.3m units).

Performance Rights

Carried forward from FY2024, there were a total of 14,930,881 units of Performance Rights outstanding which were granted based on Earnings Per Share (EPS) and Total Shareholder Return (TSR) performance hurdles over FY2021 to FY2024 periods.

Acrow Limited | Preliminary Financial Report

Current year movements are summarised as follow:

Long term variable incentives

Measurement period Vesting status on 30 June 2025	FY2021- 24 Vested	FY2025 Unvested	FY2026 Unvested	FY2027 Unvested	Total
Outstanding as of 1 July 2024	6,900,427	4,159,690	3,870,764	-	14,930,881
Grants / (cancellations) of issues (i)	332,020	-	-	3,747,368	4,079,388
Unvested or forfeiture (ii)	-	(2,102,970)	(38,704)	-	(2,141,674)
Vested and exercised as ordinary shares (iii)	(5,106,111)	-	-	-	(5,106,111)
Balance outstanding at 30 June 2025	2,126,336	2,056,720	3,832,060	3,747,368	11,762,484

- (i) A total of 4,079,388 units of LTVRs had been granted in FY2025, of which 332,020 units on FY2024 measurement period were granted as compensation to senior managers of acquired entities; 3,747,368 units on FY2027 were granted to executives and senior managers based on Earnings Per Share (EPS) and Total Shareholder Return (TSR) performance hurdles.
- (ii) A total of 2,141,674 units were forfeited, out of which 2,102,970 relate to not meeting FY25 EPS targets of minimum 10% compound annual growth.
- (iii) 5,106,111 units were exercised; these include some of the units on FY2024 LTVRs that became vested and exercisable (vesting outcome were 100% on both TSR and EPS issues). The balance on all vested and exercisable LTVRs remaining were 2,126,336 units on balance date.

Total number of outstanding performance rights on 30 June 2025 were 11,762,484 units (30 June 24: 14,930,881 units).

Dividends

Dividend distributions payable to equity shareholders are included in other liabilities when the dividends have been approved prior to the reporting date. The following dividends were declared and paid by the Group during the year:

In dollars

2025 **2024**

Dividends on ordinary shares declared and paid:

Final dividend in respect of the previous reporting period:

FY 24: 3.0 cents per share (FY23: 2.70 cents per share)

- Paid in cash	8,389,653	6,647,372
- Paid via DRP	799,749	703,945

Interim dividend for the current reporting period:

FY 25: 2.9 cents per share (FY24: 2.85 cents per share)

- Paid in cash	8,156,367	7,653,777
- Paid via DRP	752,947	725,414
	18,098,716	15,730,508

A 100% franked dividend of \$9,189,403 for the year ended 30 June 2024 was paid on 29 November 2024 at 3.0 cents per share with 754,196 new shares issued at \$1.0604 each as part of the DRP.

A 100% franked interim dividend of \$8,909,314 for FY 2025 was paid on 30 May 2025 at 2.9 cents per share with 745,197 new shares issued at \$1.0104 as part of the DRP.

Acrow Limited | Preliminary Financial Report

Subsequent to the balance date, the Directors declared a dividend of 2.95 cents per share, 100% franked on 25 August 2025.

The franking credit balance was \$9,961,529 on 30 June 2025 (2024: \$3,867,505).

22. Capital management

Management monitors the capital of the Group, in order to maintain a good debt to equity ratio, provide the shareholders with adequate returns and ensure that the Group can fund its operations and continue as a going concern.

The Group's debt and capital includes ordinary share capital and borrowings.

There are no externally imposed capital requirements.

Management effectively manages the Group's capital by assessing the Group's financial risks and adjusting its capital structure in response to changes in these risks and in the market. These responses include the management of debt levels, distributions to shareholders and share issues.

23. Earnings per share

Basic EPS is calculated by dividing profit for the year attributable to ordinary equity holders of the Parent by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated by dividing the net profit attributable to ordinary equity holders of the Parent by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

The following table reflects the income and shares data used in the basic and diluted EPS computations:

<i>In dollars</i>	2025	2024
Earnings reconciliation		
Profit excluding significant items	34,343,035	32,999,572
Net share-based payments and significant items*	(11,068,636)	(7,440,273)
Net profit after tax	23,274,399	25,559,299

**Significant items are comprised deferred consideration to MI Scaffold, due-diligence, acquisition and integration costs as in note 5 and amortisation of intangibles; and for FY2024, significant items are comprised of share-based payments, acquisition and rebranding costs as in note 5 and amortisation of intangibles.*

Number of ordinary shares:	2025	2024
Weighted average number of ordinary shares used in the calculation of basic EPS	307,461,450	285,910,110
Weighted average number of ordinary shares used in the calculation of diluted EPS	313,539,355	294,996,650
Basic EPS excluding significant items (cents per share)	11.17	11.54
Diluted EPS excluding significant items (cents per share)	10.95	11.19
Basic EPS (cents per share)	7.57	8.94
Diluted EPS (cents per share)	7.42	8.66

24. Group entities

The below subsidiaries have been granted relief from the necessity to prepare financial reports under the option available to the Group under ASIC Corporations (Wholly Owned Companies) Instrument 2016/785.

These subsidiaries, along with Acrow Limited (the parent entity of the Group), form the Deed of Cross Guarantee Group.

The preliminary consolidated financial statements include the financial statements of the following wholly owned subsidiaries:

	Place of incorporation	% Equity interest
Acrow Holdings Pty Limited	NSW	100%
Acrow Formwork and Scaffolding Pty Ltd	NSW	100%
Acrow Screens Pty Ltd	NSW	100%
Acrow Screens (QLD) Pty Ltd	QLD	100%
Acrow Industrial Group Pty Ltd	QLD	100%
Uni-span Height Safety Pty Ltd	QLD	100%
Unispan Australia Pty Ltd	QLD	100%
Uni-span Formwork Solutions Pty Ltd	QLD	100%
MI Scaffold Pty Ltd	QLD	100%
Benchmark Scaffolding & Edge Protection Pty Ltd	QLD	100%
Acrow Group Investments Pty Ltd	NSW	100%
Australasian Training & Education Centre Pty Ltd	QLD	100%
Above Scaffolding Pty Ltd	NSW	100%
Above Scaffolding Services Pty Ltd	NSW	100%
Acrow Energy and Infrastructure Services Australia Pty Ltd (i)	NSW	100%
Acrow Energy and Infrastructure Services Australia (Gladstone) Pty Ltd (i)	QLD	100%

(i) Names of these subsidiaries have been changed in FY2025 pursuant to the share purchase agreements, with no changes to Australian Business Numbers:

- Acrow Energy and Infrastructure Services Australia Pty Ltd (formerly known as “Brand Energy and Infrastructure Services Australia Pty Ltd”)
- Acrow Energy and Infrastructure Services Australia (Gladstone) Pty Ltd (formerly known as “Brand Energy and Infrastructure Services Australia (Gladstone) Pty Ltd”)

Subsequent Events

On 25 August 2025 the Directors declared a 100% franked dividend of 2.95 cents per share to be paid on 28 November 2025. Dividend Reinvestment Plan is available for election. The dividend has not been provided for in this financial report as it was not declared until after 30 June 2025.

Other than the above events, there has not otherwise arisen between 30 June 2025 and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Group, to affect significantly the operations of the Group, the results of those operations, or the state of the affairs of the Group in future financial years.