



H E R E  
F O R  
H E R E  
F O R  
G O O D

2024  
Annual  
Report



Essential services for your  
facility and infrastructure



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### Acknowledgement of Country



The ARA Group acknowledges the connection of people, land and communities within the areas that we work. We pay our respects to Elders past, present and emerging.

We seek to maintain meaningful partnerships by undertaking the appropriate engagement practices within our business and for our communities. We know the importance of respecting, understanding and sharing the oldest living cultures in the world.

**ARA Group Limited**  
ABN 47 074 886 561

**Photograph**  
Cover: Anzac Bridge, Sydney NSW, CCTV upgrade





E V E R Y -  
T H I N G  
Y O U C A N  
I M A G I N E  
I S R E A L

Pablo Picasso Artist

Photograph  
Spread: Anzac Bridge, Sydney NSW, CCTV upgrade



Letter from the

# Co-founder and Chief Executive Officer



“Creativity is seeing what others see and thinking what no one else ever thought.”

Albert Einstein Scientist

**We have now completed our 23rd year of operations as the ARA Group. It has been an extraordinary journey for our employees and our shareholders and for the work we have done for our customers.**

I love the quote by Pablo Picasso “Everything you can imagine is real.” It would not be honest of me to say I dreamt I could be on a team that started with a blank piece of paper and 23 years later helped to build a business of ARA’s magnitude. ARA is now doing close to \$1 billion worth of business. ARA has been profitable for every one of those 23 years. And, best of all, ARA has more than 400 employees owning the company for whom they work.

I acknowledge I dreamt of what we have accomplished, but where we are today as a company is beyond my initial dreams. I did imagine we could create a great company with creative ideas and focus on executing well and bringing that creativity to life.

**“A person filled with gumption doesn’t sit around... stewing about things. He’s at the front of the train of his own awareness, watching to see what’s up the track and meeting it when it comes.”**

Salman Rushdie Author

We never would have accomplished our goals and dreams without great individuals, filled with gumption, working as teammates and thinking ahead.

We are here because of all of us who work at ARA. We do our jobs well and we assist each other. We could never be where we are without the focus and teamwork required to deliver our products and services to our customers. And we would not be here without the faith in our own creativity to expand and grow the business.

As I consider the last financial year, and the past 23 years of the ARA Group, I think of the consistency of the Group and the creativity used to develop and grow this company. As long as we all work together, focus on our jobs, do our best for our customers and each other, we will be Here for You. Here for Good.

**Note:** All amounts contained in this letter are before the application of AASB16 Leases.

## Operating Results

Financial year 2024 has been a solid year of operating results. Both revenue and EBITDA increased from the prior year. Revenue grew 9% from \$885 million to \$969 million. EBITDA grew 12% from \$67 million to \$75 million. 2024 represented the ninth year in a row of record EBITDA results. The prospects are strong for ongoing growth as the backlog of confirmed orders on 30 June 2024 was \$438 million, up from \$421 million one year ago. Organic growth in 2024 was 2% whilst the growth from acquisitions was 7%. We always work diligently to grow the Group organically, but there are times when the organic growth is below our expectations.

Cash flow has again been extremely strong for the full financial year. Operating cash flow was \$80.0 million and 107% of EBITDA. This result maintains the average operating cash flow as a percentage of EBITDA for the past six financial years at 102% of EBITDA. Free cash flow in 2024 was \$37.5 million as compared to \$30.2 million in 2023.

Throughout the 23-year journey of ARA, we have used a combination of equity and bank borrowings to grow the company and acquire strategically aligned businesses. We have consistently kept the leverage ratio (debt less cash divided by the trailing twelve months EBITDA adjusted for a full year of acquired companies’ EBITDA) under two times. The leverage ratio on 30 June 2024 was 1.77 (30 June 2023 was 1.89).

Total bank debt increased to \$185.0 million on 30 June 2024 from \$157.7 million on 30 June 2023. The increase was entirely a result of the acquisition of businesses during the financial year. The net debt was \$141.0 million on 30 June 2024 as compared to \$119.5 million on 30 June 2023. ARA has consistently maintained its borrowings at a level that is not highly leveraged relative to earnings. The Group regularly generates strong cash flow. This has resulted in a consistent conversion of EBITDA to operating cash flow. There was an increase in interest expense of \$4.3 million resulting from the increased borrowings and an increase in the borrowing rate during the year.

Earnings per share was \$0.67 per share, down from \$0.72 per share in the prior year. The decline is due to the higher interest expense of \$4.3 million in the current year. Without the higher interest expense this would have been \$0.73 per share.

## Acquisitions

We completed eight acquisitions during the 2024 financial year for cash consideration of \$24.7 million, net of cash acquired, and issued 4,825,003 ARA Group shares at \$7.00 per share for share consideration of \$33.8 million. The total amount invested in acquisitions for the financial year was \$58.5 million.

The following is a summary of the businesses, services and products acquired during the past financial year:

- Fire protection business in central New South Wales
- Insurance building and repair business in Sydney
- Fire product distribution and pipe fabrication business in Sydney
- Electrical test and tag service business on the east coast of Australia
- Commercial and industrial sign design, fabrication and installation business in New Zealand
- Insurance building and repair business south of Sydney
- Safety equipment distribution business in Melbourne
- Fire product distribution business in Perth

ARA continues to receive calls from many vendors of businesses that fit into the range of products we manufacture and the services we provide. ARA has a positive reputation of being an acquirer of choice. The economy of Australia is driven by small and medium sized enterprises. Many of these very successful businesses do not have effective succession planning so the owner is often in the position of needing to sell the business. ARA is often on the receiving end of such business owners turned business vendor.

There are many opportunities that we walk away from as they are not a good fit in ARA for various reasons. The acquisitions we make fit strategically to the current composition of ARA.

**Note:** All amounts contained in this letter are before the application of AASB16 Leases.

## Thank you to the ARA Team

The Board of Directors of ARA has been very stable for several years. We have regular Board meetings, and the Board is always kept abreast of all developments within ARA. The Board provides guidance to the decisions we make as the management team of ARA. It is a collaborative effort of the Board and the management team that steers the ARA Group. Thank you from myself and the rest of the ARA management team for all that the Board of Directors did to assist us during the past financial year.

I want to thank my esteemed teammates of the ARA Senior Management Team. All of you are essential to the success of the Group. It is a pleasure to work with you. One of the most significant competitive differentiators of the ARA Group compared to our competitors is the consistency of the composition of the ARA Senior Management Team. We are all shareholders and all of us have the interests of all the ARA shareholders in mind as we go about our business. Thank you for another great year of working together.

Finally, and most importantly, thank you to all the ARA workforce. Your dedication to your job and the work you do for our customers is what sustains the ARA Group. You are truly valued, and ARA would not be in the strong position we find ourselves without all of you. Thank you from the bottom of my heart.

We remain committed to the ARA tagline:

**Here for you. Here for good.**

Edward Federman

Executive Chair and Chief Executive Officer  
ARA Group Limited



\$ 28 082 552	2002
\$ 62 993 640	2003
\$ 72 221 956	2004
\$ 86 187 419	2005
\$ 96 946 955	2006
\$ 154 037 926	2007
\$ 184 024 816	2008
\$ 201 231 951	2009
\$ 197 395 799	2010
\$ 248 552 009	2011
\$ 270 167 354	2012
\$ 279 972 944	2013
\$ 301 054 233	2014
\$ 321 678 529	2015
\$ 352 322 332	2016
\$ 372 332 384	2017
\$ 479 211 231	2018
\$ 555 298 215	2019
\$ 621 298 088	2020
\$ 576 290 514	2021
\$ 721 422 469	2022
\$ 884 900 078	2023
<b>\$ 948 950 667</b>	<b>2024</b>

## 23 years of Sales and profitability

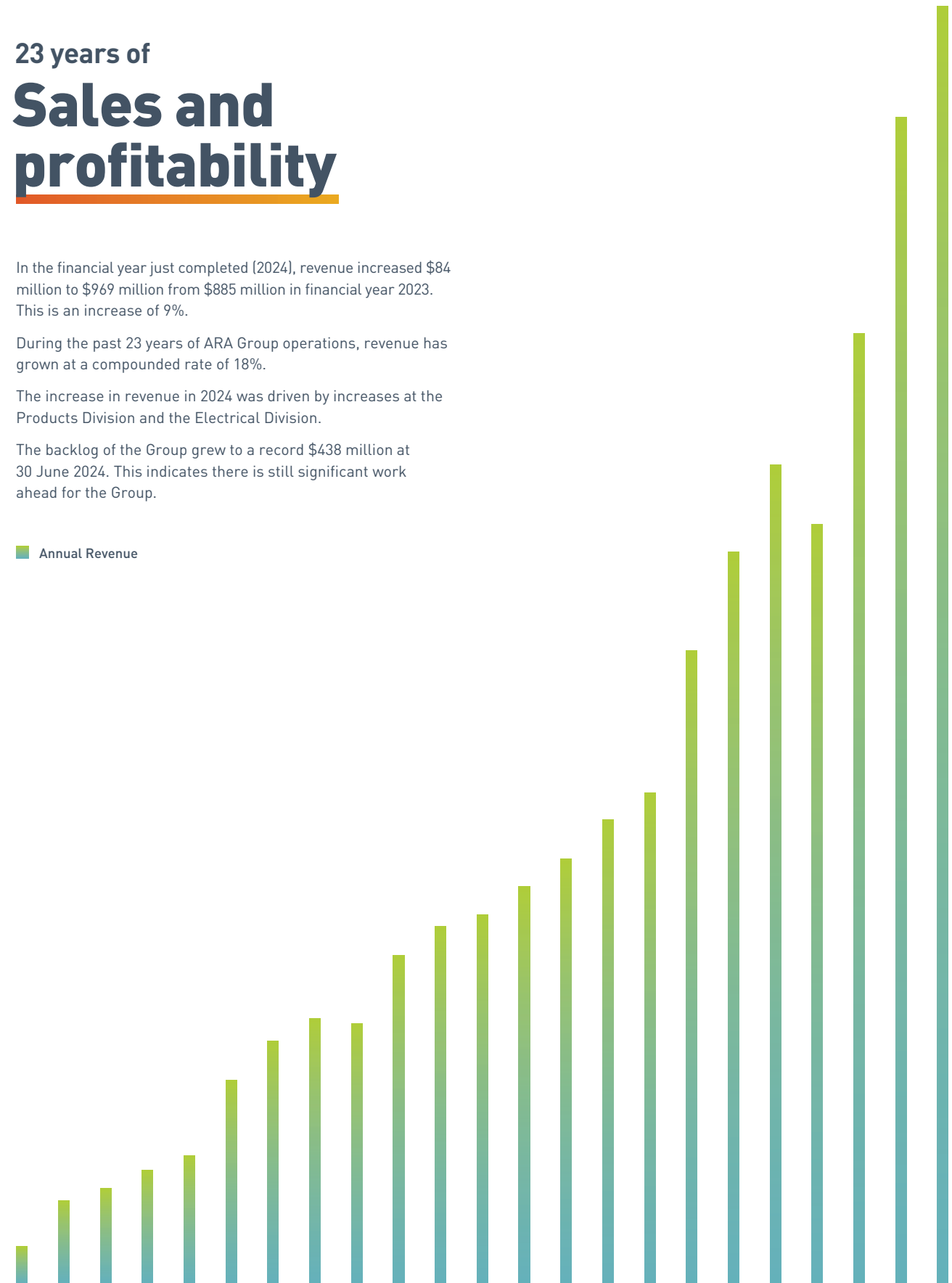
In the financial year just completed (2024), revenue increased \$84 million to \$969 million from \$885 million in financial year 2023. This is an increase of 9%.

During the past 23 years of ARA Group operations, revenue has grown at a compounded rate of 18%.

The increase in revenue in 2024 was driven by increases at the Products Division and the Electrical Division.

The backlog of the Group grew to a record \$438 million at 30 June 2024. This indicates there is still significant work ahead for the Group.

■ Annual Revenue



Here for **You**

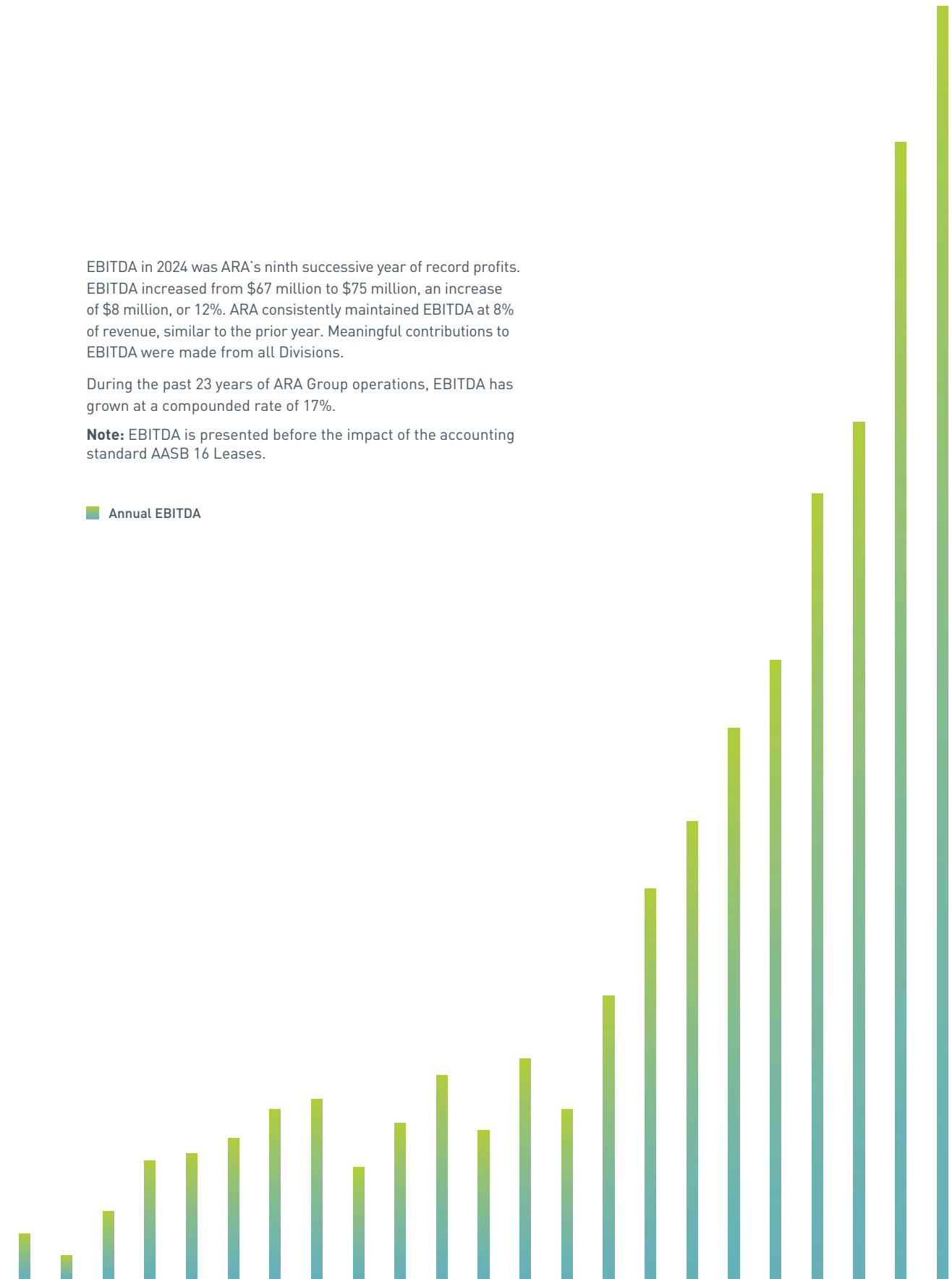
\$ 2 692 817	2002
\$ 1 424 211	2003
\$ 4 042 872	2004
\$ 6 911 968	2005
\$ 7 447 844	2006
\$ 8 277 627	2007
\$ 9 901 948	2008
\$ 10 588 948	2009
\$ 6 553 299	2010
\$ 9 243 426	2011
\$ 12 049 342	2012
\$ 8 809 653	2013
\$ 13 020 857	2014
\$ 10 028 501	2015
\$ 16 658 919	2016
\$ 22 906 838	2017
\$ 27 039 897	2018
\$ 32 509 376	2019
\$ 36 500 298	2020
\$ 46 331 955	2021
\$ 50 492 544	2022
\$ 67 033 326	2023
<b>\$ 75 034 707</b>	<b>2024</b>

EBITDA in 2024 was ARA's ninth successive year of record profits. EBITDA increased from \$67 million to \$75 million, an increase of \$8 million, or 12%. ARA consistently maintained EBITDA at 8% of revenue, similar to the prior year. Meaningful contributions to EBITDA were made from all Divisions.

During the past 23 years of ARA Group operations, EBITDA has grown at a compounded rate of 17%.

**Note:** EBITDA is presented before the impact of the accounting standard AASB 16 Leases.

■ Annual EBITDA



Here for **Good**





Photograph  
Installation of switchrooms  
Dubbo Regional Rail project

## 2024 Revenue

# \$969 Million

**60%**  
Service

**18%**  
Construction

**22%**  
Product



Low voltage, high voltage, data cabling, engineering and manufacture of switchboards and switchrooms



Manufacture of physical security products and distribution of security and fire products



Integration of and solutions for electronic security and fire protection



Commercial cleaning, mechanical services and building maintenance and insurance repair services



Operates as a commercial cleaning business and a conduit for all ARA capabilities

ARA ELECTRICAL  
**\$188 Million**

ARA PRODUCTS  
**\$214 Million**

ARA FIRE & SECURITY  
**\$293 Million**

ARA PROPERTY SERVICES  
**\$274 Million**

ARA PARTNERS WITH  
**ARA Indigenous Services**





### Design

Earthing studies and design

Engineering and automation

Level 3 design and engineering

### Manufacture

Custom-built switchboards and motor control centres

Substations and switchyards

Transportable switchrooms

### Install

Cabling and network installations

Data centres

Hazardous area electrical installations

Instrumentation

Level 1 construction – transmission and distribution

Optical fibre systems

### Service and Maintenance

Asset maintenance management

Condition monitoring

Level 2 connections and service work

Protection design, testing and commissioning



**\$9.6 Million**

ARA Indigenous Services 2024 revenue in conjunction with ARA Electrical

## ARA Electrical

### Integrated electrical capabilities for multiple industries.

ARA Electrical is unique in our ability to provide comprehensive electrical engineering solutions and electrical services to sectors such as mining and resources, infrastructure, defence, government, steel and renewables. We pride ourselves on our strong focus and capability in safety, quality and risk management. ARA Electrical today is the specialist in providing true in-house, turnkey electrical solutions.



ARA ELECTRICAL

**\$188 Million**





## ARA Products

**Manufacture and distribution of leading-edge products to secure your facility.**

ARA Products provides the manufacture and distribution of leading-edge products to secure your facility through our four primary capabilities: the distribution of electronic security products, the in-house manufacturing of industrial and commercial doors, physical security products and systems, and architectural hardware distribution.



ARA Products is a noted organisation in the distribution and technical support of multi-industry products. ARA Products specialises in the distribution of electronic security products, architectural hardware and fire protection products. With a focus on innovation and quality, we are your trusted partner for secure, cutting-edge access control, security, CCTV technology and architectural hardware.

### Fire & Security Products

Access control

CCTV

Photo ID systems

Identity security

Architectural hardware

Fire protection sprinkler products



ARA Manufacture provides clients in the heaviest of industries across Australia with custom-made products and solutions. Our skilled and experienced tradespeople create the highest quality products for domestic, commercial, industrial and high security clients.

### Manufactured Products

Doors

Windows and glass

Counters and pass throughs

Lockers

Hardware

Hinges

Bollards

Gates, fencing and turnstiles

Bicycle security

Shelters and structures

Commercial industrial signage



ARA PRODUCTS

**\$214 Million**





## ARA Fire & Security

**Providing innovative, reliable solutions for all aspects of fire, security and marine safety.**

ARA Fire & Security provides solutions and services for fire protection, integrated electronic security and maritime technical safety. Offering clients a full turnkey service – from concept and design, through to development, installation, service, support, and maintenance – ARA Fire & Security complements each project with a 24-hour, 7 day a week national help desk.



ARA Fire's team of experienced fire safety technicians and engineers provides clients across Australia with innovative fire protection solutions to minimise the risk of fire-related incidents. From the initial design and installation of fire prevention and fire suppression systems, to fire auditing, training and ongoing maintenance, the ARA Fire team is ready to partner with clients at any stage of a project.



ARA Marine provides specialty marine safety services, technical support and engineering solutions to the commercial shipping, yacht, and offshore maritime industry in 16 major Australian ports. Our highly skilled and experienced team offers clients a range of maritime services with a thorough understanding of OEM, class, and flag state requirements.



ARA Security's team of expert technical professionals and specially trained sub-contractors offers large scale clients a full turnkey service. We design, install and service innovative security and locksmith solutions – from intruder detection solutions, CCTV systems to specialist high-grade government security including SCEC approved locksmith services.

Inspection and testing

Sprinkler systems

Detection and EWIS systems

Passive and fire doors

Portable systems

Special hazards

Fire suppression systems

Fire fighting systems and equipment

Hyperbaric / breathing air systems

Pressure vessels, relief valves and mechanical equipment

Ships boats and davits

Lifeboats and davits

Ship repair and underwater services

Marine electrical and automation

Access control

Intrusion systems

CCTV

ATM security

Electronic security solutions

Safes, vaults and teller units

Locksmith services



**\$29.3 Million**

ARA Indigenous Services 2024 revenue in conjunction with ARA Fire & Security





## ARA Property Services

**Building maintenance and repairs, commercial air-conditioning services, building automation and cleaning.**

ARA Property Services offers a comprehensive range of building and maintenance services, commercial air-conditioning services and cleaning for commercial, industrial, healthcare, education, government and food manufacturing facilities across Australia and New Zealand.



ARA Building Services provides large facilities clients with three key building and construction services – commercial fit-out, remedial construction, and regular and emergency maintenance services. ARA Building Services has recently grown its capability in the insurance repair and restoration industry.

- Remedial building repairs
- Insurance repair and restoration
- 24/7 Emergency service
- Exterior and interior design
- Fit outs of interior spaces
- Multi-trade services
- Thermal imaging
- Building maintenance



ARA Mechanical has developed a strong reputation in the industry for progressive design, installation and maintenance of commercial and industrial heating, ventilation and air-conditioning systems. We are at the forefront of energy management technology and deliver the highest standard of work to our clients.

- HVAC design
- Mechanical ventilation
- Air conditioning and chiller plants
- Building automation
- Energy management and metering



ARA Property Services has grown to become a well known business in the commercial property industry. Our team is committed to delivering quality service and value through a range of services including property management, maintenance and cleaning.

- Commercial cleaning
- Healthcare cleaning
- Food processing cleaning
- Grounds maintenance



**\$6 Million**  
ARA Indigenous Services 2024 revenue in conjunction with ARA Property Services

ARA PROPERTY SERVICES **\$274 Million**





## ARA Indigenous Services

**Providing meaningful Indigenous engagement in Australia working in partnership with the ARA Group.**

ARA Indigenous Services provides meaningful engagement in Australia through Indigenous employment and pathway programs, as well as community support for First Nations people. ARA Indigenous Services is an Indigenous owned and operated cleaning and property maintenance service business, working in partnership with the ARA Group.



ARA's partnership allows **ARA Indigenous Services** to integrate the various ARA service and installation capabilities. ARA Indigenous services in conjunction with ARA can provide our clients with meaningful Indigenous engagement. To date ARA Indigenous Services has delivered many major contracts with ARA.

ARA Indigenous Services mission is to strengthen partnerships between Indigenous and non-Indigenous Australians through understanding, encouragement, and active involvement. This is achieved through:

- Sustainable employment
- Meaningful community partnerships
- Indigenous business inclusion
- Training and mentoring for the personal and professional development of our Indigenous workforce

### Cleaning Services

Cleaning of commercial and industrial facilities

Window cleaning

Floor cleaning

Mechanical scrubbing

Pressure washing

Upholstery cleaning

Waste management

Hygiene and sanitary services

Washroom consumables and procurement

Waste management and recycling

### Essential Services

Fire protection installation and maintenance

Electrical installation and service

Security systems installation and service

Commercial air-conditioning and HVAC solutions

### In conjunction with

ARA Fire

ARA Electrical

ARA Security

ARA Mechanical



The **Wiimali program** is a key initiative of the ARA Group's Reconciliation Action Plan (RAP) which was first launched in 2018. The innovative program is an employee recruitment, mentoring and community engagement program for all internal staff who identify as Aboriginal or Torres Strait Islander.

Wiimali is managed by a leadership team of ARA Indigenous engagement managers who work nationally to support and encourage our Indigenous staff to succeed as recognised and valued members of the business.



“The ARA philosophy is to decentralise the responsibility to the Senior Management Team for the business they manage as if it is their own business.”

Edward Federman Chief Executive Officer, Executive Chair



Photograph  
ARA Building Services: upgrade  
of external façade fire safety

## Senior Management

# The leadership behind our Divisions

A competitive advantage and a key to the success of ARA is the continuity of the ARA Leadership Team. There are ten team members of the Senior Management Team. Three team members have worked together at ARA for the entire 23 years (Edward Federman, Co-Founder and CEO, Tony Franov, Managing Director Fire and Security and Mark Pamula, Managing Director Manufacture). Five team members have been together at ARA for a range of 14 to 20 years. The final two team members have been a part of ARA since the acquisition of the cleaning business six years ago. Importantly, Paul McCann has been with his cleaning business that he sold to ARA for almost 30 years.

is to decentralise the responsibility to the Senior Management Team for the business they manage as if it is their own business. The effect of this allocation of responsibility and the reward associated with the successful management of each business unit, results in the continuity that is observed at ARA.

Each member of the Senior Management Team is a shareholder of ARA. This is critical to the success of the ARA Group as the entire team has the same goals, to grow and develop an experienced workforce, to work toward the best operating result for the Group and maximise the return for the shareholders, of which we are all one.

We believe it is unusual to see this level of continuity in senior management roles in today's commercial world. The ARA philosophy



**Edward Federman**  
Co-founder, Chief Executive Officer  
**ARA Group**  
Executive Chair, Director ARA Group  
23 years with ARA



**Allison McCann**  
Chief Financial Officer  
**ARA Group**  
Director ARA Group  
14 years with ARA



**Tony Franov**  
Managing Director  
**ARA Fire & Security**  
Director ARA Group  
23 years with ARA



**Mark Pamula**  
Managing Director  
**ARA Manufacture**  
23 years with ARA



**Tony Murr**  
Managing Director  
**ARA Building Services**  
20 years with ARA



**Phil Harding**  
Managing Director  
**ARA Mechanical**  
18 years with ARA



**Stuart Harmer**  
Managing Director  
**ARA Products**  
15 years with ARA



**Jason Moore**  
Managing Director  
**ARA Electrical**  
14 years with ARA



**Paul McCann**  
Managing Director  
**ARA Property Services**  
7 years with ARA - 28 years with CMC



**Michael O'Loughlin**  
Managing Director  
**ARA Indigenous Services**  
7 years with ARA



## Our People

# The unsung heroes of the ARA Group

### They work hard and rise to the challenge.

They lead through example, uplift their teammates and provide extraordinary customer service. They embody the resourceful spirit of ARA and they are indispensable to our success.

These are some of the unsung heroes of our Group. We are proud to share in their achievements.



**Name:** Aaron Rezo  
**Job Title:** Accountant Projects  
**Division:** ARA Fire & Security  
**Location:** Kings Park, NSW  
 "Aaron has been a fantastic addition to our team, He greatly contributes to entity consolidations and helps our AP and AR teams navigate across multiple platforms."  
**Zlatko Lesina, Financial Controller**  
 ARA Fire & Security



**Name:** Daniel Barbuto  
**Job Title:** Electrical Leading Hand  
**Division:** ARA Electrical | JBM  
**Location:** Minto, NSW  
 "Daniel has been JBM's leading hand for 3 years now and has stepped up substantially in the past 12 months. He motivates his team to improve themselves and strongly believes in upskilling and cross training the team."  
**Mile Belevski, Executive General Manager**  
 ARA Electrical | JBM Power



**Name:** Darren Padgett  
**Job Title:** HV Services Manager  
**Division:** ARA Electrical  
**Location:** Singleton, NSW  
 "Darren is a loyal and dedicated employee. He has grown the business considerably and is very well respected in the industry and by his peers. Darren does a fantastic job of mentoring employees and providing opportunities for them to progress their own careers."  
**Darrell Milne, General Manager - Singleton**  
 ARA Electrical



**Name:** David Loon  
**Job Title:** National Account Manager  
**Division:** ARA Building Services  
**Location:** Kingsgrove, NSW  
 "A stalwart of the ARA Building Services team, David epitomises teamwork. David gets his hands dirty, delivering exceptionally high volumes of work every day while effortlessly supporting the wider team."  
**Tony Murr, Managing Director**  
 ARA Building Services



**Name:** Dearnie Hitchick  
**Job Title:** Operations Manager  
**Division:** ARA Fire  
**Location:** Kings Park, NSW  
 "Dearnie is a key member of our operational management team. She ensures that our delivery teams continue to provide a premium service on a daily basis. She shows strong leadership and adds significant value to our business."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** Adam Knightsbridge  
**Job Title:** Thermographic Technician  
**Division:** ARA | Thermoscan  
**Location:** Loganholme, QLD  
 "Adam is always willing to step up and help whenever needed. He also trains / onboard new technicians and is an excellent mentor for the team."  
**Tony Murr, Managing Director**  
 ARA Building Services



**Name:** Albert Bult  
**Job Title:** Sales  
**Division:** Excell Control  
**Location:** Unanderra, NSW  
 "Albert's dedication to excellence in customer service and his meticulous attention to detail have significantly contributed to the success of Excell Control. Albert goes above and beyond to ensure our clients receive the highest level of care and support."  
**Peter O'Gorman, Sales Manager**  
 Excell Control



**Name:** Andrew West  
**Job Title:** Account Manager  
**Division:** ARA Mechanical  
**Location:** Kingsgrove, NSW  
 "Andrew's professionalism and dedication to his clients and team members is a true inspiration. Through hard work and dedication, Andrew is consistently raising the bar of service delivery and account management in our business."  
**Phil Harding, Managing Director**  
 ARA Mechanical



**Name:** Arron McBryde  
**Job Title:** Senior Technician  
**Division:** ARA | Servcore  
**Location:** Loganholme, QLD  
 "Arron has proved himself yet again as a natural leader as he has headed up some major rollout projects for Servcore. His work ethic, positive attitude and attention to detail is what sets him apart."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** Foti Gaitanis  
**Job Title:** Service Manager  
**Division:** ARA Fire  
**Location:** Regency Park, SA  
 "Foti runs his team flawlessly and shows dedicated support to his clients, which in return forms bonding relationships. He has great rapport with all levels of the business and is well respected by the team."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** Garth Chapman  
**Job Title:** Foreman  
**Division:** ARA | Servcore  
**Location:** Loganholme, QLD  
 "Garth has been a key member of our team for many years and brings a significant number of capabilities to the group. Reliable, professional, and highly technical is how clients describe Garth when providing feedback."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** Huw McFarlane  
**Job Title:** Operations Manager  
**Division:** ARA Locksmiths  
**Location:** South Melbourne, VIC  
 "Huw has consistently delivered a quality service to our customers in his role and has strived to achieve ongoing excellence and technical support to both our delivery teams and clients alike. Huw is a valuable member of our team."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** James Austen  
**Job Title:** National Products & Regional Manager NSW & ACT  
**Division:** ARA Products | ISCS  
**Location:** Frenchs Forrest, NSW  
 "With over 38 years of experience in the security industry, James has been a vital member of our management team. His dedication to the company's best interests is unwavering, ensuring reliable and thoughtful leadership."  
**Stuart Harmer, Managing Director**  
 ARA Products



**Name:** Brad O'Dell  
**Job Title:** Estimator  
**Division:** ARA | Servcore - OAS  
**Location:** Loganholme, QLD  
 "Brad is consistently reliable in his role, his technical knowledge and his client relations. He is always present to lend a hand and provide guidance to his clients and teammates."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** Chelsea Nicholas  
**Job Title:** Project Manager  
**Division:** ARA Security  
**Location:** South Melbourne, VIC  
 "Chelsea maintains service continuity across multiple national rollouts. Chelsea's continued hard work and dedication role models enterprise behaviours and is considered a rising star in the security team."  
**Tony Franov, Managing Director**  
 ARA Fire & Security



**Name:** Cherie Harriden  
**Job Title:** Project and Sales Administrator  
**Division:** ARA Manufacture | BM Doors  
**Location:** Queanbeyan, NSW  
 "Cherie has been with us since 2020 and has grown in all facets of administration. She is always ready to assist and ensure due dates are achieved."  
**Tim Everett, Managing Director**  
 ARA Manufacture



**Name:** Chris Hudson  
**Job Title:** Senior Operations Manager  
**Division:** ARA | Complex Solutions  
**Location:** North Parramatta, NSW  
 "Chris possesses invaluable experience across the health, food grade and commercial cleaning service sectors. His strong client relationships and ability to maintain high site standards have proven essential for the business."  
**Tony Murr, Managing Director**  
 ARA Building Services



**Name:** Jeremy Barnard  
**Job Title:** Factory Manager  
**Division:** ARA Shelters & Structures  
**Location:** Wairau Valley, NZ  
 "Jeremy's work as Factory Manager is outstanding at ARA Shelters & Structures. He drives and inspires the staff, especially the junior members, on a daily basis."  
**Wayne Lee Nel, General Manager**  
 ARA Shelters & Structures | Sign On



**Name:** John Crnogorac  
**Job Title:** Service Coordinator  
**Division:** ARA Building Services  
**Location:** Kingsgrove, NSW  
 "John has an impressive ability to learn and apply knowledge effectively. In his eight months with us, he has become a valuable asset to the organization, known for his friendliness, approachability, and meticulous attention to detail."  
**Tony Murr, Managing Director**  
 ARA Building Services



**Name:** John McDermott  
**Job Title:** Area Service Manager  
**Division:** Environmental Automation  
**Location:** Kingsgrove, NSW  
 "John consistently proves himself an invaluable asset to our team. As an exceptional team leader, he radiates pride in his work. John actively seeks opportunities to enhance his skill set, eagerly embracing new challenges."  
**Phil Harding, Managing Director**  
 ARA Mechanical



**Name:** Karen Battenally  
**Job Title:** Sales Administrator and Estimator  
**Division:** ARA Manufacture | BM Doors  
**Location:** Queanbeyan, NSW  
 "Karen has been with us for over 20 years. Her care for staff and knowledge of the business is a great asset to all at BM Doors."  
**Tim Everett, Managing Director**  
 ARA Manufacture





**Name:** Lenard Strohfeldt  
**Job Title:** Engineer  
**Division:** ARA Marine  
**Location:** Darwin, NT  
 "Lenard has proven himself an invaluable asset through his supervisory role, commitment to service delivery, mentorship capabilities, problem-solving skills, collaborative spirit, and dedication to safety standards."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Mark Wenberg  
**Job Title:** Indigenous Engagement Manager  
**Division:** ARA Indigenous Services  
**Location:** Kingsgrove, NSW  
 "Mark, or better known as "Uncle Mark", joined the business over 12 months ago. Since joining ARA Indigenous Services, Uncle Mark has become an integral part of the team. His efforts do not go unnoticed."  
**Michael O'Loughlin, Managing Director ARA Indigenous Services**



**Name:** Max Lumsden  
**Job Title:** Cleaner  
**Division:** ARA Indigenous Services  
**Location:** Surry Hills, NSW  
 "Max has been a long-standing member of the ARA Indigenous Services team. Working across multiple sites, Max is dedicated, goes above and beyond and has an exceptional work ethic."  
**Michael O'Loughlin, Managing Director ARA Indigenous Services**



**Name:** Miguel Vasquez  
**Job Title:** Site Manager – Southern Region  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW  
 "For the past 14 years, Miguel has made a significant contribution to ARA Electrical. His dedication, commitment and management of his team ensure the highest possible standards are always achieved."  
**Adam Shepherd, Director - GM Southern and Central Regions, ARA Electrical**



**Name:** Sharon Fei  
**Job Title:** Senior Financial Accountant  
**Division:** ARA Security  
**Location:** Kingsgrove, NSW  
 "Sharon is a valuable member of the finance team, and always ready to take up any challenge. She is hard working and conscientious, always willing to go the extra mile."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Simon Bouquet  
**Job Title:** Storeman  
**Division:** ARA Fire  
**Location:** Beresfield, NSW  
 "Simon holds down the fort in the warehouse, always willing to assist the team to ensure they have their parts, tanks and cylinders on time. He is an integral part of the daily function of the warehouse in NSW and a valuable member of the team."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Stacey Wells  
**Job Title:** Account Manager  
**Division:** ARA Fire  
**Location:** Belmont, WA  
 "Stacey manages our largest account with ease. She has helped create and implement many new procedures and tackles challenges with confidence. She's an invaluable asset to the ARA Fire Mining team in WA."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Stephen Dalton  
**Job Title:** National Warehouse, Inventory & Logistics Manager  
**Division:** ARA Security  
**Location:** Bella Vista, NSW  
 "Stephen consistently delivers excellent service, greatly improving our operations. His hard work and attention to detail have been instrumental in achieving exceptional results nationwide, including building a strong logistics team."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Nicky Harris  
**Job Title:** Project Manager  
**Division:** ARA Fire  
**Location:** Airport West, VIC  
 "A diligent and dedicated member of our project management team, Nicky always delivers outstanding service to our clients. She upholds the highest level of service, instilling confidence in stakeholders and contributes greatly to ARA Fire's success."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Paulette Oudin  
**Job Title:** Account Coordinator  
**Division:** ARA Building Services  
**Location:** Dandenong South, VIC  
 "Paulette is a highly respected team member of the ARA Building Services Division. Along with an eye for detail, her ability to multitask and general business acumen is why she is well respected by her peers and clients."  
**Tony Murr, Managing Director ARA Building Services**



**Name:** Peter Fletcher  
**Job Title:** Projects Estimator  
**Division:** ARA Electrical  
**Location:** Tomago, NSW  
 "Peter's knowledge and understanding of the scope and requirements for a tender are exceptional. His commitment to ensuring all aspects of a tender have been covered are second to none. He is a true asset to the team."  
**Phil Lowbridge, General Manager ARA Electrical | J.A. Martin**



**Name:** Rachelle Oborn  
**Job Title:** Office Manager  
**Division:** ARA Shelters & Structures  
**Location:** Wairau Valley, NSW  
 "As ARA Shelters office manager, Rach controls the day-to-day activities in and around the admin department. She has become the backbone to our team for anything administration, finance and anything in-between."  
**Wayne Lee Nel, General Manager ARA Shelters & Structures | Sign On**



**Name:** Steve Gerasklis  
**Job Title:** Production Manager  
**Division:** ARA Manufacture | Leda  
**Location:** Tuggerah, NSW  
 "Stevens expert running of the Leda Tuggerah factory makes it an efficient, well managed facility producing high quality bollards, gates and fences. Steve has been instrumental in Leda developing a strong, positive culture within the factory."  
**Mark Pamula, Managing Director ARA Manufacture**



**Name:** Sylvia Penney  
**Job Title:** Customer Service  
**Division:** ARA Manufacture | Metalbilt  
**Location:** Avondale, Auckland, NZ  
 "Sylvia is a dedicated employee with an infectious personality, and a can-do attitude. She always has a smile on her face, is an effective communicator and is always happy to help others. Sylvia is hard working and a key part of our teams success."  
**Paul Hancock, General Manager ARA Manufacture - Metalbilt**



**Name:** Taimoor Ali  
**Job Title:** Customer Service Representative  
**Division:** ARA Property Services  
**Location:** Hawthorn, VIC  
 "Ali consistently demonstrates an exceptional work ethic, always going above and beyond to meet customer needs with unwavering reliability. Ali is a true asset, consistently delivering excellent service and solutions."  
**Paul McCann, Chief Executive Officer ARA Property Services**



**Name:** Tiana Mataira  
**Job Title:** Project Manager  
**Division:** ARA Security  
**Location:** Regency Park, SA  
 "Tiana continues to deliver service excellence through her current role as Project Manager. Tiana's hard work and attention to detail has been instrumental in delivering successful outcomes for the business in SA/NT."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Ray Vinson  
**Job Title:** Supervisor I&T Division  
**Division:** ARA Fire  
**Location:** Balcatta, WA  
 "Ray has been with ARA Fire as a Senior I&T Technician for the past seven years. He goes above and beyond everyday and is passionate about ARA Fire and the fire industry. Ray can be relied on everyday."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Ruth Arriagada  
**Job Title:** Head of Careers & Recruitment  
**Division:** ARA Group  
**Location:** Hawthorn, VIC  
 "Ruth has helped many of the ARA businesses recruit qualified candidates for a variety of roles. Ruth has also made inroads to high school students in NSW and VIC. She has actively helped recruit women for apprenticeships in ARA."  
**Edward Federman, Chief Executive Officer ARA Group**



**Name:** Ryan Nancarrow  
**Job Title:** Trade Sales Representative  
**Division:** ARA Hardware  
**Location:** Loganholme, QLD  
 "Ryan has been with the company for seven years and has been an integral part of the growing ARA Hardware. He always put clients' needs first and is always willing to learn. His work ethic and can-do attitude is an asset to ARA."  
**Mark Pamula, Managing Director ARA Manufacture**



**Name:** Scott Dundon  
**Job Title:** Portables / Passive Manager  
**Division:** ARA Fire  
**Location:** Loganholme, QLD  
 "Scott has continued to grow his division, doubling his forecasted revenue at the end of FY24. Scott consistently goes above and beyond, continues to adapt, improvise, and overcome."  
**Tony Franov, Managing Director ARA Fire & Security**



**Name:** Tim Wright  
**Job Title:** Production Supervisor  
**Division:** ARA Manufacture | ACD  
**Location:** Bayswater, VIC  
 "Tim is our production supervisor and has been with ACD for nearly 8 years. Tims knowledge, work ethic and temperament have proven him to be a great leader. He continually puts his team members and our clients first and is an integral part of ACD today."  
**Mark Pamula, Managing Director ARA Manufacture**



**Name:** Tim Wylie  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Tingalpa, QLD  
 "Over the past 17 years, Tim has delivered on every job he has worked on. We only ever receive feedback from our clients on what a pleasure Tim is to deal with. He is a credit to our organisation."  
**Jason Mewis, Manager - Datatech QLD ARA Electrical**



**Name:** Tish Kanattage  
**Job Title:** Client Relationship Manager  
**Division:** ARA Property Services  
**Location:** Hawthorn, VIC  
 "Tish has turned several of our customer's sites into some of our highest performing contracts. He goes about his business in a quiet yet very professional manner."  
**Paul McCann, Chief Executive Officer ARA Property Services**



**Name:** Trent Crabtree  
**Job Title:** Project Manager  
**Division:** ARA Manufacture | ISM  
**Location:** Airport West, VIC  
 "Trent has been a dedicated employee at ISM/Lockin for over 13 years. Trent started as a cabinet maker and his hands on experience is a real asset to his role. He approaches every challenge with great enthusiasm."  
**Tim Everett, Managing Director ARA Manufacture**



Our People

# ARA apprenticeships completed in 2023-24



**Name:** Jack Van Beijnum  
**Job Title:** Sprinkler Fitter  
**Division:** ARA Fire  
**Location:** Perth, WA

**We congratulate all our employees who have recently completed their apprenticeship. These dedicated individuals are the future of ARA.**

Photograph Marine vessel service and testing, ARA Marine



**Name:** Aaron Hayles  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW



**Name:** Adam Walsh  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Ali Behbanny  
**Job Title:** Service Technician  
**Division:** ARA Mechanical  
**Location:** Kingsgrove, NSW



**Name:** Angus Saastamoinen  
**Job Title:** Sprinkler Fitter  
**Division:** ARA Fire  
**Location:** Perth, WA



**Name:** Johnathon Lonsdale Bugeja  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Jonah Patterson  
**Job Title:** Security Technician  
**Division:** ARA Security  
**Location:** Cairns, QLD



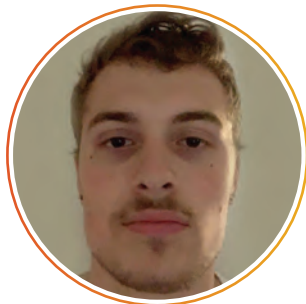
**Name:** Jordan Papadakis  
**Job Title:** A/C Technician  
**Division:** ARA Mechanical  
**Location:** Kingsgrove, NSW



**Name:** Joshua Kampen  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW



**Name:** Billy Macpherson  
**Job Title:** Electrician  
**Division:** ARA Electrical | J.A. Martin  
**Location:** Tomago, NSW



**Name:** Blake Gaidzionis  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Caleb Kays  
**Job Title:** Sprinkler Fitter  
**Division:** ARA Fire  
**Location:** Perth, WA



**Name:** Chris Vinson  
**Job Title:** Sprinkler Fitter  
**Division:** ARA Fire  
**Location:** Perth, WA



**Name:** Joshua Williams  
**Job Title:** Electrician  
**Division:** ARA Electrical | J.A. Martin  
**Location:** Tomago, NSW



**Name:** Jules Spooner  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Kyah Jovanovski  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW



**Name:** Kyle Medgyes  
**Job Title:** Electrician  
**Division:** ARA Electrical | CES  
**Location:** Tullamarine, VIC



**Name:** Cooper Bennett  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW



**Name:** Courtney Huyerman  
**Job Title:** Mechanical Fitter  
**Division:** ARA Marine  
**Location:** Henderson, WA



**Name:** Dylan Pearce-McGeary  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW



**Name:** David Pietersen  
**Job Title:** Electrician  
**Division:** ARA Electrical | J.A. Martin  
**Location:** Tomago, NSW



**Name:** Madison Marmion  
**Job Title:** Electrician  
**Division:** ARA Electrical | J.A. Martin  
**Location:** Tomago, NSW



**Name:** Nathan Ellis  
**Job Title:** Electrician  
**Division:** ARA Electrical | CES  
**Location:** Tullamarine, VIC



**Name:** Noah Daugherty  
**Job Title:** A/C Technician  
**Division:** ARA Mechanical  
**Location:** Fyshwick, ACT



**Name:** Richard Seymour  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Ethan Borg  
**Job Title:** Locksmith  
**Division:** ARA Locksmiths  
**Location:** Adelaide, SA



**Name:** Harry Tsiros  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Hayden Taylor  
**Job Title:** Sprinkler Fitter  
**Division:** ARA Fire  
**Location:** Melbourne, VIC



**Name:** Jack Cooper  
**Job Title:** Sprinkler Fitter  
**Division:** ARA Fire  
**Location:** Sydney, NSW



**Name:** Saurabh Suresh  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Ingleburn, NSW



**Name:** Stephanie McDonald  
**Job Title:** Locksmith  
**Division:** ARA Locksmiths  
**Location:** Brisbane, QLD



**Name:** Warren Farrugia  
**Job Title:** Electrician  
**Division:** ARA Electrical  
**Location:** Unanderra, NSW



**Name:** Zac Wooldridge  
**Job Title:** A/C Technician  
**Division:** ARA Mechanical  
**Location:** Kingsgrove, NSW



Here for you. Here for good.

# Governance, people & planet

We believe good governance is driven by transparency. This is the twelfth Annual Report ARA has published. We are a private Group that wants to ensure all our stakeholders are well informed about the responsibility we take towards our governance, our people, the communities in which we work, and our planet.

## Our Governance

ARA has a well experienced Board, with five independent directors. Our Code of Conduct establishes the ethical standards of conduct and behavioural expectations of our directors. Our code aims to encourage the highest standards of conduct from our Board as they support and guide the Group, our CEO and the Senior Management Team.

### Safety

The safety of our people and our customers is a critical part of our daily work lives and inherent in our culture. Our dedicated workplace health and safety teams work to ensure our people know how to manage risk and keep the environments in which we work safe. Our businesses conduct regular safety training and report on lost time injury and safety incidents to assist management identify risk areas and ensure high safety standards.

### Responsible investor

As a responsible investor, part of our growth strategy, is to look for both organic growth and acquisition opportunities which help support regional communities. This year we invested in:

- a regional fire protection business based in Orange, NSW
- a sign fabrication business based in Taupo in the North Island of New Zealand
- two insurance building repair businesses who are at the forefront of responding to communities impacted by severe weather events in Australia

### Legal and risk management

Our experienced internal legal and risk team support our business leaders to ensure we understand potential risks across the Group, in areas including:

- contractual terms
- industrial relations
- acquisitions
- other compliance matters

### Cyber risk

Our Cyber Risk Framework was established five years ago to ensure cyber resilience in a challenging environment. To protect our infrastructure and data we have invested in:

- ongoing end-user training
- dedicated internal security team
- 24/7 external security operations centre

### Modern slavery statement

We respect human rights and are committed to ensuring we engage in responsible supply chains. Our Modern Slavery Statement complies with the Modern Slavery Act 2018 (Cth). This is ARA's third statement and covers the reporting period 1 July 2022 to 30 June 2023.

### Tax governance

Our Tax Corporate Governance framework is governed by our Board's Tax Policy, our Tax Operations Manual and our Tax risk Management & Procedures Manual. Our Board's Tax Policy has been drafted in line with the Australian Taxation Office (ATO) tax corporate Governance "best practices" for corporate taxpayers. All taxes paid on our profits are paid to tax authorities in Australia, New Zealand and China. In financial year 2024, the Group paid \$18.5 million of income tax in Australia and New Zealand, 30.1% of our net profit before tax.

## Our people and our communities

With over 3,200 employees across Australia and New Zealand we are proud to be an employee-owned company. We celebrate our employee successes with recognition each year of our unsung heroes in our Annual Report. (see page 23)

### Training and education

The ongoing training and education opportunities for our workforce is embedded in our culture. We encourage our employees to develop their skills. As a growing organization, new opportunities evolve regularly for our employees.

We have a strong focus on diversity and inclusion through our apprenticeship programs. We have a growing number of young female and Indigenous trade apprentices. We work closely with the Departments of Education in NSW and VIC, not-for-profit organisations, Apprenticeship Australia Network Providers, and Disability Employment Service Providers.

### Health and wellbeing

We are focused on supporting the mental health and wellbeing of our people through supportive team environments and company policies which drive safe and respectful behavior in our workplaces. Our employee assistance program provides qualified counseling services, available for all employees and their families.

### Gender equality

We are compliant with the Workplace Gender Equality Agency. The ARA Group is dedicated to promoting workplace diversity and ensuring equal access to employment for all. We acknowledge that while the metric applied by the Workplace Gender Equality Agency is universally recognised, it is only one measure of gender pay equity and does not consider differences in roles and responsibilities. Each year our businesses review all employees' pay based on a comparison of role, experience and responsibility to ensure equal pay for all employees, and for all genders.

### Indigenous engagement

Our Indigenous business, ARA Indigenous Services, is an industry leader and educator in Indigenous engagement. Our second Innovate Reconciliation Action Plan was launched in 2024. We are committed to creating a culturally safe work environment for Indigenous employees and building a partnership with Indigenous communities and businesses.

### In the community

Giving back to the communities in which we work and live is a core value for ARA. The ARA Group supports many organisations across conservation, literature, the arts and sport. In the last financial year we gave a total of \$3 million to support our communities and not-for-profits.

All the organisations we support are highlighted on pages 31 and 32 of this report.

## Our Planet

Climate change is a global issue. The corporate world has a responsibility to do its part to reverse the effect of climate change. ARA's Sustainability Committee has established a road map towards decarbonising our business. Our aim is to operate in a low carbon world, and to ensure we continue building a climate resilient business.

### Energy consumption

As a services company we rely on energy resources to fuel our fleet, plant, offices and factories. We have conducted a full review of all of our locations to assess our energy usage, renewable energy sources and recycling initiatives. We have started introducing electric and hybrid vehicles to our fleet where possible. We expect to further replace our existing heavy commercial fleet with electric or hybrid vehicles when they become available to the market.

### Environmental accreditation

Many of our businesses are ISO14001 Environmental accredited and have policies and procedures in place to minimise the risk of negative environmental impact. This includes the implementation of recycling programs to conserve resources and reduce waste.

### Sustainability standards

Our Sustainability Committee have started preparing for the new Australian Sustainability Reporting Standards, which will be in place for financial year 2026. We are entering a new phase of environmental reporting and will be required to report on our Scope 1, 2 and 3 emissions.

### Climate change adaptation

A number of services across the Group have an important role in reversing the effect of climate change:

#### ARA Electrical

- supporting customers upgrading and improving efficiency across their electrical infrastructure

#### ARA Products

- manufacture products built to last, with decade long product life cycles

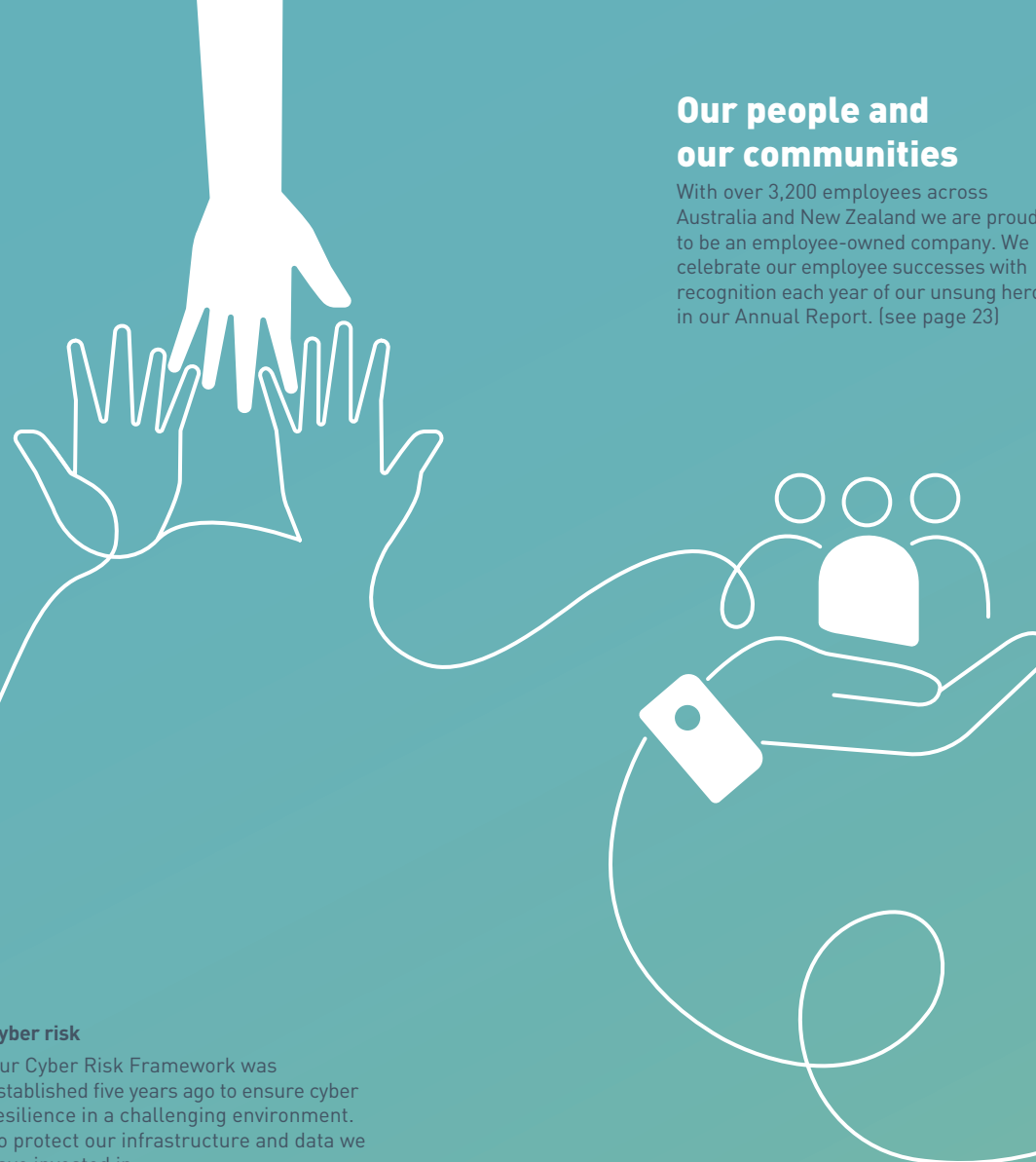
- fire door manufacturer certified to manufacture both FSC (Forest Stewardship Council) and PEFC (Programme for the Endorsement of Forest Certification) certified doors

#### ARA Property Services

- deliver energy management solutions for our customer buildings in our mechanical businesses

- use cleaning products which are environmentally preferred and recognised by Green Seal or GECA

As the impact of climate change evolves, we acknowledge our part to play. ARA. Here for you. Here for good.







**Photographs**  
 Above: The Indigenous Literacy Foundation work in remote Australian communities  
 Below: Winners of the ARA Historical Novel Prize 2023



**The ARA Historical Novel Prize**

2024 marks the fifth year of ARA's partnership with the Historical Novel Society Australasia (HNSA). In 2020, ARA in partnership with HNSA established the ARA Historical Novel Prize. This literary prize recognises historical fiction and ARA provides \$150,000 of prize monies which makes this literary prize the richest literary prize in Australia and New Zealand. To date, the prize has been awarded to many esteemed authors including Gail Jones, Amelia Mellor, Tom Keneally, Jock Serong, Katrina Nannestad and Mirandi Riwoe.

**Building meaningful partnerships**  
**In the community**

We believe that supporting the communities in which we work and live makes us a better company. As an inherent part of our culture at ARA, we believe we have a responsibility to assist our communities. Once we become committed to an organisation, our aim is to remain consistently committed as we attempt to build a meaningful partnership.

Throughout 2024, ARA continued to support many wonderful organisations.

**Literature**

ARA is the Principal Partner of the Sydney Writers' Festival as well as the Russ the Story Bus initiative. ARA has supported the Sydney Writers' Festival since 2016. The Group has also been the Principal Partner of the Melbourne Writers' Festival since 2020.



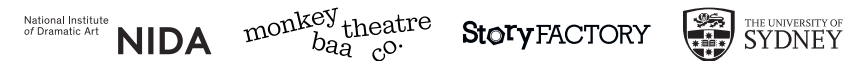
**ARA Endowment Fund**

We are proud to support three key foundations: The GO Foundation, The Indigenous Literacy Foundation, and The David Lynch Foundation.



**Arts and higher education**

The ARA Group is the Principal Partner of the National Institute of Dramatic Art (NIDA), the Principal Partner of the Monkey Baa Theatre and the principal partner of the Story Factory. ARA also provides scholarships for Indigenous students at the University of Sydney.



**Youth Homelessness**

ARA is a National Partner of the Property Industry Foundation. The Property Industry Foundation aims to have a tangible impact on Youth Homelessness.



**Conservation**

ARA's longest partner in the community is the Taronga Zoo. ARA is a Crown sponsor and began supporting the Taronga Zoo in 2009.



**Sports**

ARA is the naming rights sponsor of the Australian Cycling Team and the principal partner of the Australian Cycling Academy along with the ARA | Skip Capital Cycling Team. ARA is an Official Partner of the Sydney Swans, for both the men's and women's teams. ARA also sponsors the ARA First Nations Foundations 10-week sporting program for Indigenous youth alongside the Sydney Swans and is also a sponsor of the Inner West Hawks football club.







Photograph  
Spread: High voltage testing  
and maintenance



Y O U  
C A N ' T  
U S E U P  
C R E A T -  
I V I T Y

**The more you use, the more you have.**

**Maya Angelou** Author and Poet





Photograph  
All: Manufacturing in  
Australia and New Zealand

## ARA's investment in manufacturing

# Manufacturing in Australia and New Zealand

ARA has bucked the trend of a declining manufacturing industry in Australia and New Zealand since the start of the ARA business in 2001.

Manufacturing was once a major economic contributor in Australia from a peak of 25% of the gross domestic product in the 1960's to under 6% today. Manufacturing employment as a percent of total Australian employment has declined from 25% in the 1960's to approximately 6% today.

A similar, but not quite as pronounced trend during the past 60 years is seen in New Zealand. The manufacturing sector today is approximately 11% of the gross domestic product from approximately 26% in the early 1970's. New Zealand employment in manufacturing today is approximately 10% of total employment from a high of 25% in the 1970's.

The initial acquisition that started the ARA Group on its way was Sealeck Doors, a small manufacturer of steel doors. This was a business that did \$4 million a year and broke even. From this start, ARA Manufacture did \$169.1 million as part of the Products and Electrical Divisions. More importantly, it was the most profitable part of ARA this past year.

ARA's investment in the manufacturing sector has been highly successful for the overall benefit of the Group. As a critical component of the ARA Group we are very proud to be making great products and to be an important contributor to the manufacturing sector in Australia and New Zealand. From the initial acquisition through to this financial year just ended, ARA has made continued investments in manufacturing both through acquisition and upgrading equipment.

### The ARA manufactured products are:

- Steel and aluminium commercial doors
- Ballistic doors and windows
- Physical security systems including counters and pass throughs
- Bollards
- Gates
- Commercial bicycle racks
- Timber and steel fire doors
- Commercial doors
- Steel roller shutters
- Commercial and industrial signs
- Commercial joinery
- Security door systems including door hardware
- Switch boards
- Switch rooms





Photograph  
Alt: Supply and install of 66kV/11kV  
electrical supply and distribution network



## Appin Mine Vent Project

# 66kV/11kV Electrical Supply and Distribution Package

ARA Electrical have been engaged by South32 Illawarra Metallurgical Coal to design, supply and install a 66kV/11kV electrical supply and distribution network. The main purpose of this project is to provide additional ventilation capacity and communication infrastructure to support development of the mining operation.

The contract is scheduled to be completed by December 2024. The project site is approximately 35km North-West of Wollongong, 8km North-West of Appin, and 1.3km to the Southwest of the township of Menangle.

#### This package of works consisted of the following services:

- Engineering and design
- Procurement
- Supply
- Installation
- Connection works
- Commissioning
- Project management of the high voltage and low voltage electrical supply and distribution infrastructure

#### The detailed deliverables are listed below:

- Design and supply of 66kV switchyard, including civil works
- Design and supply 11kV and LV switchrooms
- Design and supply 66kV ventilation fan electrical and OFC reticulation
- Design and supply network and controls equipment
- Testing and commissioning

The project involves constructing a downcast ventilation shaft (VS7), an upcast ventilation shaft (VS8), and installing associated surface extraction fans and electrical infrastructure to ensure a continued reliable and adequate air supply to personnel working underground.

Providing the workers within the underground mine with an adequate ventilation system and a functioning communications infrastructure, ensures the safest, and most efficient underground working environment.

Working in the mining industry for more than 20 years, ARA Electricals' team have a clear understanding of the regulations and protocols to work safely in these environments.







Photograph  
A need for insurance building works  
is prevalent across Australia  
and New Zealand

## Strategic acquisitions

# Insurance building repairs and restorations

ARA made two strategic acquisitions to increase its presence in the insurance building repair and restoration industry during financial year 2024 and one major acquisition in early July 2024, immediately after the conclusion of the financial year.

With increased climate events such as floods and fires, it was determined that this aspect of the building industry is an appropriate space to invest and grow ARA's capabilities.

During 2024, ARA acquired New South Wales based Urban Building Solutions (UBS) and Australian Insurance Builders (AIB). In both cases, the vendors took approximately half the purchase price in cash and half the purchase price in ARA shares. This demonstrates the vendors commitment to ARA to continue their success and enhance the value of ARA.

Subsequent to 30 June 2024, ARA acquired insurance builder Advanced Buildings and Restorations (Advanced). Advanced has offices throughout New South Wales, Brisbane, Canberra and Melbourne. Advanced is also on multiple insurance panels in the states where they operate. This acquisition provides momentum and geographic expansion for ARA's growth in the insurance building, repair and restoration business.

Australian Fire Supplies (AFS) is a major distributor of fire protection sprinkler products in New South Wales. This is an example of taking advantage of the ARA ecosystem as we direct purchases of fire protection products from ARA Fire to AFS. AFS is also a fabricator of fire protection systems. The vendors of AFS took all of the consideration in ARA shares, demonstrating their deep commitment to ARA.

### Other acquisitions



Sign On has established itself as an award-winning signage specialist, delivering innovative and customized solutions for a range of brands across New Zealand. Their comprehensive end-to-end service, supported by quality manufacturing and fabrication capabilities, ensures a product that is exceptional in quality and craftsmanship. With over 25 years of experience and a portfolio of award-winning work, Sign On brings to ARA Shelters & Structures' clients a signage solution.



BJ Safety Supplies offers a wide range of high-quality safety products directly to various service, construction and commercial industries at wholesale prices. Their extensive product lines include well-known brands in workwear, corporate clothing, footwear, personal protection equipment (PPE), safety equipment, first aid kits, and essential site consumables. This acquisition takes advantage of the ARA ecosystem as all ARA businesses will be purchasing their uniform and safety equipment requirements from BJ Safety Supplies.



Wheeler Industries, a leader in fire protection solutions, offers an extensive range of fire protection services. The acquisition of Wheeler Industries in central New South Wales is a major geographic investment in regional Australia for ARA.



Photograph  
Metalbilt bi-fold hangar door  
ARA Manufacture, New Zealand

ARA 2024

# Audited financial statements



## Directors' report

Your directors submit their report on ARA Group Limited (the "Company") and its controlled entities (collectively the "Group") for the year ended 30 June 2024.

### Directors

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

#### Edward Federman (Executive Director and Executive Chair)

Edward Federman is a Co-Founder, Executive Chair and Chief Executive Officer of ARA Group Limited. Edward also serves on the Group's Compensation Committee.

#### Leo Browne (Non-Executive Director and Company Secretary)

Leo Browne is a Co-Founder and Non-Executive Director of ARA Group Limited. Leo also serves on the Group's Compensation Committee.

#### James Marshall (Non-Executive Director)

James Marshall joined the Board as a Non-Executive Director in 2014. James is a corporate lawyer and Head of Restructuring at Ashurst law firm.

#### Brett Chambers (Non-Executive Director)

Brett Chambers joined the Board as an Executive Director in 2010. Brett retired as the Managing Director of the Electrical Division in 2021, and now serves as a Non-Executive Director of ARA Group Limited.

#### Norbert Schweizer OAM (Non-Executive Director and Company Secretary)

Norbert Schweizer OAM joined the Board as a Non-Executive Director in 2006. Norbert is a corporate lawyer and founder of Schweizer Kobras legal practice.

#### Allison McCann (Executive Director and Company Secretary)

Allison McCann joined the Board as an Executive Director in 2017. Allison is the Group's Chief Financial Officer, Company Secretary and serves on the Group's Compensation Committee.

#### Tony Franov (Executive Director)

Tony Franov joined the Board as an Executive Director in 2018. Tony has worked for ARA since 2001. Tony is the Managing Director of the ARA Security and Fire Division.

#### John Sampson (Non-Executive Director)

John Sampson joined the Board as a Non-Executive Director in February 2024. John is an experienced investor with over twenty-one years international experience in investment and funds management.

### Other officers

#### David Sefton (Company Secretary)

David Sefton was appointed Company Secretary in 2015. David is the Group's General Counsel and has worked for the Group since 2015.

## Directors' report

### Directors' meetings

Directors	Number of Board meetings eligible to attend	Number of Board meetings attended	Number of compensation committee meetings held	Number of compensation committee meetings attended
Edward Federman	9	9	2	2
Leo Browne	9	9	2	2
Allison McCann	9	9	2	2
James Marshall	9	9	N/A	N/A
Brett Chambers	9	9	N/A	N/A
Norbert Schweizer OAM	9	9	N/A	N/A
Tony Franov	9	9	N/A	N/A
John Sampson	3	3	N/A	N/A

### Results of operations

The Group's net profit for the financial year after providing for income tax amounted to \$34,404,990 (2023: \$32,894,654). Higher interest charges during the year offset the Group's higher earnings before interest, tax, depreciation and amortisation, and the impact of AASB 16 Leases (EBITDA). EBITDA increased by \$8,001,381 from the prior year as set out below under the review of operations.

### Review of operations

Total sales of the Group's products and services were \$968,950,667 in 2024 compared with \$884,900,078 in 2023, an increase of \$84,050,589 or 9%. The increase in revenue in 2024 was principally due to acquisitions made during the year, 7% of revenue growth was from acquisitions, and 2% was from organic growth. The Group's EBITDA amounted to \$75,034,707 in 2024 compared with \$67,033,326 in 2023, an increase of \$8,001,381, or 12%. The increase in EBITDA is principally due to acquisitions made during the year. The Group's EBITDA before profit sharing expense was \$90,287,097 in 2024 (9% of revenue) and \$79,411,263 in 2023 (9% of revenue), an increase of \$10,875,834, or 14%.

### Earnings before interest, tax, depreciation, amortisation (EBITDA) summary

EBITDA	2024 \$	2023 \$
EBITDA prior to adjusting for AASB 16 Leases	75,034,707	67,033,326
Impact of AASB 16 Leases	19,380,215	16,546,033
<b>EBITDA after the impact of AASB 16 Leases</b>	<b>94,414,922</b>	<b>83,579,359</b>

The Group made a number of acquisitions during the financial year including a large distributor of fire protection products based in New South Wales.

During the financial year, the confirmed forward order book (backlog) remained relatively consistent. At 30 June 2024 the confirmed forward orders totalled approximately \$438 million (2023: \$421 million). The backlog remains strong across all divisions.

EBITDA was 8% of sales (30 June 2023: 8% of sales).



## Directors' report

### Principal activities

The principal activities of the Group during the financial year were the provision of essential building services (installation and service), fire protection and life safety systems services, electrical engineering and high voltage services, electronic security services and products, air conditioning, building fit out and building repairs, building insurance repairs, building automation, cleaning services, security product distribution, door hardware distribution, fire product distribution and the manufacturing of specialised building products such as steel doors, ballistic doors and partitions, steel security doors and steel and timber fire doors, aluminium security shutters and grilles, door locking systems and electrical switch boards and switch rooms. The acquisitions in 2024 increased the activities of the companies in the Group during the year.

### Significant changes in the state of affairs

The consolidated financial statements have been prepared based upon conditions existing at 30 June 2024 and considering events up to the date of this report.

During the year, the Group issued 5,983,423 new shares, increasing the number of shares issued from 46,165,828 at 30 June 2023 to 52,149,251 at 30 June 2024. This increased contributed equity by \$41,483,141 from \$124,365,319 at 30 June 2023 to \$165,848,460 at 30 June 2024. The issue of new shares relate to:

- 4,978,849 new shares issued as purchase consideration for businesses acquired
- 315,008 newly issued shares under the Group's dividend reinvestment plan, and
- 689,566 newly issued shares to new and existing shareholders.

On 2 May 2024, the Group entered into an Amended Facility Agreement with its banks (Westpac Banking Corporation and Commonwealth Bank of Australia). The total facility in place at 30 June 2024 was \$269 million, an increase of \$48 million from 30 June 2023. The Facility includes a revolving cash advance facility and a term loan facility to assist the Group to fund organic growth and strategic acquisitions. The revolving cash facility matures on 31 July 2027 and the term loan facility matures on 31 July 2028.

At 30 June 2024, net debt was \$141 million (\$119 million at 30 June 2023). The increase in net debt was principally due to funding for business acquisitions during the year. At 30 June 2024, the leverage ratio calculated in accordance with the Amended Facility Agreement was 1.77 (30 June 2023: 1.89). Net bank interest expense increased by \$4,278,988, due to higher interest rates and an increase in debt during the year to fund acquisitions (30 June 2023: an increase of \$4,862,404). The Group's interest cover ratio (EBIT divided by interest expense) was 5 times in 30 June 2024 (7 times at 30 June 2023).

The Group made a number of acquisitions during the year.

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

### Significant events after the reporting period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

### Future developments

The Directors continue to seek management to focus on margin improvements, although it is recognised that the competitive environment makes it difficult for significant margin increases.

The Group's acquisition strategy will remain consistent in its approach to examine opportunities that complement its current services and products. One element of the Group's acquisition strategy is to acquire companies that increase the overall operating margin of the Group. It is expected the Group will continue to focus on organic growth and improved operating margins in 2025, although appropriate acquisition opportunities will be thoroughly investigated. It remains the goal of the Directors to pay fully franked dividends during the financial year 2025.

If the Group identifies appropriate acquisitions in 2025 it will likely use a combination of new equity, cash flow from operations, and borrowings to finance the execution of any acquisitions, as it did in 2024.

## Directors' report

### Environmental regulation

The Group's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory. The Group has embarked upon a plan to reduce its carbon footprint in the environment. The Group has implemented an Environmental Management Policy and continues to work towards ISO accreditation in all of its businesses.

### Dividends

The Group paid \$0.65 per share in 2024 (2023: \$0.55) of which \$0.20 per share relates to dividends declared at 30 June 2023. Fully franked dividends amounting to \$30,212,552, or \$0.60 per share, were declared by ARA Group Limited during the financial year (2023: \$28,660,447, or \$0.625). Of the total amount declared in 2024, \$7,822,388, or \$0.15 per share, was paid on 2 July 2024. The dividend payment was provided for at 30 June 2024.

In addition to dividends paid by ARA Group Limited, ARA Indigenous Services Pty Ltd declared total dividends of \$2,683,032 in 2024 to its shareholders (2023: \$2,578,169). \$1,368,346 related to shareholders outside the Group (2023: \$1,314,866).

### Share options

No options over issued shares or interests in the company were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

### Indemnification and insurance of directors and officers

Insurance premiums of \$79,500 (2023: \$58,564) were paid during the financial year for Directors and Officers Liability Insurance.

### Indemnification of auditor

To the extent permitted by law, the Company has agreed to indemnify its auditor, Ernst & Young (Australia), as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young (Australia) during or since the financial year.

### Proceedings on behalf of the Group

No person has applied for the leave of the Court to bring proceedings on behalf of the Company or intervene in any proceedings to which the Company is a party for the purpose of taking responsibility on behalf of the Company for all or any part of those proceedings. The Company was not a party to any such proceedings during the year.

### Auditor independence declaration

The auditor's independence declaration is included on page 47 of the financial report.

Signed in accordance with a resolution of the Board of Directors made pursuant to section 298(2) of the *Corporations Act 2001*.



Edward Federman  
Executive Director  
Sydney  
9 August 2024



## Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2024

	Notes	2024 \$	2023 \$
Revenue from contracts with customers	5	968,950,667	884,900,078
Other income	6.a	40,862	147,614
Changes in inventories of finished goods and work in progress		(4,177,999)	(4,275,015)
Raw materials and consumables used		(315,107,330)	(280,556,547)
Employee benefits expense	6.b	(327,204,342)	(299,350,341)
Management and subcontract fees		(157,203,196)	(153,979,918)
Profit sharing expense		(15,252,390)	(12,377,937)
Depreciation of property, plant and equipment		(6,532,501)	(5,322,806)
Depreciation of right-of-use assets		(17,352,668)	(15,995,352)
Amortisation expense	6.c	(6,168,230)	(4,932,309)
Other expenses from ordinary activities	6.d	(55,206,774)	(49,581,762)
Acquisition expenses		(385,347)	(1,343,340)
Finance costs	6.e	(12,635,310)	(8,320,566)
Finance costs - lease liabilities related to right-of-use assets		(2,513,150)	(1,857,123)
<b>Profit before income tax expenses</b>		<b>49,252,292</b>	<b>47,154,676</b>
Income tax expense	7	(14,847,302)	(14,260,022)
<b>Net profit for the year</b>		<b>34,404,990</b>	<b>32,894,654</b>
<b>Net profit for the year is attributable to:</b>			
Owners of the Parent		33,036,643	31,859,777
Non-controlling interests		1,368,347	1,034,877
		<b>34,404,990</b>	<b>32,894,654</b>
<b>Other comprehensive income</b>			
<b>Other comprehensive income that may be reclassified to profit or loss in subsequent years:</b>			
Exchange differences on translation of foreign operations	21.b	(594,032)	(557,293)
<b>Net other unrealised comprehensive loss to be reclassified to profit or loss in subsequent periods</b>		<b>(594,032)</b>	<b>(557,293)</b>
<b>Other comprehensive loss for the year</b>		<b>(594,032)</b>	<b>(557,293)</b>
<b>Total comprehensive income for the year</b>		<b>33,810,958</b>	<b>32,337,361</b>
<b>Total comprehensive income for the year is attributable to:</b>			
Owners of the Parent		32,442,611	31,302,484
Non-controlling interests		1,368,347	1,034,877
		<b>33,810,958</b>	<b>32,337,361</b>

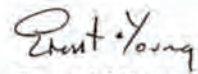
The accompanying notes form part of these financial statements.

### Auditor's independence declaration to the directors of ARA Group Limited


As lead auditor for the audit of the financial report of ARA Group Limited for the financial year ended 30 June 2024, I declare to the best of my knowledge and belief, there have been:

- No contraventions of the auditor independence requirements of the Corporations Act 2001 in relation to the audit;
- No contraventions of any applicable code of professional conduct in relation to the audit; and
- No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.

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



Ernst & Young



Gregory J Logue  
Partner  
9 August 2024



## Consolidated statement of financial position

As at 30 June 2024

	Notes	2024 \$	2023 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	9	43,990,395	38,154,452
Trade and other receivables	10	144,819,269	138,241,879
Inventories	11	37,278,081	33,100,082
Prepayments		6,650,271	4,973,340
<b>Total current assets</b>		<b>232,738,016</b>	<b>214,469,753</b>
<b>Non-current assets</b>			
Other receivables	10	285,710	169,850
Property, plant and equipment	13	20,409,492	19,171,604
Right-of-use assets	14	43,092,208	40,742,780
Goodwill and intangible assets	15	337,668,156	281,955,618
Deferred tax assets	7	15,758,549	13,838,747
<b>Total non-current assets</b>		<b>417,214,115</b>	<b>355,878,599</b>
<b>Total assets</b>		<b>649,952,131</b>	<b>570,348,352</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	16	136,824,034	126,245,798
Deferred acquisition purchase consideration	17	4,878,209	13,238,433
Contract liabilities	18	8,959,986	12,047,417
Lease liabilities related to right-of-use assets	14	16,029,746	14,677,070
Interest-bearing loans and borrowings	19	-	4,000,000
Employee benefits liabilities	20	30,938,172	28,964,611
Income tax payable		4,275,145	4,699,079
<b>Total current liabilities</b>		<b>201,905,292</b>	<b>203,872,408</b>
<b>Non-current liabilities</b>			
Lease liabilities related to right-of-use assets	14	30,390,658	28,792,046
Deferred acquisition purchase consideration	17	2,601,488	500,000
Interest-bearing loans and borrowings	19	185,000,000	153,650,000
Employee benefits liabilities	20	4,763,951	4,196,136
Deferred tax liabilities	7	8,444,793	6,205,014
<b>Total non-current liabilities</b>		<b>231,200,890</b>	<b>193,343,196</b>
<b>Total liabilities</b>		<b>433,106,182</b>	<b>397,215,604</b>
<b>Net assets</b>		<b>216,845,949</b>	<b>173,132,748</b>
<b>Equity</b>			
Contributed equity	21.a	165,848,460	124,365,319
Other reserves	21.b	(4,450,151)	(3,856,119)
Retained earnings		54,912,850	52,088,759
<b>Equity attributable to equity holders of the parent</b>		<b>216,311,159</b>	<b>172,597,959</b>
Non-controlling interests		534,790	534,789
<b>Total equity</b>		<b>216,845,949</b>	<b>173,132,748</b>

The accompanying notes form part of these financial statements.

## Consolidated statement of changes in equity

For the year ended 30 June 2024

	Notes	Contributed equity \$	Other reserves \$	Retained earnings \$	Non-controlling interests \$	Total equity \$
At 1 July 2022		114,545,826	(3,298,826)	48,889,429	814,778	160,951,207
Profit for the year		-	-	31,859,777	1,034,877	32,894,654
Other comprehensive loss	21.b	-	(557,293)	-	-	(557,293)
<b>Total comprehensive income/(loss) for the year</b>		<b>-</b>	<b>(557,293)</b>	<b>31,859,777</b>	<b>1,034,877</b>	<b>32,337,361</b>
<b>Transactions with owners in their capacity as owners:</b>						
Shares issued during the year		9,819,493	-	-	-	9,819,493
Dividends paid or provided for	8	-	-	(28,660,447)	(1,314,866)	(29,975,313)
<b>At 30 June 2023</b>		<b>124,365,319</b>	<b>(3,856,119)</b>	<b>52,088,759</b>	<b>534,789</b>	<b>173,132,748</b>
At 1 July 2023		124,365,319	(3,856,119)	52,088,759	534,789	173,132,748
Profit for the year		-	-	33,036,643	1,368,347	34,404,990
Other comprehensive loss	21.b	-	(594,032)	-	-	(594,032)
<b>Total comprehensive income/(loss) for the year</b>		<b>-</b>	<b>(594,032)</b>	<b>33,036,643</b>	<b>1,368,347</b>	<b>33,810,958</b>
<b>Transactions with owners in their capacity as owners:</b>						
Shares issued during the year		41,483,141	-	-	-	41,483,141
Dividends paid or provided for	8	-	-	(30,212,552)	(1,368,346)	(31,580,898)
<b>At 30 June 2024</b>		<b>165,848,460</b>	<b>(4,450,151)</b>	<b>54,912,850</b>	<b>534,790</b>	<b>216,845,949</b>

The accompanying notes form part of these financial statements.



## Consolidated statement of cash flows

For the year ended 30 June 2024

	Notes	2024 \$	2023 \$
<b>Operating activities</b>			
Receipts from customers		1,068,658,881	953,002,547
Payments to suppliers and employees		(969,257,205)	(894,027,628)
Interest received		39,229	3,473
Borrowing costs paid		(15,148,460)	(10,177,689)
Income tax paid		(18,477,968)	(17,266,758)
<b>Net cash flows from operating activities</b>		<b>65,814,477</b>	<b>31,533,945</b>
<b>Investing activities</b>			
Purchase of plant and equipment		(7,224,721)	(4,943,654)
Proceeds from sale of plant and equipment		579,376	316,964
Payment for investments and businesses acquired	4	(37,095,699)	(26,844,951)
<b>Net cash flows used in investing activities</b>		<b>(43,741,044)</b>	<b>(31,471,641)</b>
<b>Financing activities</b>			
Proceeds from borrowings		70,400,000	59,100,000
Repayment of borrowings		(43,050,000)	(33,375,000)
Payment of lease liabilities		(17,315,124)	(15,076,680)
Proceeds from issued capital		4,636,208	4,950,586
Dividends paid - owners of the parent entity	8	(29,551,418)	(23,676,054)
Dividends paid to non-controlling interest		(1,357,156)	(1,044,147)
<b>Net cash flows used in financing activities</b>		<b>(16,237,490)</b>	<b>(9,121,295)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>		<b>5,835,943</b>	<b>(9,058,991)</b>
Cash and cash equivalents at 1 July		38,154,452	47,213,443
<b>Cash and cash equivalents at 30 June</b>	9	<b>43,990,395</b>	<b>38,154,452</b>

The accompanying notes form part of these financial statements.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 1. Corporate information

The consolidated financial statements of ARA Group Limited and its controlled entities (the "Group") for the year ended 30 June 2024 were authorised for issue in accordance with a resolution of the directors on 9 August 2024.

ARA Group Limited (the "Company" or "Parent Entity") is a for-profit company limited by shares, incorporated and domiciled in Australia.

The registered office and principal place of business of the Parent Entity is 83 Alexander Street, Crows Nest, NSW 2065.

The nature of the operations and principal activities of the Group are described in the directors' report. Information on the Group's structure is provided in Note 12. Information on the Group's related party relationships is provided in Note 22.

### 2. Accounting policies

#### a. Basis of preparation

These general purpose financial statements have been prepared in compliance with the requirements of the *Corporations Act 2001* and *Australian Accounting Standards - Simplified Disclosures*. The Group is a for-profit, private sector entity for the purposes of preparing these consolidated financial statements.

The financial statements have been prepared on a historical cost basis except for contingent considerations which have been measured at fair value.

The financial statements are presented in Australian dollars (\$).

#### b. Changes in accounting policies and disclosures

##### New and amended standards and interpretations

The Group applied for the first-time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2023. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective. The Group intends to adopt these new amended Standards and interpretations, if applicable, when they become effective.

#### c. Basis of consolidation

Subsidiaries are all those entities over which the Group has the power to govern the financial and operating policies so as to obtain benefits from their activities. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity.

The financial statements of the subsidiaries are prepared for the same reporting period as ARA Group Limited, using consistent accounting policies. In preparing the consolidated financial statements, all intercompany balances, transactions, unrealised gains and losses resulting from intra-group transactions and dividends have been eliminated in full.

Non-controlling interests are allocated their share of net profit after tax in the consolidated statement of profit or loss and other comprehensive income and are presented within equity in the consolidated statement of financial position, separately from the equity of the owners of the Parent. Losses are attributed to the non-controlling interest even if that results in a deficit balance.

A change in the ownership interest of a subsidiary that does not result in a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it:

- Derecognises the assets (including goodwill) and liabilities of the subsidiary;
- Derecognises the carrying amount of any non-controlling interest;
- Derecognises the cumulative translation differences, recorded in equity;
- Recognises the fair value of the consideration received;
- Recognises the fair value of any investment retained;
- Recognises any surplus or deficit in profit or loss; and
- Reclassifies the Parent Entity's share of components previously recognised in other comprehensive income ("OCI") to profit or loss, or retained earnings, as appropriate.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****d. Current versus non-current classification**

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

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

**e. Taxes****i. Income tax**

The charge for income tax expense for the year is based on the profit for the year adjusted for any non-assessable or non-deductible items. It is calculated using tax rates that have been enacted or are substantively enacted by the reporting date.

**ii. Deferred tax**

Deferred tax is accounted for using the statement of tax balance sheet method in respect of temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. No deferred income tax will be recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax is calculated at the tax rates that are expected to apply to the period when the asset is realised or liability is settled. Deferred tax is charged in the consolidated statement of profit or loss and other comprehensive income except where it relates to items that may be credited directly to equity, in which case the deferred tax is adjusted directly against equity.

Deferred income tax assets are recognised to the extent that it is probable that future profits will be available against which deductible temporary differences can be utilised.

The amount of benefit brought to account or which may be realised in the future is based on the assumption that no adverse change will occur in income taxation legislation and the anticipation that the Group will derive sufficient future assessable income to enable the benefit to be realised and comply with the conditions of deductibility imposed by the law.

ARA Group Limited and its wholly-owned subsidiaries have formed an income tax consolidated group under the Tax Consolidation Regime. Each entity in the group recognises its own current and deferred tax liabilities, except for any deferred liabilities resulting from unused tax losses and tax credits, which are immediately assumed by the Parent Entity. The current tax liability of each group entity is then subsequently assumed by the Parent Entity. The group notified the Australian Taxation Office that it had formed an income tax consolidated group to apply from 1 July 2004. The consolidated group has entered into a tax sharing agreement whereby each Company in the group contributes to the income tax payable in proportion to their contribution to profit before tax of the tax consolidated group.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****f. Inventories**

Raw material and stores, work in progress and finished goods are measured at the lower of cost and net realisable value. Costs are assigned on a first-in first-out or weighted average cost basis and include direct materials, direct labour and an appropriate proportion of variable and fixed overhead expenses. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and estimated costs necessary to make the sale.

**g. Property, plant and equipment**

Each class of property, plant and equipment are carried at cost less, where applicable, any accumulated depreciation and accumulated impairment. Such cost includes the cost of replacing part of the plant and equipment and borrowing costs for long-term construction projects if the recognition criteria are met.

**Impairment**

The carrying amount of property, plant and equipment is reviewed for indicators of impairment annually by directors to ensure it is not in excess of the recoverable amount from those assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal.

**Depreciation**

The depreciable amount of all fixed assets are depreciated on a straight line basis over their estimated useful lives commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

Class of fixed asset	Depreciation rate
Leasehold improvements	10% - 20%
Plant and machinery	7.5% - 40%
Office furniture and equipment	7.5% - 20%
Computer equipment and software	33% - 40%
Motor vehicles	22.5%

**Derecognition and disposal**

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss and other comprehensive income when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

**h. Leases****Group as a lessee**

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****h. Leases (continued)****(i) Right-of-use assets**

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Property leases	10% to 80%
Plant and equipment	7.5% to 40%
Motor vehicles	12.5% to 30%

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.i Impairment of non-financial assets.

**(ii) Lease liabilities**

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

**(iii) Short-term leases and leases of low-value assets**

The Group applies the short-term lease recognition exemption to its short-term leases of machinery (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

**i. Impairment of non-financial assets**

The Group assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Group estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or cash-generating unit's (CGU's) fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples, quoted share prices for publicly traded companies or other available fair value indicators.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****i. Impairment of non-financial assets (continued)**

The Group bases its impairment calculation on detailed budgets and forecast calculations, which are prepared separately for each of the Group's CGUs to which the individual assets are allocated.

Impairment losses of continuing operations are recognised in the consolidated statement of profit or loss and other comprehensive income in expense categories consistent with the function of the impaired asset.

For assets excluding goodwill, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Group estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in the consolidated statement of profit or loss and other comprehensive income unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired.

Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Intangible assets with indefinite useful lives are tested for impairment annually at the CGU level, as appropriate, and when circumstances indicate that the carrying value may be impaired.

**j. Foreign currency transactions and balances**

Foreign currency transactions during the year are converted to Australian currency at the rates of exchange applicable at the dates of the transactions. Amounts receivable and payable in foreign currencies at balance date are converted at the rates of exchange ruling at that date.

The gains and losses from conversion of short-term assets and liabilities, whether realised or unrealised, are included in profit from ordinary activities as they arise.

Both the functional and presentation currency of the Group is Australian dollars (\$) except for New Zealand and China entities where the functional currency are New Zealand dollars and China Renminbi, respectively.

On consolidation, the assets and liabilities of foreign operations are translated into Australian dollars at the rate of exchange prevailing at the reporting date and their consolidated statement of profit or loss and other comprehensive income are translated at exchange rates prevailing at the dates of the transactions. The exchange differences arising on translation for consolidation are recognised in OCI. On disposal of a foreign operation, the component of OCI relating to that particular foreign operation is reclassified to profit or loss.

Any goodwill arising on the acquisition of a foreign operation and any fair value adjustments to the carrying amounts of assets and liabilities arising on the acquisition are treated as assets and liabilities of the foreign operation and translated at the spot rate of exchange at the reporting date.

**k. Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds.

**l. Employee entitlements**

Provision is made for the Group's liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within one year together with entitlements arising from wages and salaries, have been measured at their nominal amount. Other employee entitlements payable later than one year have been measured at an amount that is considered to approximate the present value of the estimated future cash outflows to be made for those entitlements.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****l. Employee entitlements (continued)**

Contributions are made by the Group to employee superannuation funds and are charged as expenses when incurred.

**m. Contributed equity**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares are deducted from equity.

**n. Dividend to equity holders of the Parent Entity**

The Group recognises a liability to make cash distributions to equity holders of the Parent Entity when the distribution is authorised and the distribution is no longer at the discretion of the Group. A corresponding amount is recognised directly in equity.

**o. Business combinations and goodwill**

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, which is measured at acquisition date fair value, and the amount of any non-controlling interests in the acquiree. For each business combination, the Group elects whether to measure the non-controlling interests in the acquiree at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred, and disclosed separately in the consolidated statement of profit or loss and other comprehensive income.

The acquisition method of accounting involves recognising at acquisition date, separately from goodwill, the identifiable assets acquired, the liabilities assumed and any non-controlling interest in the acquiree. The identifiable assets acquired and the liabilities assumed are measured at their acquisition date fair values.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date.

The difference between the above items and the fair value of the consideration (including the fair value of any pre-existing investment in the acquiree) is goodwill.

Any contingent consideration to be transferred by the acquirer is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability are recognised in accordance with AASB 9 *Financial Instruments* in the consolidated statement of profit or loss and other comprehensive income. If the contingent consideration is classified as equity, it is not remeasured until it is finally settled within equity.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the cash-generating unit retained.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****p. Intangible assets**

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates and adjusted on a prospective basis. The amortisation expense on intangible assets with finite lives is recognised in the consolidated statement of profit or loss and other comprehensive income.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the consolidated statement of profit or loss and other comprehensive income when the asset is derecognised.

A summary of the policies applied to the Group's intangible assets is, as follows:

	<b>Goodwill</b>	<b>Development costs</b>	<b>Brand name</b>	<b>Customer contracts</b>	<b>Intellectual property</b>
Useful lives	Indefinite	Finite	Indefinite	Finite	Finite
Amortisation method used	No amortisation	Amortised on a straight line basis over 7 years	No amortisation	Amortised on a straight line basis over 5-7 years	Amortised on a straight line basis over 10 years

**Research and development costs**

Research costs are expensed as incurred. An intangible asset arising from development expenditure on an internal project is recognised only when the Group can demonstrate the technical feasibility of completing the intangible asset so that it will be available for use or sale, its intention to complete and its ability to use or sell the asset, how the asset will generate future economic benefits, the availability of resources to complete the development and the ability to reliably measure the expenditure attributable to the intangible asset during its development. Following the initial recognition of the development expenditure, the cost model is applied requiring the asset to be carried at cost less any accumulated amortisation and accumulated impairment losses. Any expenditure so capitalised is amortised over the period of expected benefit from the related project.

The carrying value of an intangible asset arising from development expenditure is tested for impairment annually when the asset is not yet available for use, or more frequently when an indication of impairment arises during the reporting period.

**q. Cash and cash equivalents**

For the purposes of the consolidated statement of cash flows, cash includes cash on hand and at call deposits with banks or financial institutions, investments in money market instruments maturing within less than three months and net of bank overdrafts.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 2. Accounting policies (continued)

#### r. Revenue from contracts with customers

The Group is in the business of providing essential building services (installation and service) such as fire protection services, electrical, electrical engineering and high voltage services, electronic security services and products, air conditioning, building fit out, building repairs, building automation, cleaning services and the manufacturing of specialised building products such as steel doors, ballistic doors and partitions, steel security doors and steel fire doors, aluminium security shutters and grilles. Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods or services before transferring them to the customer.

##### Sale of goods

Revenue from sale of goods relates primarily to the Group's Products Division and includes the sale of commercial, industrial and high security doors, architectural hardware, fire protection equipment, security access products including access control and CCTV. Revenue from the sale of goods is recognised at a point in time when the performance obligation is satisfied which is generally on the delivery of goods to the customer.

The transaction price is typically fixed for each performance obligation, with no variable revenue associated with this revenue stream.

Payment terms are typically due within 30 to 60 days from delivery.

Warranty is provided on all of the Group's manufactured products for 12 to 24 months. Warranty for products which the Group has a distribution agreement for is typically 12 to 24 months.

Returns and refunds are accepted under our standard terms and conditions.

##### Rendering of services

Revenue from services is derived from building services (installation and service) including services for fire protection, electrical engineering and high voltage, electronic security, air conditioning, building repairs and cleaning services. With the exception of cleaning services, service revenue is recognised over time based on percentage of completion. The percentage of completion of each project is assessed using the proportion of costs incurred to date compared to the total forecast cost. Where losses are anticipated, they are provided for in full.

In rendering services, variations to the original contract may occur. Variations may result in an increase, decrease or omission of any part of the scope. Previously, variations were only included in the contract value when it was probable the variation would be approved, and the amount of revenue could be reliably measured. Under AASB 15 *Revenue from contracts with customers* variations can be included as variable consideration if the rights and obligations relating to the variation are enforceable. The variable consideration should be estimated by using either the 'expected value' method (the sum of probability-weighted amounts in a range of possible consideration amounts) or the 'most likely amount' method (the single most likely amount in a range of possible consideration amounts). The Group has adopted the 'most likely amount' method.

For cleaning services, contracts are usually entered into with customers for a fixed period of time and defined scope with specified costs (i.e. monthly or yearly rates). Revenue is recognised as the service is provided/delivered to the customer in accordance with the contract terms. In most cases, revenue is recognised on a straight-line basis. From time to time, customers may request additional services. These services are agreed with the customer prior to the commencement of work, including the time period, scope and costs. Revenue is recognised in proportion to the stage of completion for the additional services agreed.

Services are invoiced according to the terms of the engagement, and are generally due within 30 to 60 days from invoicing.

##### Construction revenue

Construction revenue relates to larger sized contracts for commercial, industrial and residential customers. Contract works can be for design, design and construct, installation and retrofit works for fire protection, electrical engineering, high voltage electrical works, electronic security, heat, ventilation and air conditioning "HVAC", building fit out and building repairs works.

The performance obligation is satisfied over-time and is accounted for in accordance with "Rendering of Services" above.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 2. Accounting policies (continued)

#### r. Revenue from contracts with customers (continued)

Works are invoiced according to the terms of the engagement, and are generally due within 30 to 60 days from invoicing.

Defect liability periods are typically 12 months from practical completion.

##### 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. Other income

##### i. Interest income

Interest income is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate (EIR), which is the rate that exactly discounts estimated future cash receipts through the effective life of the financial asset to the net carrying amount of the financial asset.

##### ii. Dividend income

Dividend income is recognised when the right to receive a dividend has been established.

#### t. Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except:

- Where the amount of GST incurred is not recoverable from the taxation authority, it is recognised as part of the cost of acquisition of an asset or as part of an item of expense; or
- For receivables and payables which are recognised inclusive of GST.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables.

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

Cash flows are included in the consolidated statement of cash flows on a gross basis. The GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

#### u. Financial instruments – initial recognition and subsequent measurement

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

##### i. Financial assets

###### Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through OCI, and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. The Group initially measures a financial asset at its fair value plus transaction costs.

For a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****u. Financial instruments – initial recognition and subsequent measurement (continued)****i. Financial assets (continued)**

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

**Subsequent measurement**

For purposes of subsequent measurement, financial assets are classified in two categories:

- Financial assets at amortised cost (debt instruments); and
- Financial assets at fair value through profit or loss.

**Financial assets at amortised cost (debt instruments)**

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the EIR method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's financial assets at amortised cost includes trade receivables and other receivables.

**Financial assets at fair value through profit or loss**

This category includes derivative instruments which the Group had not irrevocably elected to classify at fair value through OCI.

**Derecognition**

A financial asset is primarily derecognised when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

**Impairment of financial assets**

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

**2. Accounting policies (continued)****u. Financial instruments – initial recognition and subsequent measurement (continued)****i. Financial assets (continued)**

The Group considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

**ii. Financial liabilities****Initial recognition and measurement**

Financial liabilities are classified, at initial recognition, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Group's financial liabilities include trade and other payables, loans and borrowings including bank overdrafts, and derivative financial instruments.

**Subsequent measurement**

The measurement of financial liabilities depends on their classification, as described below:

**Loans and borrowings**

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the consolidated statement of profit or loss and other comprehensive income.

This category generally applies to interest-bearing loans and borrowings.

**Trade and other payables**

Trade and other payables are carried at amortised cost and due to their short-term nature they are not discounted. They represent liabilities for goods and services provided to the Group prior to the end of the financial year that are unpaid and arise when the Group becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured and are usually paid within 30-60 days of recognition.

**Derecognition**

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the consolidated statement of profit or loss and other comprehensive income.

**v. Fair value measurement**

The Group measures financial instruments such as derivatives at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 2. Accounting policies (continued)

#### v. Fair value measurement (continued)

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the consolidated financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

#### w. Comparatives

Where necessary, comparative figures have been reclassified to conform with changes in presentation of assets and liabilities but resulting in no impact to the overall profit for the year.

### 3. Critical accounting estimates and judgements

The Directors evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group.

#### Judgements

The Group considers that the entity in which it owns less than 50% of the voting rights meets the requirements under the accounting standards to be consolidated as part of the Group. Although ARA Group Limited hold 49% of the share capital of the entity with the remaining 51% being held by one other party, ARA Group Limited has the casting vote in Board decisions in the event of a deadlock.

#### Key estimates - Impairment of goodwill and other intangible assets with indefinite useful life

The Group assesses impairment at each reporting date by evaluating conditions specific to the Group that may lead to an impairment of assets. Where an impairment exists, the recoverable amount of the asset is determined. Value-in-use calculations performed in assessing recoverable amounts incorporate a number of key estimates.

The Group determines whether goodwill is impaired at least on an annual basis. This requires an estimation of the recoverable amount of the CGUs, using a value in use discounted cash flow methodology, to which the goodwill and intangibles with indefinite useful lives are allocated. No impairment loss was recognised in the current year or the prior year in respect of goodwill.

#### Key estimates - Costs to complete on contract assets and liabilities

The stage of completion of each project is assessed using the proportion of costs incurred to date compared to the total estimated cost. Profits are recognised on this percentage of completion. Where losses are anticipated they are provided for in full.

#### Determining the lease term of contracts with renewal options – Group as lessee

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 3. Critical accounting estimates and judgements (continued)

The Group has several lease contracts that include extension options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

#### Leases - Estimating the incremental borrowing rate

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 4. Business combinations

## Acquisitions in 2024

Effective 1 November 2023, the Group acquired the shares of Australian Fire Supplies & Fabrication Pty Ltd, Fire Fab Australia Pty Ltd, AFT Fire Supplies Pty Ltd and AFSF Group Pty Limited (AFS) for total consideration, net of cash acquired of \$18,029,581. Included in the purchase consideration is the issuance of shares to the value of \$18,272,520 and an estimated deferred consideration up to \$2,727,499. The deferred consideration is contingent on the future earnings of the business and is recorded as a liability at the date of this report. The liability will be paid within the next five years. AFS is a major distributor of fire protection products, principally fixed fire supplies – pipe, fittings, valves, and sprinkler heads located in Ingleburn, New South Wales.

A number of other acquisitions were completed during the year. Total consideration net of cash acquired of all other acquisitions was \$47,341,661. Included in the purchase consideration are cash payments of \$29,139,910, the issuance of shares to the value of \$15,502,501 and deferred consideration of \$4,160,353.

The assets acquired were measured at fair value.

No contingent liabilities were identified at the acquisition date for any business combinations acquired.

All acquisitions have been provisionally accounted for at 30 June 2024.

## Assets acquired and liabilities assumed

The table below discloses the fair values of the identifiable assets and liabilities of acquisitions in 2024 as at the date of acquisition:

## Fair value recognised on acquisition

	Notes	AFS \$	Others \$	Total \$
<b>Assets</b>				
Receivables		5,776,904	5,399,094	11,175,998
Inventory		3,065,720	1,739,424	4,805,144
Other assets		269,170	406,237	675,407
Property, plant and equipment	13	497,937	997,510	1,495,447
Deferred tax asset	7	215,943	238,623	454,566
<b>Total assets</b>		<b>9,825,674</b>	<b>8,780,888</b>	<b>18,606,562</b>
<b>Liabilities</b>				
Payables and other liabilities		4,748,621	4,558,095	9,306,716
Employee provisions		677,551	778,551	1,456,102
Deferred tax liability		985,379	2,798,011	3,783,390
Income tax payable		-	362,809	362,809
<b>Total liabilities</b>		<b>6,411,551</b>	<b>8,497,466</b>	<b>14,909,017</b>
<b>Total identifiable net assets/(liabilities) at fair value</b>		<b>3,414,123</b>	<b>283,422</b>	<b>3,697,545</b>
Goodwill and intangible assets	15	14,615,458	47,058,239	61,673,697
<b>Purchase consideration transferred</b>		<b>18,029,581</b>	<b>47,341,661</b>	<b>65,371,242</b>

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 4. Business combinations (continued)

	AFS \$	Others \$	Total \$
<b>Purchase consideration</b>			
Cash	300,000	29,139,910	29,439,910
Cash (deferred consideration)	-	655,347	655,347
Shares issued	18,272,520	15,502,501	33,775,021
Shares issued (deferred consideration)	2,727,499	3,505,006	6,232,505
Less: Cash acquired	(3,270,438)	(1,461,103)	(4,731,541)
<b>Total consideration</b>	<b>18,029,581</b>	<b>47,341,661</b>	<b>65,371,242</b>
<b>Net cash outflow on acquisition</b>			
Cash consideration	300,000	29,139,910	29,439,910
Deferred consideration paid during the year for prior acquisitions	-	12,001,983	12,001,983
Costs on acquisition	82,266	303,081	385,347
Less: cash acquired	(3,270,438)	(1,461,103)	(4,731,541)
<b>Total cash consideration</b>	<b>(2,888,172)</b>	<b>39,983,871</b>	<b>37,095,699</b>

## Acquisitions in 2023

Effective 1 July 2022, the Group acquired the assets of J.A. Martin Electrical Pty Limited (J.A. Martin) for \$6,010,883, including an initial consideration of \$4,260,883 and estimated deferred consideration of \$1,750,000. The deferred consideration was based on the first year's earnings of the business. The actual deferred consideration payable as at 30 June 2023 is \$941,191 and is recorded as a liability at 30 June 2023. The liability will be paid in the first quarter of financial year 2024. J.A. Martin is a low voltage electrical project business based in the Hunter Region of New South Wales.

Effective 3 April 2023, the Group acquired the shares of Sicada Holdings Pty Limited and its two subsidiaries (Sicada) for total consideration of \$8,667,083. Included in the purchase consideration, includes cash payment of \$7,472,097, the issuance of shares to the value of \$390,000 and a deferred component of \$1,000,000, which will be paid in the next two financial years. Sicada is a fire suppression services company based in Queensland and New South Wales.

A number of other acquisitions were completed during the year. Total consideration of all other acquisitions was \$17,215,386, including the issuance of shares to the value of \$2,130,500. There is \$5,247,188 due as deferred consideration for other acquisitions at 30 June 2023.

The assets acquired were measured at fair value.

No contingent liabilities were identified at the acquisition date for any business combinations acquired.

All acquisitions had been provisionally accounted for at 30 June 2023.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 4. Business combinations (continued)

## Acquisitions acquired and liabilities assumed

The table below discloses the fair values of the identifiable assets and liabilities of acquisitions in 2023 as at the date of acquisition.

	Final \$	Provisional \$
<b>Assets</b>		
Receivables	4,268,794	4,268,794
Inventories	2,771,973	2,771,973
Other assets	197,890	356,907
Property, plant and equipment	2,218,149	2,218,149
Deferred tax asset	933,660	768,736
<b>Total assets</b>	<b>10,390,466</b>	<b>10,384,559</b>
<b>Liabilities</b>		
Payables and other liabilities	4,359,558	4,227,834
Employee provisions	3,112,201	3,112,201
Contract revenue received in advance	40,960	40,960
Deferred tax liability	1,727,886	1,727,886
Income tax payable	388,510	388,510
<b>Total liabilities</b>	<b>9,629,115</b>	<b>9,497,391</b>
<b>Total identifiable net assets at fair value</b>	<b>761,351</b>	<b>887,168</b>
Goodwill and intangible assets	31,132,001	31,006,184
<b>Purchase consideration transferred</b>	<b>31,893,352</b>	<b>31,893,352</b>
	Final \$	Provisional \$
<b>Purchase consideration</b>		
Shares issued	2,520,500	2,520,500
Cash	22,988,685	22,988,685
Less: Cash acquired	(1,613,021)	(1,613,021)
Cash (deferred consideration)	7,997,188	7,997,188
<b>Total consideration</b>	<b>31,893,352</b>	<b>31,893,352</b>
<b>Net cash outflow on acquisition</b>		
Cash consideration	22,988,685	22,988,685
Deferred consideration paid during the year for current year acquisitions	354,500	354,500
Deferred consideration paid during the year for prior acquisitions	4,821,243	4,821,243
Costs on acquisition	293,544	293,544
Less: cash acquired	(1,613,021)	(1,613,021)
<b>Total cash consideration</b>	<b>26,844,951</b>	<b>26,844,951</b>

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 5. Revenue from contracts with customers

## a. Disaggregated revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers:

	2024 \$	2023 \$
<b>Type of goods or service</b>		
Sale of goods	214,349,656	178,626,982
Rendering of services	581,056,090	528,686,906
Construction revenue	173,544,921	177,586,190
<b>Total revenue from contracts with customers</b>	<b>968,950,667</b>	<b>884,900,078</b>
<b>Geographical markets</b>		
Australia	884,829,929	808,903,587
New Zealand	84,120,738	75,996,491
<b>Total revenue from contracts with customers</b>	<b>968,950,667</b>	<b>884,900,078</b>
<b>Timing of revenue recognition</b>		
Goods transferred at a point in time	214,349,656	178,626,982
Services transferred over time	754,601,011	706,273,096
<b>Total revenue from contracts with customers</b>	<b>968,950,667</b>	<b>884,900,078</b>

## b. Performance obligations

Information about the Group's performance obligations are summarised below:

## Sale of goods

Revenue from the sale of goods is recognised at a point in time when the performance obligation is satisfied which is generally on the delivery of the goods to the customer.

## Rendering of services and construction revenue

The performance obligation for rendering of services and construction revenue is satisfied over time as the services are provided.

## 6. Other income and expenses

## a. Other income

	2024 \$	2023 \$
Gain on disposal of property, plant and equipment	-	142,960
Interest income	39,229	3,473
Other income	1,633	1,181
	<b>40,862</b>	<b>147,614</b>



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 6. Other income and expenses (continued)

## b. Superannuation expense

	2024	2023
	\$	\$
<b>Included in employee benefits expense:</b>		
Superannuation expense	25,749,519	22,570,727

## c. Amortisation expense

	2024	2023
	\$	\$
Amortisation of facility fees	333,288	230,195
Amortisation of customer contracts	5,776,572	4,599,072
Amortisation of patents	28,164	32,720
Amortisation of intellectual property	30,206	70,322
	6,168,230	4,932,309

## d. Other expenses from ordinary activities

	2024	2023
	\$	\$
Rent and outgoings	17,178,774	15,656,646
Leasing costs	9,437,486	6,867,374
Lease adjustment (AASB 16)	(19,380,215)	(16,546,033)
	7,236,045	5,977,987
Motor vehicle expenses	8,984,628	7,935,571
Consultants	4,652,693	3,134,748
Communication	2,858,089	2,591,331
Insurances	4,366,737	4,566,281
Repairs and maintenance	2,575,176	1,477,541
Computer expenses	4,738,081	4,774,661
Travel	3,517,963	3,578,515
Other staff expenses	4,462,351	4,004,401
Bad debts write-off and expected credit losses	1,485,425	172,891
Donations and sponsorship	2,317,975	1,518,717
Exposition, trade shows, conference and marketing	1,197,901	596,711
Legal fees	716,243	559,969
Bank guarantees and surety fees	236,890	223,899
Other expenses	5,860,577	8,468,539
	47,970,729	43,603,775
	55,206,774	49,581,762

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 6. Other income and expenses (continued)

## e. Finance costs

	2024	2023
	\$	\$
<b>Borrowing costs:</b>		
External interest paid	12,635,310	8,320,566

## 7. Income tax

The major components of income tax expense for the years ended 30 June 2024 and 30 June 2023 are:

	2024	2023
	\$	\$
<b>Consolidated statement of profit or loss</b>		
<b>Current income tax:</b>		
Current income tax expense	17,376,403	16,549,671
Adjustments in respect of current income tax of previous year	314,822	167,821
<b>Deferred tax:</b>		
Relating to origination and reversal of temporary differences	(2,843,923)	(2,457,470)
<b>Income tax expense reported in the consolidated statement of profit or loss</b>	14,847,302	14,260,022

The prima facie tax payable on profit from ordinary activities before income tax is reconciled to the income tax expense as follows:

	2024	2023
	\$	\$
Accounting profit before income tax	49,252,292	47,154,676
At Australia's statutory income tax rate of 30% (2023: 30%)	14,775,688	14,146,403
Difference in tax rates	23,235	41,771
Non-allowable items	679,806	917,770
Tax offsets	(563,437)	(541,416)
Prior year adjustments	(121,048)	(256,461)
Other	53,058	(48,045)
<b>Income tax expense attributable to profit from ordinary activities</b>	14,847,302	14,260,022



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 7. Income tax (continued)

	1 July 2023	Additions due to business combinations	Deferred tax recognised in profit or loss	30 June 2024
	\$	\$	\$	\$
Expected credit losses	418,843	-	(6,456)	412,387
Other provisions and accruals	2,423,142	19,223	613,021	3,055,386
Employee leave provisions	9,530,927	600,266	122,581	10,253,774
Fixed assets	(1,855,501)	-	218,572	(1,636,929)
Work in progress	1,323,292	(244,696)	194,918	1,273,514
Retentions	(1,083,063)	-	(84,339)	(1,167,402)
Intangible asset	(3,819,286)	(3,538,693)	1,606,404	(5,751,575)
Leases	695,379	-	179,222	874,601
	7,633,733	(3,163,900)	2,843,923	7,313,756

	1 July 2022	Additions due to business combinations	Deferred tax recognised in profit or loss	30 June 2023
	\$	\$	\$	\$
Expected credit losses	473,523	-	(54,680)	418,843
Other provisions and accruals	2,308,054	-	115,088	2,423,142
Employee leave provisions	8,272,356	768,736	489,835	9,530,927
Fixed assets	(1,656,531)	-	(198,970)	(1,855,501)
Work in progress	1,252,679	(175,590)	246,203	1,323,292
Retentions	(759,252)	-	(323,811)	(1,083,063)
Intangible asset	(3,468,602)	(1,738,722)	1,388,038	(3,819,286)
Leases	(100,388)	-	795,767	695,379
	6,321,839	(1,145,576)	2,457,470	7,633,733

Reflected in the statement of financial position as follows:

	2024	2023
	\$	\$
Deferred tax assets	15,758,549	13,838,747
Deferred tax liabilities	(8,444,793)	(6,205,014)
<b>Deferred tax assets, net</b>	<b>7,313,756</b>	<b>7,633,733</b>

	2024	2023
	\$	\$
As of 1 July	7,633,733	6,321,839
Tax income during the period recognised in profit or loss	2,843,923	2,457,470
Deferred taxes acquired in current year business combinations	(3,163,900)	(1,145,576)
<b>As at 30 June</b>	<b>7,313,756</b>	<b>7,633,733</b>

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 8. Dividends

	2024		2023	
	Per share		Per share	
	\$	\$	\$	\$
<b>Dividends declared (all franked to 30%)</b>				
<b>Quarter 1</b>				
Fully paid, Ordinary class (46,775,951 shares) (2023: 45,221,121 shares)	0.150	7,016,393	0.125	5,652,640
<b>Quarter 2</b>				
Fully paid, Ordinary class (50,529,139 shares) (2023: 45,842,989 shares)	0.150	7,579,371	0.150	6,876,448
<b>Quarter 3</b>				
Fully paid, Ordinary class (51,962,670 shares) (2023: 45,987,949 shares)	0.150	7,794,400	0.150	6,898,192
<b>Quarter 4</b>				
Declared and not paid, Ordinary Class (52,149,251 shares) (2023: 46,165,828 shares)	0.150	7,822,388	0.200	9,233,167
<b>Total</b>	<b>0.600</b>	<b>30,212,552</b>	<b>0.625</b>	<b>28,660,447</b>

	2024	2023
	\$	\$
Dividends payable brought forward	9,233,167	5,581,893
Dividends declared during the year	30,212,552	28,660,447
Dividends reinvested during the year	(2,071,913)	(1,333,119)
Dividends paid during the year	(29,551,418)	(23,676,054)
<b>Dividends payable carried forward</b>	<b>7,822,388</b>	<b>9,233,167</b>
Dividends payable to non-controlling interest	281,909	270,719
<b>Total dividend payable</b>	<b>8,104,297</b>	<b>9,503,886</b>

	2024	2023
	\$	\$
Total dividends declared by ARA Indigenous	2,683,032	2,578,169
Dividends declared by ARA Indigenous to shareholders outside the Group	1,368,346	1,314,866
Dividends payable by ARA Indigenous outside the Group	281,909	270,719



## Notes to the consolidated financial statements

For the year ended 30 June 2024

**8. Dividends (continued)**

## Franking credit balance

	2024	2023
	\$	\$
<b>The amount of franking credits available for the subsequent financial year are:</b>		
Franking account balance as at the start of the financial year at 30% (2023: 30%)	42,324,320	37,707,433
Franking credits from payment of income taxes as at the end of the financial year	16,284,150	16,212,539
Franking debits from payment of dividends	(14,680,467)	(11,595,652)
	<u>43,928,003</u>	<u>42,324,320</u>

**9. Cash and cash equivalents**

	2024	2023
	\$	\$
Cash at bank and on hand	<u>43,990,395</u>	<u>38,154,452</u>

**Cash flow reconciliation**

<b>Reconciliation of net profit after tax to net cash flows from operations:</b>	<b>2024</b>	<b>2023</b>
	\$	\$
Profit for the year	34,404,990	32,894,654

**Adjustments for:**

Acquisition costs	385,347	293,544
Depreciation and amortisation	12,700,731	10,255,115
Decrease in provision for expected credit losses	(106,356)	(53,539)
Depreciation of right-of-use assets	17,352,668	15,995,352
Loss/(profit) (net) on sale of assets	204,962	(142,960)

**Changes in assets and liabilities:**

Decrease/(increase) in trade and other receivables and other financial assets	5,084,923	(19,899,069)
Increase in inventories	(188,508)	(1,503,042)
Increase in prepayments	(1,989,639)	(1,788,784)
Increase in deferred tax assets	(2,843,923)	(2,092,631)
Increase/(decrease) in trade and other payables	3,376,561	(1,347,261)
Decrease in income tax payable	(786,743)	(1,056,964)
Increase in employee benefits	1,085,274	1,183,850
Decrease in contract liabilities	(2,271,778)	(647,027)
Decrease in other reserves	(594,032)	(557,293)
<b>Net cash flows from operating activities</b>	<u>65,814,477</u>	<u>31,533,945</u>

## Notes to the consolidated financial statements

For the year ended 30 June 2024

**9. Cash and cash equivalents (continued)****Credit stand-by arrangement and loan facilities**

The Group has a syndicated bank facility with Westpac Banking Corporation and Commonwealth Bank of Australia. An updated Variation and Accession Deed dated 2 May 2024, was signed during the year and as a result the total facility available to the Group increased to \$269,000,000 (2023: \$221,000,000). Of these facilities \$191,635,362 was utilised at 30 June 2024 (2023: \$163,904,028). All bank covenants were satisfied during the year.

**As at 30 June 2024**

The Group has a \$100,000,000 term loan facility. The Group is required to repay principal of \$1,250,000 per quarter if the gearing ratio at any quarter exceeds 2.00. The Group has forecasted the gearing ratio to stay below 2.00 throughout financial year 2025. The term loan has therefore been classified as non-current at 30 June 2024. The maturity of the loan is 31 July 2028.

The Group has a \$150,000,000 revolving cash advance facility. This facility does not amortise and has three years remaining on its term, maturing on 31 July 2027.

The Group has a credit card facility with Westpac Banking Corporation of \$4,182,780, of which \$4,000,000 is included in the syndicated bank facility. An additional \$182,780 is available outside the facility for the entities in New Zealand. \$1,499,974 was utilised at 30 June 2024. In addition, the Group has a \$10,000,000 bank guarantee facility and a \$5,000,000 overdraft facility.

**As at 30 June 2023**

The Group has a \$30,000,000 term loan and is required to repay principal of \$4,000,000 each financial year under its bank facility agreement, if the term loan is fully drawn. At 30 June 2023, there was no available headroom on the term loan facility. At 30 June 2023, the term loan had amortised by \$15,750,000, reducing the total facility available to the Group to \$205,250,000.

In addition, the Group has a separate credit card facility with Westpac Banking Corporation of \$3,480,620. \$1,519,137 was utilised at 30 June 2023.

**10. Trade and other receivables**

	2024	2023
	\$	\$
<b>Current</b>		
Trade receivables	139,847,009	133,306,205
Provision for expected credit losses	(1,482,516)	(1,587,545)
	<u>138,364,493</u>	<u>131,718,660</u>
Retentions	4,833,035	4,616,371
Other receivables	1,621,741	1,906,848
	<u>144,819,269</u>	<u>138,241,879</u>
<b>Non-current</b>		
Other receivables	<u>285,710</u>	<u>169,850</u>



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 11. Inventories

	2024	2023
	\$	\$
Raw materials and stores	7,083,311	7,975,688
Work in progress	7,093,773	6,508,391
Finished goods	24,880,906	19,713,884
Provision for obsolescence	(1,779,909)	(1,097,881)
	<u>37,278,081</u>	<u>33,100,082</u>

## 12. Controlled entities

## Subsidiaries

Name of entity	Principal Activities	% Equity interest	
		2024	2023
AFSF Group Pty Limited (b)	Product	100	-
AFT Fire Supplies Pty Ltd (b)	Product	100	-
Allen & Newton Pty Ltd	Property	100	100
Allen & Newton Queensland Pty Ltd	Property	100	100
ARA Building Services Pty Limited	Property	100	100
ARA Building Services (Qld) Pty Ltd	Property	100	100
ARA Building Services (NSW) Pty Ltd	Property	100	100
ARA Corporate Services Pty Limited	Corporate	100	100
ARA Electrical Engineering Services Pty Limited	Electrical	100	100
ARA Electrical High Voltage Services Pty Ltd	Electrical	100	100
ARA Electrical Major Projects Division Pty Ltd	Electrical	100	100
ARA Fire Protection Services Pty Limited	Fire	100	100
ARA Indigenous Services Pty Ltd	Property	49	49
ARA Manufacture Pty Ltd	Product	100	100
ARA Marine Pty Ltd	Fire	100	100
ARA Mechanical Services Pty Limited	Mechanical	100	100
ARA Property Services Pty Ltd the trustee for CMC Unit Trust	Property	100	100
ARA Security Services Pty Limited	Security	100	100
Asset Fire Security & Mechanical Services Pty Ltd	Fire	100	100
Australasian Vaulting Industries Pty Ltd	Security	100	100
Australia's Insurance Builders Pty Ltd (d)	Property	100	-
Australian Fire Supplies & Fabrication Pty Ltd (b)	Product	100	-
Austratronics Pty Ltd	Fire	100	100
CMC Cleaning Services Pty Ltd	Property	100	100
CMC ECRM Pty Ltd	Property	100	100
CMC Maintenance Pty Ltd	Property	100	100
CMC Property Services (Aust) Pty. Ltd.	Property	100	100
CMC Rapid Response Pty Ltd	Property	100	100
Complex Solutions (Aust) Pty Ltd	Property	100	100
Crimewatch Video Pty. Ltd.	Security	100	100
Construction Electrical Services Pty Ltd	Electrical	100	100
Dynamic Facilities Maintenance Group Pty Limited	Property	100	100
Environmental Automation Pty Limited	Mechanical	100	100
Excell Control Pty Limited	Electrical	100	100

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 12. Controlled entities (continued)

Name of entity	Principal Activities	% Equity interest	
		2024	2023
Fire Fab Australia Pty Ltd (b)	Product	100	-
Fire Suppression Services Pty Ltd	Fire	100	100
HUD Electronic Security Pty Ltd	Security	100	100
HUD Security Pty Ltd	Security	100	100
Hunter Power Pty Limited	Electrical	100	100
ID Supplies Pty Ltd	Product	100	100
Interactive Cabling Pty Ltd	Electrical	100	100
International Security Control Solutions Pty Ltd	Product	100	100
JBM Power Pty Ltd	Electrical	100	100
KDB Intellectual Pty Ltd	Product	100	100
Leda Export Pty Ltd	Product	100	100
Leda Group (Australia) Pty Ltd	Product	100	100
Leda International Pty. Limited	Product	100	100
Leda Security Exports Pty Ltd	Product	100	100
Leda Security Products Pty Ltd	Product	100	100
Leda Trading Pty Limited	Product	100	100
Monarch Group Pty Limited	Product	100	100
Multidoors Pty Ltd	Product	100	100
Multidoors Manufacturing Pty Ltd	Product	100	100
National Construction Solutions Pty Ltd	Property	100	100
OAS Data Cabling Pty Ltd	Security	100	100
Oceanlink Marine Services Pty Ltd	Fire	100	100
Parking Guidance Australia Pty Limited	Product	100	100
Secureme Group Pty Ltd	Security	100	100
Sherry Services & Maintenance Pty Ltd	Electrical	100	100
Sicada Fire & Safety Pty Ltd	Fire	100	100
Sicada Fire & Safety (NSW) Pty Ltd	Fire	100	100
Sicada Holdings Pty Ltd	Fire	100	100
Servcore Pty Limited	Security	100	100
TALV Pty Limited	Property	100	100
Thermoscan Inspection Services Pty Ltd	Property	100	100
Transelect Pty Ltd	Electrical	100	100
Urban Building Solutions Pty Ltd (a)	Property	100	-
Web ID Pty Ltd	Mechanical	100	100
Leda Security Products (Ningbo) Co Ltd	Product	100	100
Ningbo Fenghua Leda Security Manufacturing Co., Ltd	Product	100	100
ARA Group NZ Limited	Product and Security	100	100
ARA Group Hardware Limited	Product	100	100
ARA Hardware LP	Product	100	100
ARA Marine Limited	Fire	100	100
ARA Security Limited	Security	100	100
Marine Fire Services Limited	Fire	100	100
Servcore NZ Limited	Security	100	100
SignOn Limited (c)	Product	100	-



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 12. Controlled entities (continued)

- a. Urban Building Solutions Pty Ltd was acquired on 1 October 2023.  
b. Australian Fire Supplies & Fabrication Pty Ltd, AFSF Group Pty Limited, AFT Fire Supplies Pty Ltd and Fire Fab Australia Pty Ltd were acquired on 1 November 2023.  
c. SignOn Limited was acquired on 29 February 2024.  
d. Australia's Insurance Builders Pty Ltd was acquired on 1 March 2024.

All wholly owned controlled entities incorporated in Australia are subject to a Deed of Cross Guarantee with the exception of ARA Building Services (Qld) Pty Ltd and ARA Building Services (NSW) Pty Ltd.

All wholly owned controlled entities are incorporated in Australia with the exception of ARA Group NZ Limited, ARA Group Hardware Limited, ARA Hardware LP, ARA Marine Limited, ARA Security Limited, Marine Fire Services Limited, Servcore NZ Limited and SignOn Limited which are incorporated in New Zealand and Ningbo Fenghua Leda Security Manufacturing Co., Ltd and Leda Security Products (Ningbo) Co Ltd which are incorporated in China.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 13. Property, plant and equipment

	Note	Leasehold improvements	Plant and machinery	Office furniture and equipment	Computer equipment and software		Motor vehicles	Total
					\$	\$		
<b>Cost</b>								
At 1 July 2023		11,275,671	27,138,096	3,227,376	9,878,830	8,277,491	59,797,464	
Additions		1,971,891	2,847,485	338,099	625,351	1,441,895	7,224,721	
Acquisition of subsidiary	4	194,203	530,568	46,809	50,760	673,107	1,495,447	
Disposals		(136,436)	(1,228,112)	(146,047)	(54,191)	(1,909,774)	(3,474,560)	
Disposals of fully written down value assets		(764,146)	(2,553,576)	(489,765)	(1,448,799)	(935,013)	(6,191,299)	
Adjustments*		(17,480)	310,400	(134,985)	(506,217)	176,554	(171,728)	
Transfers		(20,242)	25,079	65,265	(31,025)	(39,077)	-	
<b>At 30 June 2024</b>		<b>12,503,461</b>	<b>27,069,940</b>	<b>2,906,752</b>	<b>8,514,709</b>	<b>7,685,183</b>	<b>58,680,045</b>	
<b>Accumulated depreciation</b>								
At 1 July 2023		7,519,207	17,735,531	2,578,208	8,046,024	4,746,890	40,625,860	
Depreciation charge for the year		1,012,089	3,059,706	273,291	967,979	1,219,436	6,532,501	
Disposals		(133,912)	(1,044,849)	(141,555)	(50,515)	(1,319,394)	(2,690,225)	
Disposals of fully written down value assets		(764,146)	(2,553,576)	(489,765)	(1,448,799)	(935,013)	(6,191,299)	
Adjustments*		(6,623)	178,591	(7,804)	(349,183)	178,735	(6,284)	
<b>At 30 June 2024</b>		<b>7,626,615</b>	<b>17,375,403</b>	<b>2,212,375</b>	<b>7,165,506</b>	<b>3,890,654</b>	<b>38,270,553</b>	
<b>Net book value</b>								
At 30 June 2024		4,876,846	9,694,537	694,377	1,349,203	3,794,529	20,409,492	
At 30 June 2023		3,756,464	9,402,565	649,168	1,832,806	3,530,601	19,171,604	

\*Adjustments relate to exchange rate differences on translation of property, plant and equipment held in foreign subsidiaries.



Notes to the consolidated financial statements

For the year ended 30 June 2024

14. Leases

Group as a lessee

The Group has lease contracts for various items of plant, machinery, vehicles and other equipment used in its operations. Leases of plant and machinery generally have lease terms between 2 and 10 years, while motor vehicles and other equipment generally have lease terms between 1 and 8 years. Generally, the Group is restricted from assigning and subleasing the leased assets and some contracts require the Group to maintain certain financial ratios. There are several lease contracts that include extension and termination options and variable lease payments, which are further discussed below.

The Group also has certain leases of machinery with lease terms of 12 months or less and leases of office equipment with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Property leases	Plant and equipment	Motor vehicles	Total
	\$	\$	\$	\$
As at 30 June 2023	28,083,345	417,630	12,241,805	40,742,780
Additions	5,419,168	216,789	11,513,226	17,149,183
Disposals	(666,702)	-	-	(666,702)
Modifications	2,092,317	(466)	1,127,764	3,219,615
Depreciation expense	(10,480,427)	(323,967)	(6,548,274)	(17,352,668)
<b>As at 30 June 2024</b>	<b>24,447,701</b>	<b>309,986</b>	<b>18,334,521</b>	<b>43,092,208</b>

Set out below are the carrying amounts of lease liabilities related to right-of-use assets:

	2024	2023
	\$	\$
Current	16,029,746	14,677,070
Non-current	30,390,658	28,792,046

Presented below is a maturity analysis of future lease payments:

	2024	2023
	\$	\$
Within one year	17,347,529	15,352,613
After one year but not more than five years	31,641,672	27,669,840
More than five years	2,729,759	3,108,313
	<b>51,718,960</b>	<b>46,130,766</b>

The amount of expense relating to short-term leases and leases of low-value assets recognised in profit or loss during the year ended 30 June 2024 was \$2,746,106 (2023: \$1,036,936).

Notes to the consolidated financial statements

For the year ended 30 June 2024

15. Goodwill and intangible assets

Note	Goodwill	Development costs		Brand name	Customer contracts	Intellectual property		Total
		\$	\$			\$	\$	
Cost								
At 1 July 2023	260,551,644	847,557	6,472,056	28,176,059	660,171	296,707,487		
Finalisation of prior year acquisitions	(46,948)	-	-	172,765	-	125,817		
Acquisition of a subsidiary	49,868,766	-	-	11,804,931	-	61,673,697		
Adjustments*	(252,024)	-	-	-	(10)	(252,034)		
<b>At 30 June 2024</b>	<b>310,121,438</b>	<b>847,557</b>	<b>6,472,056</b>	<b>40,153,755</b>	<b>660,161</b>	<b>358,254,967</b>		
Accumulated amortisation								
At 1 July 2023	-	359,470	-	13,786,078	606,321	14,751,869		
Amortisation	-	28,164	-	5,776,572	30,206	5,834,942		
<b>At 30 June 2024</b>	<b>-</b>	<b>387,634</b>	<b>-</b>	<b>19,562,650</b>	<b>636,527</b>	<b>20,586,811</b>		
<b>Net book value</b>								
At 30 June 2024	310,121,438	459,923	6,472,056	20,591,105	23,634	337,668,156		
At 30 June 2023	260,551,644	488,087	6,472,056	14,389,981	53,850	281,955,618		

\*Adjustments relate to exchange rate differences on translation of intangible assets held in foreign subsidiaries.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 16. Trade and other payables

	Note	2024 \$	2023 \$
<b>Current</b>			
Trade payables		77,861,448	69,903,313
<b>Other payables</b>			
Trade creditors accruals		6,685,344	8,019,188
Profit sharing accruals		15,080,636	12,491,034
Statutory payments		14,238,844	13,014,476
Other creditors and accruals		14,853,465	13,313,901
Dividends payable	8	8,104,297	9,503,886
		58,962,586	56,342,485
		136,824,034	126,245,798

## 17. Deferred acquisition purchase consideration

	2024 \$	2023 \$
<b>Current</b>		
Deferred acquisition purchase consideration	4,878,209	13,238,433
<b>Non-current</b>		
Deferred acquisition purchase consideration	2,601,488	500,000
<b>Aggregate deferred acquisition purchase consideration</b>	7,479,697	13,738,433

Included in deferred purchase consideration for acquisitions is \$6,887,852 (2023: \$5,659,225) related to current year acquisitions. Refer to Note 4 for further details. The remaining \$591,845 (2023: \$8,079,208) is related to prior year acquisitions.

Of the total deferred consideration outstanding \$6,232,505 will be settled in ARA shares at \$7.00 per share if earnings thresholds are achieved.

## 18. Contract liabilities

	2024 \$	2023 \$
Short-term advances for services	8,959,986	12,047,417

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 19. Interest-bearing loans and borrowings

	Note	Interest rate (%)	Maturity Financial years	2024 \$	2023 \$
<b>Current</b>					
Bank bills and loans secured	23	6.52	2024: N/A 2023: 1 year	-	4,000,000
<b>Non-current</b>					
Bank bills and loans secured	23	6.52 - 7.01	2024: 3 - 4 years 2023: 1 - 2 years	185,000,000	153,650,000

## a. Total secured liabilities

	2024 \$	2023 \$
Bank bills and loans	185,000,000	157,650,000

The bank bills and loans are secured by a fixed charged over the Group's assets. Refer to Note 9 for further details. Finance leases and hire purchases are included in lease liabilities.

b. The carrying amounts of assets pledged as security, the current market value of which exceeds the value of the mortgages are:

	2024 \$	2023 \$
First mortgage over all of the assets of the parent entity and all controlled entities - total assets pledged as security	649,952,131	570,348,352

## 20. Employee benefits liabilities

	2024 \$	2023 \$
<b>Current</b>		
Annual leave	20,520,264	19,693,518
Long service leave	10,417,908	9,271,093
	30,938,172	28,964,611
<b>Non-current</b>		
Long service leave	4,763,951	4,196,136
<b>Aggregate employee entitlement liability</b>	35,702,123	33,160,747



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 21. Contributed equity and reserves

## a. Contributed equity

	2024	2023
	\$	\$
<b>Fully paid shares</b>		
52,149,251 fully paid ordinary shares (2023: 46,165,828)	165,848,460	124,365,319
	2024	
	Numbers	\$
<b>Fully paid ordinary shares</b>		
At beginning of financial year	46,165,828	124,365,319
Issued during financial year	689,566	4,636,208
Reinvestment of dividend	315,008	2,071,913
Issued during financial year		
- acquisitions in prior year	153,846	999,999
- acquisitions in 2024	4,825,003	33,775,021
<b>At reporting date</b>	52,149,251	165,848,460

The Group issued ordinary shares at \$7.00 per share during the year for new shares issued, including those issued for current year acquisitions. The Group issued ordinary shares at a discounted price of \$6.50 and \$6.65 per share during the year for shares issued under the Group's dividend reinvestment plan. The Group issued ordinary shares at \$6.50 per share during the year to employees for profit sharing incentives earned in the previous financial year and issued in the current financial year, and for deferred contingent consideration for acquisitions completed in prior financial years but earned in the current financial year.

## b. Other reserves

## i. Movement

	Other reserve	Foreign currency translation reserve	Total
	\$	\$	\$
<b>Year ended 30 June 2024</b>			
Balance at the start of the financial year	(2,839,864)	(1,016,255)	(3,856,119)
Currency translation differences	-	(594,032)	(594,032)
	(2,839,864)	(1,610,287)	(4,450,151)
<b>Year ended 30 June 2023</b>			
Balance at the start of the financial year	(2,839,864)	(458,962)	(3,298,826)
Currency translation differences	-	(557,293)	(557,293)
	(2,839,864)	(1,016,255)	(3,856,119)

## ii. Nature and purpose of reserve

**Other reserve**

The other reserves represents goodwill arising from subsequent acquisitions of previous non-controlling interests. The acquisitions are treated as transactions between owners and the resulting goodwill is recognised directly in other reserves.

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 21. Contributed equity and reserves (continued)

## b. Other reserves (continued)

## ii. Nature and purpose of reserve (continued)

**Foreign currency translation reserve**

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign subsidiaries and branches.

## 22. Related party disclosures

## Transaction with key management personnel

## a. Rental property paid to Directors

The Group rented certain properties that are controlled by members of the Group's key management personnel. The total rental paid during the year amounted to \$744,909 (2023: \$930,686).

Amounts paid to related parties during the year for rent are subject to commercial lease.

## b. Compensation of key management personnel of the Group

Total compensation expense of key management personnel amounted to \$11,859,921 during the year ended 30 June 2024 (2023: \$10,470,710).

## c. Directors fees

Total directors fees for the year amounted to \$400,833 (2023: \$350,000). Of this \$32,500 was outstanding and recognised as payable as at 30 June 2024 (2023: \$nil).

## d. Bank guarantees

The Group issued two bank guarantees totalling \$87,725 (2023: \$87,725) on behalf of one of the Group's key management personnel. All fees in relation to the bank guarantee have been reimbursed to the Group.

As at 30 June 2024 and 2023, there were no outstanding balances owing or payable to related parties for services provided to related parties.

## e. Business combination

Effective 1 November 2023, the Group acquired the shares of Australian Fire Supplies & Fabrication Pty Ltd, Fire Fab Australia Pty Ltd, AFT Fire Supplies Pty Ltd and AFSF Group Pty Limited (AFS). Refer to Note 4 for further details. A director of ARA Group held 27% ownership interest in AFS prior to acquisition. In acquiring the director's ownership interest, the Group has issued 590,546 shares at \$7.00 per share totalling \$4,133,822. In addition, the Group has recognised deferred consideration of \$1,591,044 to be settled in 227,292 ARA Group shares. The deferred consideration is contingent on future earnings and recognised as a liability as at 30 June 2024.

## 23. Commitments and contingencies

## Commitments

There are no commitments as at the reporting date which would have a material effect on the Group's consolidated financial statements as at 30 June 2024 (2023: \$nil).

## Contingent liabilities

The Parent Entity and all its wholly owned controlled entities with the exception of ARA Building Services (Qld) Pty Ltd and ARA Building Services (NSW) Pty Ltd, are subject to a Deed of Cross Guarantee in respect of finance facilities provided to its ultimate parent entity and other entities controlled thereby. All assets of the Company are pledged as security in respect of this facility with a registered charge being in place.



## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 23. Commitments and contingencies (continued)

The total facility available to the Group at 30 June 2024 from Westpac Banking Corporation and Commonwealth Bank of Australia is \$269,000,000 (2023: \$221,000,000). Of these facilities, an amount of \$10,000,000 (2023: \$11,000,000) is available for indemnity guarantees and as at 30 June 2024 the Group had \$5,189,170 (2023: \$6,254,028) of indemnity guarantees outstanding.

In addition, the Group has a separate credit card facility with Westpac Banking Corporation of \$4,182,780 (2023: \$3,480,620). \$1,499,974 was utilised at 30 June 2024 (2023: \$1,519,137).

The Group has a surety bond facility with Liberty Mutual Insurance Company of \$60,000,000 (2023: \$50,000,000). At 30 June 2024, the Group had \$30,805,159 (2023: \$43,927,752) of surety bonds outstanding with Liberty Mutual Insurance Company.

### 24. Events after the reporting period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

### 25. Closed group class order

#### a. Entities subject to class order relief

Pursuant to *ASIC Corporations (Wholly owned Companies) Instrument 2016/785*, the wholly owned subsidiaries listed below are relieved from the *Corporations Act 2001* requirements for preparation, audit and lodgement of financial reports.

It is a condition of the Class Order that the Parent Entity and each of its subsidiaries enter into a deed of cross guarantee (Deed). Under the Deed the Parent Entity guarantees the payment of all debts of each of the named subsidiaries in full, in the event of a winding up. The subsidiaries in turn guarantee the payment of all debts of the Parent Entity in full in the event that it is wound up.

The subsidiaries that are party to the Deed are:

AFSF Group Pty Limited  
 AFT Fire Supplies Pty Ltd  
 Allen & Newton Pty Ltd  
 Allen & Newton Queensland Pty Ltd  
 ARA Building Services Pty Limited  
 ARA Corporate Services Pty Limited  
 ARA Electrical Engineering Services Pty Limited  
 ARA Electrical High Voltage Services Pty Ltd  
 ARA Electrical Major Projects Division Pty Ltd  
 ARA Fire Protection Services Pty Limited  
 ARA Manufacture Pty Ltd  
 ARA Marine Pty Ltd  
 ARA Mechanical Services Pty Limited  
 ARA Property Services Pty Ltd the trustee for CMC Unit Trust  
 ARA Security Services Pty Limited  
 Asset Fire Security & Mechanical Services Pty Ltd  
 Australasian Vaulting Industries Pty Ltd  
 Australia's Insurance Builders Pty Ltd  
 Australian Fire Supplies & Fabrication Pty Ltd  
 Austratronics Pty Ltd  
 CMC Cleaning Services Pty Ltd  
 CMC ECRM Pty Ltd  
 CMC Maintenance Pty Ltd

## Notes to the consolidated financial statements

For the year ended 30 June 2024

### 25. Closed group class order (continued)

#### a. Entities subject to class order relief (continued)

CMC Property Services (Aust) Pty. Ltd.  
 CMC Rapid Response Pty Ltd  
 Complex Solutions (Aust) Pty Ltd  
 Construction Electrical Services Pty Ltd  
 Crimewatch Video Pty. Ltd.  
 Dynamic Facilities Maintenance Group Pty Limited  
 Environmental Automation Pty Limited  
 Excell Control Pty Limited  
 Fire Fab Australia Pty Ltd  
 Fire Suppression Services Pty Ltd  
 HUD Electronic Security Pty Ltd  
 HUD Security Pty Ltd  
 Hunter Power Pty Limited  
 ID Supplies Pty Ltd  
 Interactive Cabling Pty Ltd  
 International Security Control Solutions Pty Ltd  
 JBM Power Pty Ltd  
 KDB Intellectual Pty Ltd  
 Leda Export Pty Ltd  
 Leda Group (Australia) Pty Ltd  
 Leda International Pty. Limited  
 Leda Security Exports Pty Ltd  
 Leda Security Products Pty Ltd  
 Leda Trading Pty Limited  
 Monarch Group Pty Limited  
 Multidoors Pty Ltd  
 Multidoors Manufacturing Pty Ltd  
 National Construction Solutions Pty Ltd  
 OAS Data Cabling Pty Ltd  
 Oceanlink Marine Services Pty Ltd  
 Parking Guidance Australia Pty Limited  
 Secureme Group Pty Ltd  
 Servcore Pty Limited  
 Sherry Services & Maintenance Pty Ltd  
 Sicada Fire & Safety Pty Ltd  
 Sicada Fire & Safety (NSW) Pty Ltd  
 Sicada Holdings Pty Ltd  
 TALV Pty Limited  
 Thermoscan Inspection Services Pty Ltd  
 Transelect Pty Ltd  
 Urban Building Solutions Pty Ltd  
 Web ID Pty Ltd



## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 25. Closed group class order (continued)

## b. Consolidated statement of profit or loss and other comprehensive income

	Closed group	
	2024	2023
	\$	\$
Profit before income tax expense	41,524,965	36,858,088
Income tax expense	(12,380,907)	(11,245,810)
<b>Net profit for the period</b>	<b>29,144,058</b>	<b>25,612,278</b>
Retained earnings at the beginning of the period	38,141,461	40,922,849
Dividends provided for or paid	(30,212,552)	(28,393,666)
<b>Retained earnings at the end of the period</b>	<b>37,072,967</b>	<b>38,141,461</b>

## c. Consolidated statement of financial position

The consolidated statement of financial position of the Closed Group is as follows:

	Closed group	
	2024	2023
	\$	\$
<b>Current assets</b>		
Cash and cash equivalents	35,215,622	29,016,946
Trade and other receivables	116,232,467	111,077,409
Inventories	28,054,639	23,956,410
Other assets	5,833,552	6,091,068
<b>Total current assets</b>	<b>185,336,280</b>	<b>170,141,833</b>
<b>Non-current assets</b>		
Other financial assets	45,268,319	40,510,832
Other debtors	259,122	169,850
Property, plant and equipment	16,958,483	16,036,758
Right-of-use assets	37,133,703	35,088,732
Deferred tax assets	14,821,274	12,958,009
Goodwill and intangible assets	299,538,463	248,116,733
<b>Total non-current assets</b>	<b>413,979,364</b>	<b>352,880,914</b>
<b>Total assets</b>	<b>599,315,644</b>	<b>523,022,747</b>
<b>Current liabilities</b>		
Trade payables	63,294,045	52,287,798
Other payables	55,925,251	63,012,919
Contract liabilities	7,430,504	12,496,086
Lease liabilities related to right-of-use assets	14,053,670	12,562,048
Income tax payable	3,534,152	3,029,038
Employee benefits	28,328,050	26,788,486
Other financial liabilities	-	4,000,000
<b>Total current liabilities</b>	<b>172,565,672</b>	<b>174,176,375</b>

## Notes to the consolidated financial statements

For the year ended 30 June 2024

## 25. Closed group class order (continued)

## c. Consolidated statement of financial position (continued)

	Closed group	
	2024	2023
	\$	\$
<b>Non-current liabilities</b>		
Lease liabilities related to right-of-use assets	26,008,223	24,864,794
Other creditors	2,601,488	500,000
Employee benefits	4,707,763	4,007,769
Other financial liabilities	185,000,000	153,650,000
Deferred tax liabilities	8,350,935	6,156,893
<b>Total non-current liabilities</b>	<b>226,668,409</b>	<b>189,179,456</b>
<b>Total liabilities</b>	<b>399,234,081</b>	<b>363,355,831</b>
<b>Net assets</b>	<b>200,081,563</b>	<b>159,666,916</b>
<b>Equity</b>		
Share capital	165,848,460	124,365,319
Retained earnings	37,072,967	38,141,461
Other reserves	(2,839,864)	(2,839,864)
<b>Total equity</b>	<b>200,081,563</b>	<b>159,666,916</b>

## 26. Information relating to parent ARA Group Limited

	2024	2023
	\$	\$
Current assets	104,973,226	91,680,266
Non-current assets	553,479,162	458,919,098
<b>Total assets</b>	<b>658,452,388</b>	<b>550,599,364</b>
Current liabilities	18,007,083	30,538,713
Non-current liabilities	620,253,541	523,894,365
<b>Total liabilities</b>	<b>638,260,624</b>	<b>554,433,078</b>
<b>Net assets/(liabilities)</b>	<b>20,191,764</b>	<b>(3,833,714)</b>
Contributed equity	165,848,460	124,365,319
Accumulated losses	(145,656,696)	(128,199,033)
	<b>20,191,764</b>	<b>(3,833,714)</b>
Profit/(loss) for the year	12,754,889	(4,709,397)



Notes to the consolidated financial statements

For the year ended 30 June 2024

26. Information relating to parent ARA Group Limited (continued)

Dividends

The Group paid \$0.65 per share in 2024 (2023: \$0.55) of which \$0.20 per share relates to dividends declared at 30 June 2023. Fully franked dividends amounting to \$30,212,552, or \$0.60 per share, were declared by ARA Group Limited during the financial year (2023: \$28,660,447, or \$0.625). Of the total amount declared in 2024, \$7,822,388, or \$0.15 per share, was paid on 2 July 2024. The dividend declared was provided for at 30 June 2024.

The Company has entered into a deed of cross guarantees with all of its wholly owned controlled entities incorporated in Australia with the exception of ARA Building Services (Qld) Pty Ltd and ARA Building Services (NSW) Pty Ltd.

The Company had no commitments as at 30 June 2024 (2023: \$nil).

The Company had no contingent assets and contingent liabilities as at 30 June 2024 ( 2023: \$nil).

27. Auditor's remuneration

The auditor of ARA Group Limited and its controlled entities is Ernst & Young (Australia).

	2024	2023
	\$	\$
<b>Amounts received or due and receivable by Ernst &amp; Young (Australia) audit firm for:</b>		
Audit of financial statements	649,297	653,670
Other non-audit services - taxation and accounts preparation	184,400	166,700
	<u>833,697</u>	<u>820,370</u>

Consolidated entity disclosure statement

For the year ended 30 June 2024

Name of entity	Entity type	Body	Body corporate	Country of tax residence
		Corporate	% of share capital held	
		country of incorporation		
AFSF Group Pty Limited	Body corporate	Australia	100	Australia
AFT Fire Supplies Pty Ltd	Body corporate	Australia	100	Australia
Allen & Newton Pty Ltd	Body corporate	Australia	100	Australia
Allen & Newton Queensland Pty Ltd	Body corporate	Australia	100	Australia
ARA Building Services Pty Limited	Body corporate	Australia	100	Australia
ARA Building Services (Qld) Pty Ltd	Body corporate	Australia	100	Australia
ARA Building Services (NSW) Pty Ltd	Body corporate	Australia	100	Australia
ARA Corporate Services Pty Limited	Body corporate	Australia	100	Australia
ARA Electrical Engineering Services Pty Limited	Body corporate	Australia	100	Australia
ARA Electrical High Voltage Services Pty Ltd	Body corporate	Australia	100	Australia
ARA Electrical Major Projects Division Pty Ltd	Body corporate	Australia	100	Australia
ARA Fire Protection Services Pty Limited	Body corporate	Australia	100	Australia
ARA Indigenous Services Pty Ltd	Body corporate	Australia	49	Australia
ARA Manufacture Pty Ltd	Body corporate	Australia	100	Australia
ARA Marine Pty Ltd	Body corporate	Australia	100	Australia
ARA Mechanical Services Pty Limited	Body corporate	Australia	100	Australia
ARA Property Services Pty Ltd the trustee for CMC Unit Trust	Body corporate	Australia	100	Australia
ARA Security Services Pty Limited	Body corporate	Australia	100	Australia
Asset Fire Security & Mechanical Services Pty Ltd	Body corporate	Australia	100	Australia
Australasian Vaulting Industries Pty Ltd	Body corporate	Australia	100	Australia
Australia's Insurance Builders Pty Ltd	Body corporate	Australia	100	Australia
Australian Fire Supplies & Fabrication Pty Ltd	Body corporate	Australia	100	Australia
Austratronics Pty Ltd	Body corporate	Australia	100	Australia
CMC Cleaning Services Pty Ltd	Body corporate	Australia	100	Australia
CMC ECRM Pty Ltd	Body corporate	Australia	100	Australia
CMC Maintenance Pty Ltd	Body corporate	Australia	100	Australia
CMC Property Services (Aust) Pty. Ltd.	Body corporate	Australia	100	Australia
CMC Rapid Response Pty Ltd	Body corporate	Australia	100	Australia
Complex Solutions (Aust) Pty Ltd	Body corporate	Australia	100	Australia
Crimewatch Video Pty. Ltd.	Body corporate	Australia	100	Australia
Construction Electrical Services Pty Ltd	Body corporate	Australia	100	Australia
Dynamic Facilities Maintenance Group Pty Limited	Body corporate	Australia	100	Australia
Environmental Automation Pty Limited	Body corporate	Australia	100	Australia
Excell Control Pty Limited	Body corporate	Australia	100	Australia
Fire Fab Australia Pty Ltd	Body corporate	Australia	100	Australia
Fire Suppression Services Pty Ltd	Body corporate	Australia	100	Australia
Secureme Group Pty Ltd	Body corporate	Australia	100	Australia
HUD Electronic Security Pty Ltd	Body corporate	Australia	100	Australia
HUD Security Pty Ltd	Body corporate	Australia	100	Australia
Hunter Power Pty Limited	Body corporate	Australia	100	Australia
ID Supplies Pty Ltd	Body corporate	Australia	100	Australia



## Consolidated entity disclosure statement

For the year ended 30 June 2024

Name of entity	Entity type	Body Corporate country of incorporation	Body corporate % of share capital held	Country of tax residence
Interactive Cabling Pty Ltd	Body corporate	Australia	100	Australia
International Security Control Solutions Pty Ltd	Body corporate	Australia	100	Australia
JBM Power Pty Ltd	Body corporate	Australia	100	Australia
KDB Intellectual Pty Ltd	Body corporate	Australia	100	Australia
Leda Export Pty Ltd	Body corporate	Australia	100	Australia
Leda Group (Australia) Pty Ltd	Body corporate	Australia	100	Australia
Leda International Pty. Limited	Body corporate	Australia	100	Australia
Leda Security Exports Pty Ltd	Body corporate	Australia	100	Australia
Leda Security Products Pty Ltd	Body corporate	Australia	100	Australia
Leda Trading Pty Limited	Body corporate	Australia	100	Australia
Monarch Group Pty Limited	Body corporate	Australia	100	Australia
Multidoors Pty Ltd	Body corporate	Australia	100	Australia
Multidoors Manufacturing Pty Ltd	Body corporate	Australia	100	Australia
National Construction Solutions Pty Ltd	Body corporate	Australia	100	Australia
OAS Data Cabling Pty Ltd	Body corporate	Australia	100	Australia
Oceanlink Marine Services Pty Ltd	Body corporate	Australia	100	Australia
Parking Guidance Australia Pty Limited	Body corporate	Australia	100	Australia
Sherry Services & Maintenance Pty Ltd	Body corporate	Australia	100	Australia
Sicada Fire & Safety Pty Ltd	Body corporate	Australia	100	Australia
Sicada Fire & Safety (NSW) Pty Ltd	Body corporate	Australia	100	Australia
Sicada Holdings Pty Ltd	Body corporate	Australia	100	Australia
Servcore Pty Limited	Body corporate	Australia	100	Australia
TALV Pty Limited	Body corporate	Australia	100	Australia
Thermoscan Inspection Services Pty Ltd	Body corporate	Australia	100	Australia
Transelect Pty Ltd	Body corporate	Australia	100	Australia
Urban Building Solutions Pty Ltd	Body corporate	Australia	100	Australia
Web ID Pty Ltd	Body corporate	Australia	100	Australia
Leda Security Products (Ningbo) Co Ltd	Body corporate	China	100	China
Ningbo Fenghua Leda Security Manufacturing Co., Ltd	Body corporate	China	100	China
ARA Group NZ Limited	Body corporate	New Zealand	100	New Zealand
Servcore NZ Limited	Body corporate	New Zealand	100	New Zealand
ARA Group Hardware Limited	Body corporate	New Zealand	100	New Zealand
ARA Hardware LP	Partnership	N/A	N/A	New Zealand
ARA Marine Limited	Body corporate	New Zealand	100	New Zealand
ARA Security Limited	Body corporate	New Zealand	100	New Zealand
Marine Fire Services Limited	Body corporate	New Zealand	100	New Zealand
SignOn Limited	Body corporate	New Zealand	100	New Zealand

## Directors' declaration

In accordance with a resolution of the directors of ARA Group Limited and its controlled entities, I state that:

In the opinion of the directors:

- the consolidated financial statements and notes of ARA Group Limited and its controlled entities for the financial year ended 30 June 2024 are in accordance with the *Corporations Act 2001*, including:
  - giving a true and fair view of the consolidated entity's financial position as at 30 June 2024 and its performance for the year ended on that date;
  - complying with *Australian Accounting Standards – Simplified Disclosures* and the *Corporations Regulations 2001*; and
- the consolidated entity disclosure statement required by section 295(3A) of the *Corporations Act* is true and correct;
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
- as at the date of this declaration, there are reasonable grounds to believe that the members of the Closed Group identified in Note 25 will be able to meet any obligations or liabilities to which they are or may become subject, by virtue of the Deed of Cross Guarantee.

On behalf of the board



Edward Federman  
Executive Director  
Sydney  
9 August 2024



## Independent auditor's report to the members of ARA Group Limited

### Opinion

We have audited the financial report of ARA Group Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2024, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including material accounting policy information and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the Corporations Act 2001, including:

- a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2024 and of its consolidated financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards – Simplified Disclosures and the Corporations Regulations 2001.

### Basis for opinion

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

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

### Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information is the directors' report accompanying the financial report.

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

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

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

## Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of:

- a. The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the Corporations Act 2001; and
- b. The consolidated entity disclosure statement that is true and correct in accordance with the Corporations Act 2001, and

for such internal control as the directors determine is necessary to enable the preparation of:

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

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

## Auditor's responsibilities for the audit of the financial report

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

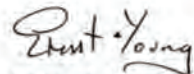
As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- ▶ Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.



- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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



Ernst & Young



Gregory J Logue  
Partner  
Sydney  
9 August 2024





# ARA Group Directory

## ARA Group

1300 233 305  
aragroup.com

83 Alexander Street  
Crows Nest NSW 2065

## ARA Electrical

1300 272 353  
araelect.com.au

18-20 Investigator Dr  
Unanderra NSW 2526

## ARA Products

1300 111 010  
araproducts.com.au

Unit 8 10 Technology Dr  
Arundel QLD 4124

AUS 1300 306 440  
NZ 0800 638 252  
aramanufacture.com.au  
aramanufacture.co.nz

19 Taminga St  
Regency Park SA 5010

## ARA Fire & Security

1300 272 347  
arafire.com.au

20 Binney Road  
Kings Park NSW 2148

AUS 1300 303 325  
NZ 0508 272 732  
arasec.com.au  
arasec.co.nz

9b Commercial Road  
Kingsgrove NSW 2208

## ARA Property Services

1300 889 210  
arapropertyservices.com.au

442 - 450 Auburn Road  
Hawthorn VIC 3122

1300 660 573  
arabuildingservices.com.au

Unit 30 192A Kingsgrove Road  
Kingsgrove NSW 2208

1300 332 237  
aramechanical.com.au

Unit 1 192 Kingsgrove Road  
Kingsgrove NSW 2208

## Office Locations

### AUSTRALIA

Airport West  
Arundel  
Balcatta  
Baulkham Hills  
Baynton  
Bayswater North  
Bella Vista  
Belmont  
Beresfield  
Berrimah  
Bungalow  
Camberwell  
Cardiff  
Caringbah  
Cessnock  
Cheltenham  
Chinchilla  
Clayton  
Crows Nest  
Dandenong South  
Derrimut  
Eagle Farm  
Frenchs Forest  
Fyshwick  
Gap Ridge  
Gladstone Central  
Hawthorn  
Heatherbrae  
Henderson  
Hume  
Ingleburn  
Kings Park  
Kingsgrove  
Landsdale  
Loganholme  
Mackay Harbour

Maroochydore  
Mayfield  
McDougalls Hill  
Middlemount  
Minto  
Mitcham  
Mount Thorley  
Muswellbrook  
Narrabri  
North Parramatta  
Northgate  
Nowra  
O'Connor  
Orange  
Parkhurst  
Queanbeyan East  
Regency Park  
Rydalmere

Singleton  
Somerville  
South Kalgoorlie  
South Melbourne  
Springwood  
Summer Hill  
Svensson Heights  
Tamworth  
Tingalpa  
Tomago  
Tuggerah  
Tullamarine  
Two Wells  
Unanderra  
Wetherill Park

### NEW ZEALAND

Albany  
Avondale  
Dunedin  
Hamilton  
Hornby  
Lower Hutt  
Mt Wellington  
Napier  
New Plymouth  
Queenstown  
Taupo  
Tauranga  
Wairau Valley  
Wellington  
Wigram

### CHINA

Ningbo



ARA Group Limited  
ABN 47 074 886 561



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**Here for good**



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**NZ 0508 272 732**

**[aragroup.com](http://aragroup.com)**

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