

DESERT SANDS TO GLOBAL LANDS

CULTIVATING GLOBAL GROWTH



2024 IS THE
YEAR OF THE CAMEL

 **SERVCORP**

For personal use only



DESERT SANDS TO GLOBAL LANDS

CULTIVATING GLOBAL GROWTH



OUR SERVICES



OFFICES



DEDICATED
DESK



HOT DESK



VIRTUAL
OFFICES



SERV CORP'S AIM

To be the world's finest Workspace Solutions provider; providing IT and commercial services second to none; giving our clients a commercial advantage; paying our people reasonable wages; and giving our shareholders an acceptable return on the funds they invest.



2024

Servcorp announces expansion plans for the Middle East. Operating in 20 countries, 40 cities and 125+ locations globally.



2020-2022

The COVID-19 pandemic creates unprecedented challenges.

2009

Launch of Servcorp Onefone and Servcorp Onefax. Servcorp wins Australian Export Award – Large Services. Servcorp operated in 14 countries, with 73 floors; in 10 years Servcorp had doubled its size.



2010-2011

During the 2010 and 2011 years, Servcorp opened a further 53 floors and expanded into 26 new cities and 7 new countries.



OUR JOURNEY SO FAR

1978

Servcorp was founded in Sydney, Australia by Alf Moufarrige, CEO.



1986

Servcorp Coworking Product is introduced to our clients.

1998

Servcorp is first to provide instant broadband internet access with the launch of Servcorp Smart Office®.

1999

Publicly listed on the Australian Securities Exchange (ASX:SRV). Servcorp operated in 8 countries with 35 floors.

2002

Servcorp wins Deloitte Fast 50 Award for IT excellence. Launched Servcorp Hottdesk® and IP communications systems.

CONTENTS!!

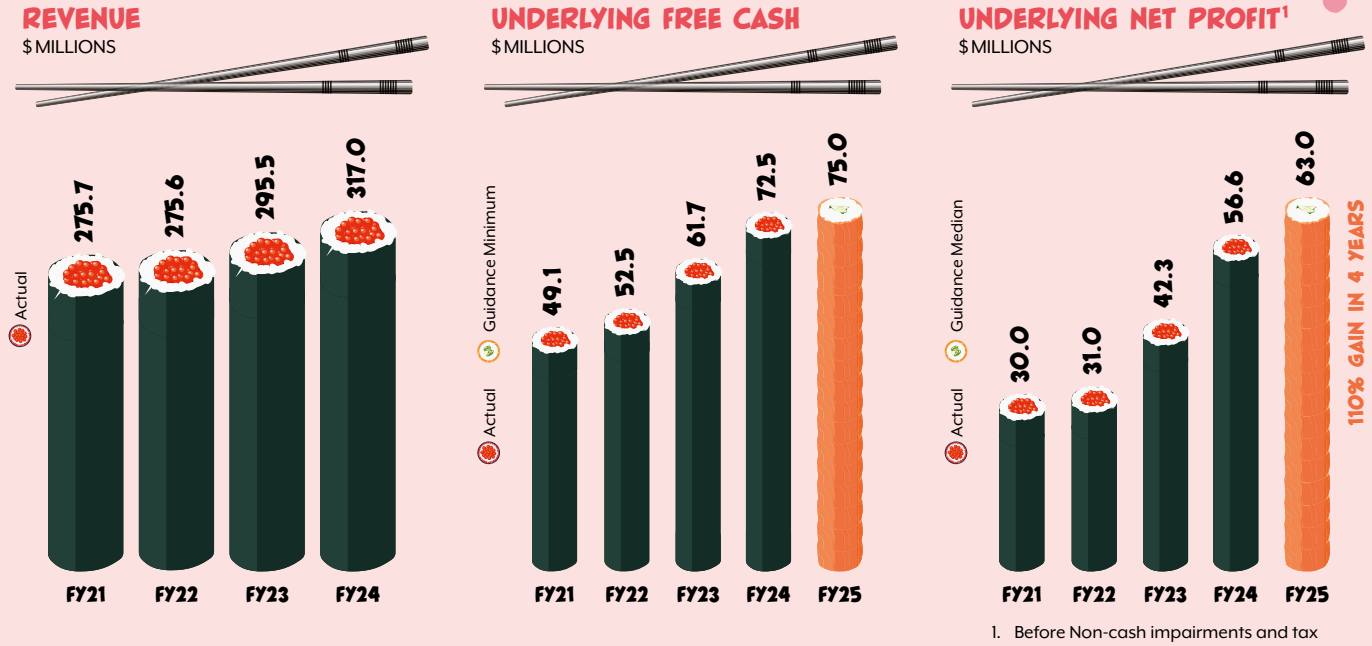
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YEAR OF THE CAMEL...WE ARE OVER THE HUMP

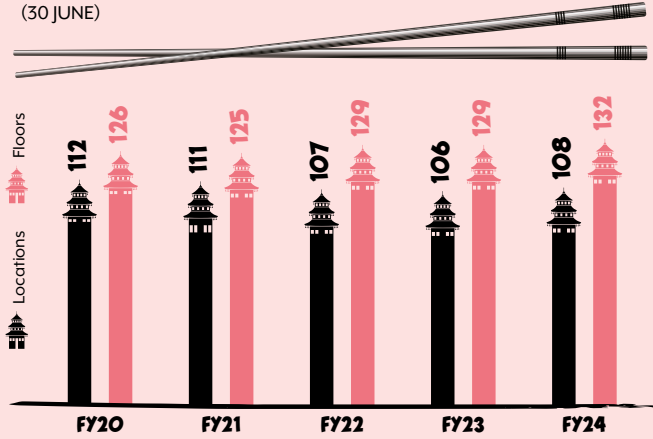
RESULTS SUMMARY 12 months ended 30 June	2020 \$'000	2021 \$'000	2022 \$'000	2023 \$'000	2024 \$'000
Revenue and other income	352,872	275,655	275,573	295,546	317,013
Net operating cash flows	182,266	139,650	145,583	155,531	165,791
Underlying free cash ^{1,2}	66,132	49,067	52,486	61,667	72,454
Underlying net profit before non-cash impairments and tax ^{1,3}	37,580	30,045	31,026	42,255	56,650
Return on funds invested	30%	28%	39%	54%	68%
Cash and investments	109,100	104,542	108,230	116,354	115,692
Net assets	220,961	194,614	198,254	187,778	194,617
	CENTS	CENTS	CENTS	CENTS	CENTS
Earnings per share	7.2	24.3	28.9	11.4	39.9
Dividends per share	20.0	18.0	20.0	22.0	25.0

1. "Underlying" is a non-statutory measure and is the primary reporting measure used by senior management & Board of Directors for the purpose of assessing the performance of the business.
2. "Underlying free cash" is net operating cash flows before tax, minus cash rent paid, adjusted for significant items (before tax) which relate to the reported financial year however, because of timing, either occurred in the preceding financial year or will occur in the subsequent financial year.
3. "NPBIT" is the Statutory NPBT adjusted for significant items (before tax) that are one-off in nature and that do not reflect the underlying performance of the business, and includes mature floors only.

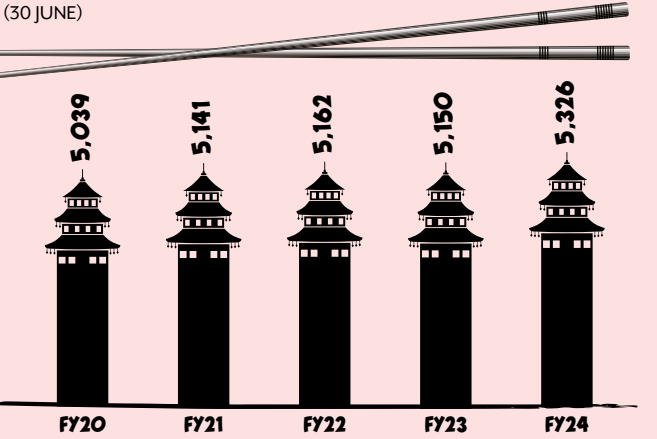
SERV CORP GEOGRAPHIC SPREAD
(by Floors)



SERV CORP FLOORS AND LOCATIONS
(30 JUNE)



SERV CORP OFFICES
(30 JUNE)



OUR OASES

AUSTRALIA

- ADELAIDE**
- Levels 24 & 30, Westpac House

BRISBANE

- Level 19, 10 Eagle Street
- Level 27, Santos Place

CANBERRA

- Level 1, The Realm
- Level 9, Nishi Building

HOBART

- Level 6, Reserve Bank Building

MELBOURNE

- Level 27, 101 Collins Street
- Level 40, 140 William Street
- Level 2, 1 Southbank Boulevard
- Level 19, 263 William Street

PERTH

- Level 28, AMP Tower
- Level 25, 1 Spring Street, Capital Square

SYDNEY

- Level 35, Tower One, Barangaroo
- Level 17, Chifley Tower
- Level 36, Gateway
- Levels 57 & 63, 25 Martin Place
- Level 26, 44 Market Street
- Level 22, Westfield Tower Two, Bondi Junction
- Level 14, 3 Parramatta Square, Parramatta
- Level 9, Avaya House, Macquarie Park
- Level 5, Nexus Norwest
- Level 25, 100 Mount Street, North Sydney

NEW ZEALAND

AUCKLAND

- Level 8, 139 Quay Street

WELLINGTON

- Level 2, Bell Gully Building

GREATER CHINA

BEIJING

- Level 24, Tower 3, China Central Place
- Level 26, Fortune Financial Center

CHENGDU

- Level 18, Shangri-La Office Tower

GUANGZHOU

- Level 54, Guangzhou IFC

SHANGHAI

- Level 23, Citigroup Tower
- Level 40, One Museum Place

MALAYSIA

KUALA LUMPUR

- Level 33, Ilham Tower

PHILIPPINES

MANILA

- Level 24, One Bonifacio High Street

SINGAPORE

SINGAPORE

- Level 42, Suntec Tower Three
- Level 39, Marina Bay Financial Centre Tower 2
- Level 8, The Metropolis Tower 2
- Level 24, CapitaGreen

THAILAND

BANGKOK

- Level 11, Mercury Tower
- Level 18, Park Ventures Ecoplex
- Level 29, The Offices at Centralworld
- Level 8, Zuellig House Building, 1 Silom Road

JAPAN

FUKUOKA

- Level 15, Fukuoka Tenjin Fukoku Seimei Building
- Level 2, NMF Hakata Ekimae Building

NAGOYA

- Level 40, Nagoya Lucent Tower
- Level 4, Nagoya Nikko Shoken Building
- Level 16, Enishio Meieki

OSAKA

- Level 9, Edobori Center Building
- Levels 18 & 19, Hilton Plaza West Office Tower
- Level 7, Honmachi Minami Garden City

TOKYO

- Level 11, Aoyama Palacio Tower
- Level 14, Hibiya Central Building
- Level 20, Marunouchi Trust Tower
- Levels 2 & 3, Marunouchi Nijubashi Building
- Level 1, Yusen Building
- Level 7, Wakamatsu Building
- Level 8, Nittochi Nishi-Shinjuku Building
- Level 9, Ariake Frontier Building Tower B
- Level 28, Shinagawa Intercity Tower A
- Level 32, Shinjuku Nomura Building
- Level 21, Shiodome Shibarikyu Building
- Level 27, Shiroyama Trust Tower
- Level 45, Sunshine 60
- Level 27, Tokyo Sankei Building
- Level 18, Yebisu Garden Place Tower
- Level 8, Tri-Seven Roppongi
- Level 7, The Nihonbashi Daiei Building
- Level 12, Yanmar Tokyo
- Level 11, Toho Hibiya Promenade Building

YOKOHAMA

- Level 10, Hulic Minato Mirai



KINGDOM OF BAHRAIN

MANAMA

- Levels 22 & 41, West Tower Bahrain Financial Harbour
- Level 13, Diplomatic Commercial Office Tower

KUWAIT

KUWAIT CITY

- Level 18, Sahab Tower

LEBANON

BEIRUT

- Levels 2 & 3, Louis Vuitton Building
- Level 9, Qubic Square

QATAR

DOHA

- Levels 14 & 15, Commercial Bank Plaza
- Level 22, Tornado Tower
- Level 21, Doha Tower

KINGDOM OF SAUDI ARABIA

AL KHOBAR

- Level 21, Al Khobar Gate Tower

JEDDAH

- Level 26, King's Road Tower
- Level 7, Al Murjanah Tower

MADINAH

- Level 7, Abu Ouf Plaza Center

RIYADH

- Level 6, Gate D, Al Akaria Plaza
- Levels 13 & 18, Al Faisaliah Center
- Level 1, Building No. 7, The Business Gate
- Level 29, Olaya Towers Tower B
- Ground Floor, Levels 1 & 2, Roshn Business Front
- Ground Floor, Levels 1, 2 & 3, Building 13, Laysen Valley
- Levels 2 & 3, Building 12, Laysen Valley
- Level 7, Building 4.07, King Abdullah Financial District

UNITED ARAB EMIRATES

ABU DHABI

- Level 36, Etihad Towers
- Level 17, World Trade Center

DUBAI

- Level 23, Boulevard Plaza 2
- Levels 41 & 42, Emirates Towers
- Level 21, Al Habtoor Business Tower
- Level 54, Almas Tower

BELGIUM

BRUSSELS

- Levels 11 & 12, Bastion Tower
- Levels 0, 5 & 6, 2-4 Schuman Roundabout

FRANCE

PARIS

- Ground Floor to Level 6, 10 Avenue Kléber

GERMANY

BERLIN

- Level 8, Linkstrasse 2 Potsdamer Platz

TURKEY

ISTANBUL

- Levels 5 & 6, Louis Vuitton Orjin Building

UNITED KINGDOM

LONDON

- Level 18, 40 Bank Street, Canary Wharf
- Level 30, The Leadenhall Building
- Level 1, Devonshire House, One Mayfair Place

UNITED STATES OF AMERICA

CHICAGO

- Level 42, 155 North Wacker
- Level 17, River Point

HOUSTON

- Level 39, TC Energy Center
- Level 56, Williams Tower

NEW YORK CITY

- Level 23, 1330 Avenue of the Americas
- Level 40, 17 State Street
- Level 85, One World Trade Center

WASHINGTON D.C.

- Level 10, 1717 Pennsylvania Avenue



8 NEW LOCATIONS





CHAIRMAN'S REPORT - IT'S BEEN AN EXCITING RIDE

The 2024 financial year was a landmark year for Servcorp.

We benefited from improved trends in many of our markets, achieving record underlying net profit before non-cash impairments and tax.

Servcorp is a proven, innovative business and well positioned to capitalise on the evolution of flexible working. After a period of consolidation, we have returned to floor growth, and have seen continued like-for-like improvement in both our office and coworking revenue.

Revenue for the year was \$317.0 million, up 7% on last year.

Statutory net profit before tax for the year was \$42.9 million, an increase of 153%. Net profit after tax was \$39.0 million, with earnings per share of 39.9 cents, up 249% on last year. Our mature business result, before non-cash impairments and tax (NPBIT) was \$56.6 million, up 18% on 2023, and exceeding our 2024 financial year guidance.

During the 2024 financial year, the business generated underlying free cash of \$72.5 million, up 18% on 2023. Cash and investment balances at 30 June 2024 were \$115.7 million, a decrease of 0.6%; the Company has no external debt. Having strong cash balances positions Servcorp to capitalise on our growth strategy.

Directors have declared a final dividend of 13.0 cents per share, 20% franked. This final dividend brings total dividends for the 2024 financial year to 25.0 cents per share, resulting in a payout to shareholders of approximately \$24.6 million, up 16% on 2023. Directors expect to maintain future dividend payments consistent with our long-term history and commitment to shareholders.

Due to our strong balance sheet, cash reserves and global presence, we were able to expand our footprint in select markets in 2024. We have already committed to growth in the 2025 financial year, particularly in Saudi Arabia, and continue to look for further opportunities for growth, in mature markets with proven management performance.

While we are still seeing the impacts of an inflationary environment and uncertainty about the global economy, we enter the 2025 financial year with a positive mindset.

For the 2025 financial year, our view is that, subject to no worsening near-term economic conditions globally, Servcorp's mature net profit before non-cash impairment of assets and tax will be between \$61.0 million and \$65.0 million. In line with this guidance and performance, we expect to produce more than \$75.0 million in underlying free cash. These forecasts are subject to currencies remaining constant, global financial markets remaining stable and any continued impacts of global economic uncertainties on our operations.

Demand for Coworking has surged as businesses evolve to adopt flexible workspace capability. Servcorp has provided this capability for four decades and is determined to stay ahead in this changing competitive landscape utilising our unparalleled technology platform, which provides the capability to adapt to the requirements for flexibility.

Servcorp has the leading products in the industry, a unique value proposition that truly differentiates, global reach, strong cash generation and healthy net cash position; all of which reinforce our confidence in Servcorp's potential to continue to drive healthy returns for our shareholders, and maintain our position as the world's premium provider of Workspace Solutions.

On behalf of the Board, I want to acknowledge the outstanding efforts of our CEO, Alf Moufarrige; our leadership group; and all the Servcorp Team Members, for their dedication and commitment during the past year.

We look to the future with optimism, and thank you, our shareholders, for your continuing support.


THE HON. MARK VAILE AO
CHAIRMAN

REVENUE
\$317.0M
UP 7% ON LY



THE **56** REPORT

As predicted, an all-time record underlying operating profit of **AU\$56million** has been achieved.

Our underlying operating profit has doubled in 3 years.

Free cash produced above AU\$70million. A record dividend projected for next year. No debt. Over AU\$120million in cash. Plus, our push into Saudi Arabia, and the overall position of this little Aussie company is excellent!

Most chief executives would love to be in this position.

We've projected further growth in this Financial Year as we continue to prudently expand when we see opportunities that have a high probability of success.

It's the product, our great team, and the geographic spread that has given us the critical mass supported by a complete set of I.T. solutions to enhance our service levels.

Designer locations commissioned by building owners and wannabe Servcorps, that empty Starbucks in an attempt to protect capital values have been unsuccessful.

The work from home with the ability to seamlessly transit to the office is Servcorp's exclusive territory and very difficult to beat.

Our team this year has made an untiring effort supported by an able active Board.

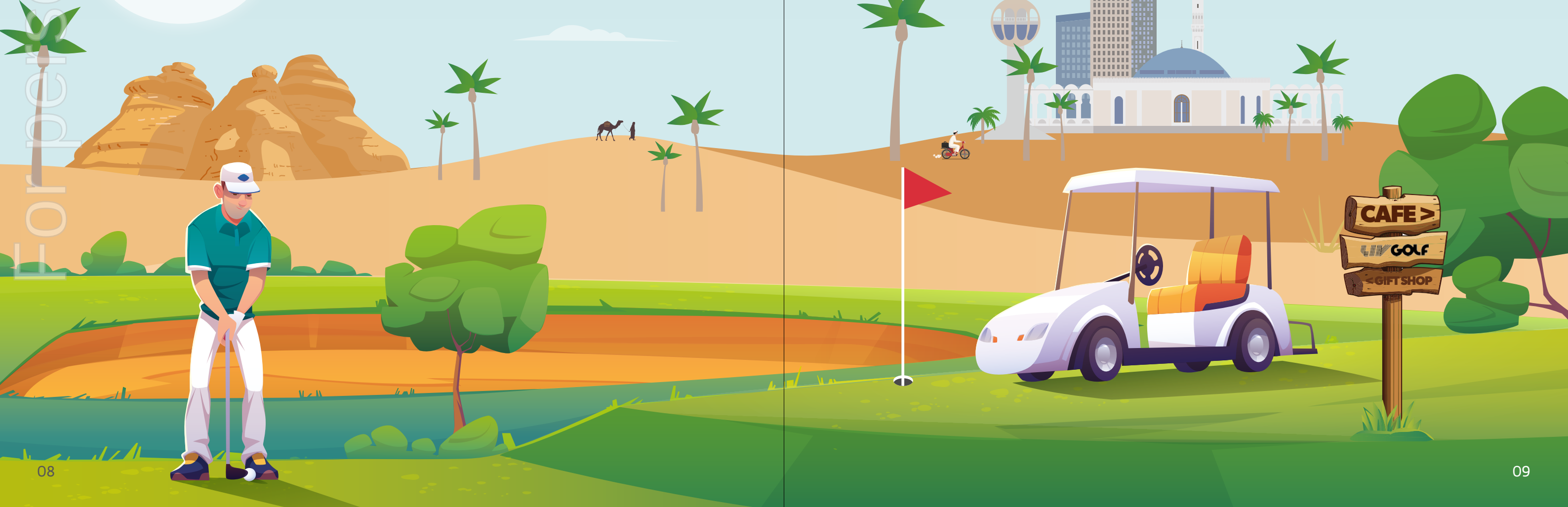
I would like to thank them all.

Let's hope we have another great year!


A G MOUFARRIGE AO
CEO

FREE CASH
\$71.2M
UP 22% ON LY

RECORD
UNDERLYING NPBIT
\$56.6M



OUR CALM SPACE IN THE WORKPLACE DESERT

If you are a key player in the market and require shared workspace, you need support, service and IT capabilities. Don't be tricked by what others are offering...it's a mirage.

Since 1978, Servcorp has been the answer for any business, enabling our clients to work from anywhere in the world.

SERVcorp WILL HELP YOU FIND YOUR OASIS IN THE DESERT

The past few years have changed the way people choose to work.

Servcorp has always been better positioned than any other workspace solutions operator to provide all facilities a business needs to operate with flexibility.

Businesses have evolved and their requirements for space are in a state of change. Servcorp's solution for those that require flexibility and working from home capability is a Serviced Office, Virtual Office, or Coworking, because this allows businesses to continue operating using our team and technology; a dedicated receptionist, mail management, IT solutions, local phone number, Oneworld and many other services.

Servcorp is perfectly able to continue answering calls from clients, no matter where they are based, and forward them to wherever they are requested. Call forwarding can be controlled by the client through remote access.

Servcorp is the only Workspace Solutions provider that has built the support infrastructure for remote work. We have been the incubator for many entrepreneurs who have been *working remotely yet still conquering the world*.

A COMPANY WITH 45 YEARS OF UNBEATABLE SOLUTIONS

Servcorp, since its inception in 1978, has always led the development of workspace solutions, and has grown organically since its IPO in 1999. At the time of the IPO, Servcorp operated in 8 countries with 35 floors. By June 2009, Servcorp operated in 14 countries, with 73 floors; in 10 years Servcorp had doubled its size.

In 2009 the global market conditions created an opportunity to secure leases on what was expected to be very favourable terms. This represented an attractive opportunity for aggressive expansion. During October and November 2009, Servcorp successfully undertook an equity capital raising of \$80 million to fund a global expansion program. During the 2010 and 2011 years Servcorp opened a further 53 floors and expanded into 26 new cities and 7 new countries.

At 30 June 2024, Servcorp operated 132 floors in 40 cities across 20 countries.

THE FUTURE

Demand for Coworking has surged as businesses evolve to adopt flexible workspace capability. Servcorp is determined to stay ahead in this changing competitive landscape utilising our unparalleled technology platform, which provides the capability to adapt to the requirements for flexibility.

Competition may be fierce, but nobody has the focus of Servcorp on building the infrastructure that clients need to succeed in the digital age.

We select only the most premium buildings, in the most dynamic locations, so that our clients' business benefits from a recognisable CBD address. The spectacular views welcome clients and business partners as they arrive in the lobby; they get the 'wow' factor with highest standards of interior styling, hand-chosen original art-work, fine leather furniture and our signature checkerboard granite floor.

We have absolute confidence that our product is better and our team is motivated.



OUR NEW OASIS LOCATIONS

During the year we opened eight floors across six new locations. Our new locations include Laysen Valley in Riyadh, Toho Hibiya Promenade Building in Tokyo, Quay Street in Auckland, Enishio Meieki Building in Nagoya, 263 William Street in Melbourne and King Abdullah Financial District in Riyadh.

Laysen Valley is situated at the crossroads of King Khalid Road & Aluruba Road and across the street from the Diplomatic Quarter. Laysen Valley features a distinctive & vibrant design which is inspired from the Salmani architecture. The development consists of several facilities; The Garden, Mosque, Retail Zone and Administrative Towers which serve the community and act as a center for business, leisure, shopping & hospitality.

The Toho Hibiya Promenade Building overlooks the lush greenery of Hibiya Park and the Outer Gardens of the Imperial Palace - the views from the building are spectacular. The building has acquired the CASBEE Smart Wellness Office Evaluation Certification, a building environment evaluation system, featuring specifications and performance that support the maintenance and improvement of the health and comfort of our clients and team working in the building.

Located at the base of the Princes Wharf on Auckland Harbour, in the heart of Auckland's CBD, 139 Quay Street is the epitome of convenience. Visitors will be impressed with the building's grand hotel-style lobby entrance and original artwork. As well as the views across stunning Auckland Harbour and city skyline, the building features views of Whangaparaoa Peninsula, the North Shore and Auckland Museum.

KAFD is proudly home to the tallest skyscraper in Riyadh. The overall destination of KAFD spans over a total gross floor area of 3.2 million square meters, encompassing a land area of 1.6 million square meters. KAFD boasts the prestigious honour of being the largest LEED ND (Leadership in Energy and Environmental Design for Neighbourhood Development) Stage 2 platinum certified project in the world.

BUILDING 4.07
KAFD RIYADH

WORK REMOTELY YET STILL HAVE:

A COMMUNITY TO WORK WITH
A TEAM TO DELEGATE TO
SIMPLE IT SOLUTIONS THAT WORK
A RECEPTIONIST TO ANSWER YOUR CALLS
SECURE, UNIQUE PASSWORD
ROCKET-FAST, WI-FI

QUAY ST, AUCKLAND



Servcorp.... If you are not with us, you may as well be lost in the desert!





YOUR GLOBAL MARKETPLACE

A TRUSTED BUSINESS COMMUNITY TO GROW YOUR BUSINESS WITH

Servcorp's Community allows businesses to connect, collaborate and come together with over 50,000 fellow businesses globally. Consider it a private global business network. The Community consists of businesses from 41 major cities across the globe, coming together in one location:

SERVcorp HOME
(<https://home.servcorp.com>).

Servcorp's difference, compared to other business communities and associated platforms, is that every individual business as well as its registered employees, go through a verification process. Access to the platform is contingent on the successful verification of both the business and the individuals. At Servcorp, we have over 45 years of experience, so we know that one of the fundamental requirements of running a successful business is having the right trusted connections. This is the very reason we built our community platform for our clients.

YOUR BUSINESS MARKETPLACE

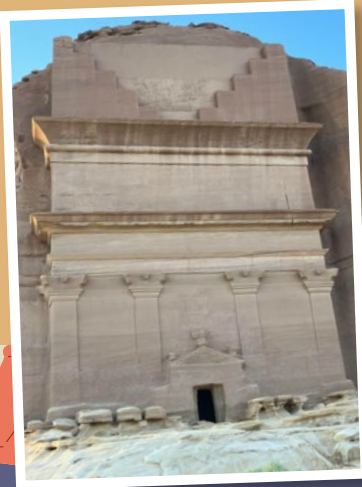
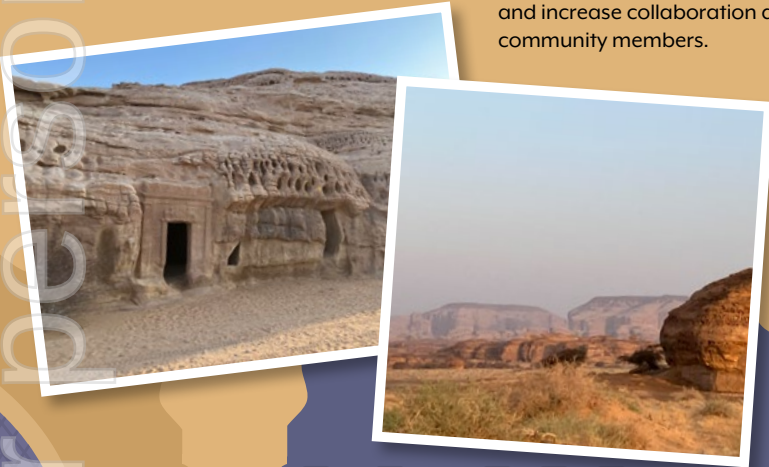
No matter how big your business is or where you run it from, using Servcorp's Community platform, you will be in constant contact with those that you buy from or sell to, consult to or seek advice from. The platform allows each business and employee to establish a profile that is published and searchable by other community members. Members have the option of communicating within the platform using the inbuilt messaging tool, using Global Dial, which is a free call over the Servcorp network, or offline using any of the contact options provided within the member profiles.

Like any good community, one of the most valuable features is the sharing of knowledge amongst community members. In Servcorp Community, articles are used to share information whilst also providing value to the contributor by marketing their business. We have found over the long period we have had the Servcorp Community platform in place, articles have been a great tool to initiate discussions and increase collaboration amongst our community members.

STAYING FLEXIBLE @ SERVcorp HOME

In addition to the Community, Servcorp Home provides our clients with the ability to manage their workspaces and communication services. In an environment where workplace flexibility has become the norm, our real-time Workspace booking tool has been very effective in supporting our clients' ongoing needs, meeting both their workspace and budgetary requirements. This flexibility and in particular, mobility, is also supported in our clients' communication needs with Servcorp Home providing a unique capability of allowing clients to update, in real-time, their call answering, handling and diversion settings of their designated Servcorp telephone numbers.

Servcorp Home, maintained by our I.T. Enablers, gives Servcorp clients a real market advantage.



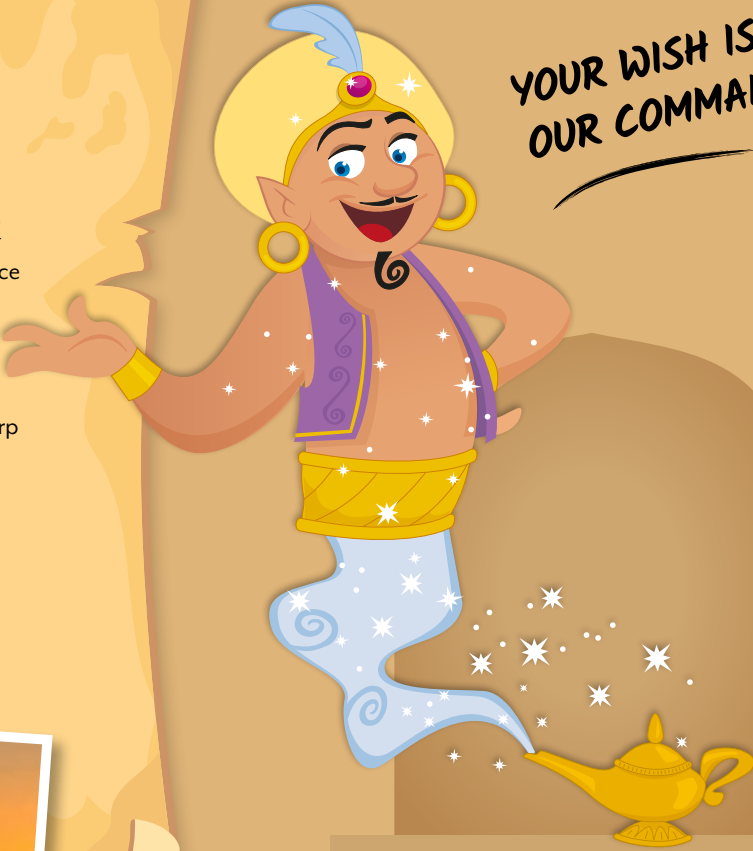
WHAT IS COMING?

The primary focus for Servcorp Home in FY 2024/2025 is to enhance the Servcorp Marketplace as an environment and platform for increased engagement, targeting what every client needs – **SALES!**

- Update the Servcorp Home User Interface to provide more targeted support for advertising client products with an intelligent search capability to help promote interaction.
- Enhance the client experience of Servcorp Home, with a strategic target on Marketplace services.
- Establish a Servcorp Mobile Application utilising native capabilities to notify clients of any opportunities in the Marketplace and subsequently support ongoing collaboration to support the sales process.



YOUR WISH IS OUR COMMAND!



OUR REFRESHING SPRING OF TECHNOLOGY

Our vision is to empower Servcorp and its clients with market-leading Information and Communication Technology (ICT) products and services that provide a competitive advantage in an experience that is smart, simple, and consistent.

SERVcorp'S ICT MISSION IS TO DELIVER ON THE FOLLOWING:

- To evolve our products and services to allow Servcorp clients to establish a competitive market edge;
- Innovate with purpose-built technology that underpins our key product and service offerings;
- Enhance our client experiences stemming from new capabilities, insights, and systems;
- Provide a global IT team to support the business 24 hours a day, seven days a week, delivering a stable and reliable service to clients; and
- Promote ongoing exposure to innovative technology to ensure Servcorp, and subsequently, Servcorp's clients, remain ahead of the curve.

Here are several key ICT initiatives and activities for FY 2023/2024:

NEW CLIENT MANAGEMENT APPLICATION ROLLOUT

Servcorp developed a new proprietary purpose-built client management application that is used internally by our enterprise users. The purpose of the application is to allow for the effective servicing, support and billing of clients whilst establishing a performance management dashboard to allow for real-time tracking and forecasting of Servcorp's operation. In FY 2023/2024, the application was successfully rolled out and is now supporting Servcorp's entire operation.

SMART OFFICE® DIGITAL ECOSYSTEM

The purpose-built Servcorp digital ecosystem, SmartOffice, has continued to evolve with ongoing development targeting key areas which are aimed at supporting Servcorp's strategic goals. The following enhancements were completed:

BOOKINGS

A new booking system has been architected to extend on the current system whilst capturing a greater range of billable resources across Servcorp's portfolio, with support for flexible pricing models to accommodate future commercial requirements. In FY 2023/2024, the system went through various iterations before commencement of the migration program in May 2024.

The migration is due to be completed by early FY 2024/2025.

CHECK-INS

Servcorp has developed a SmartOffice application that digitises the current process of managing and tracking a client's consumption of flexible workspace. In FY 2023/2024, several successful field trials were conducted trialling various methods and technologies, with a final version approved for deployment. The deployment program has been established and commenced in June 2024.

The deployment program is targeted to be completed by the end of FY 2024/2025.

MESSAGING

As an ongoing effort to streamline and enhance client communication, the Servcorp proprietary messaging application is undergoing an upgrade. In FY 2023/2024, further enhancement of the application commenced with development focusing on extending other messaging capabilities outside of traditional email and SMS services and the addition of further tooling to increase communication productivity, consistency and security.

The application is currently under development and is targeted to be released at the end of FY 2024/2025.



ESG: A HANDS-ON APPROACH

The Servcorp Board and Management recognises the importance of sound Environmental, Social and Governance (ESG) practices as part of their responsibility to our clients, shareholders, communities, team members and the environment in which Servcorp operates.



ESG AT SERVCORP

Our sustainability strategy is in progress. The landscape of ESG reporting is evolving rapidly; changes in regulations will result in Servcorp becoming subject to mandatory climate disclosures for the year ending 30 June 2027, and we have commenced the process of assessing the actions that will be needed, with a view to incorporating this for future reports. The Company's sustainability approach moves beyond compliance, to help shape Servcorp's role in driving meaningful change.

The increasing adoption of digital innovation and other technologies are changing the shape of the workspace solutions industry. There are increasing awareness of and expectations around ESG from all stakeholders.

Servcorp continues to focus on increasing our understanding of the potential impacts of significant climate events, and climate change more broadly, on our business, and implementing mitigation and adaptation actions to manage current and future risk according to our management framework.

We judge that the likely impact of potential climate risks on Servcorp's business continuity, and on our ability to continue to provide professional services effectively, is low. Our products and services have proven to mitigate the risks for our clients.

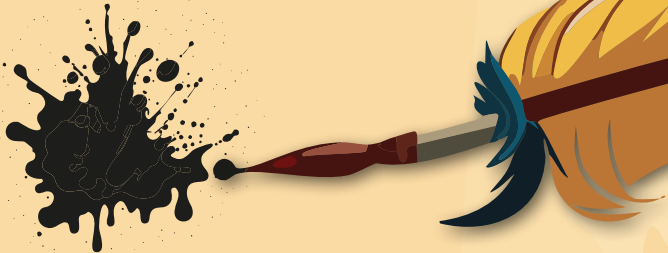
ENVIRONMENTAL GREENPRINT FOR THE FUTURE

There is growing need for businesses to become sustainable to ensure the protection of the environment from further damage. Servcorp acknowledges the seriousness and the challenges of climate change; challenges drive progress, and our ambition is to become a sustainability leader in our industry. Opportunities exist to embed sustainability in many ways, and we have three distinct areas of focus; Reduce, Offset and Educate.

As a global company, we have a responsibility for taking a leadership role amongst both team members and clients worldwide to educate them on our values and attitude towards the environment. We will endeavour to make everyday changes, such as reducing paper use, recycling waste materials and using energy efficient processes, to help make a difference.

As Servcorp continues to grow and open new locations, we choose green buildings as another step in the right direction, and further reduce our impact on the environment. See more about our new buildings on page 11.

Servcorp also takes a proactive approach to re-establishing natural ecosystems through revegetation, offsetting greenhouse emissions and conservation projects. Since 2007, Servcorp has supported The Green Offices Project as our global platform for these initiatives. See our full Greenfleet journey on page 18.



SOCIAL RESPONSIBILITIES

Servcorp's global footprint goes hand in hand with a social responsibility to respect the basic principles for the ways in which people live and work together.

ETHICAL STANDARDS

Servcorp is serious about social responsibility, and we respect human rights as fundamental to our business and the communities in which the Company operates. Servcorp is fully committed to operating responsibly, establishing, and adhering to, the highest ethical standards across its global operations.

We seek to protect against all forms of modern slavery and serious exploitation including human trafficking, forced labour and child labour within our organisation and its supply chain. Training resources are available online for the continual education of all team members. Servcorp lodges an annual statement in accordance with the Commonwealth Modern Slavery Act 2018.

Servcorp holds a high ethical standard in all aspects in which we conduct business. Due to the impact bribery and corruption would have on our team members and stakeholders, we are committed to acting professionally, fairly and with integrity in all our business dealings and relationships, wherever we operate. By incorporating preventative measures through our training resources, in conjunction with our Code of Conduct, our team members understand and can recognise fraudulent behaviour, and through such culture, develop a workplace with integrity.

DIVERSITY

Servcorp has a culture that both embraces and achieves diversity in its global operations, we pride ourselves on being an industry leader. Servcorp is culturally diverse in its employment practices and has a global culture of employing the best available talent for any position regardless of gender, age, race or religion. Servcorp benefits from the diversity of its team members.

Continual access to training and development assists with developing our team members' skills and career progression, providing global opportunities for upward mobility into leadership roles.

Servcorp has a high participation of women across all employment levels; women comprise 54.5% of our executive team and 82.3% off all team members globally. We are particularly proud that our Saudi Arabian workforce consists of 60% female team members.

CHARITY AND CULTURAL SUPPORT

We are grateful that, as a global Company, we work with our local communities to bring about real change for good.

Servcorp also encourages team members to give back to the communities in which they live and work by contributing service, leadership and financial support to the causes and organisations they feel passionately about. Over the years, Servcorp has held charity functions and balls, runs raffles and undertakes donation drives; every dollar raised by our teams on the ground is matched dollar for dollar by Servcorp.

Servcorp supports cultural organisations such as Australian Chamber Orchestra, The Art Gallery of NSW, and The St James' Music Foundation and provides a platform for local artists by commissioning their artwork for our global locations.

We are passionate about supporting continuing research into the prevention, support and cure of terminally ill members of the community. See the organisations we have supported this year on page 20.

We thank our clients and those who contributed to the success of our fundraising for the year.



CHIPPING IN FOR THE ENVIRONMENT

Servcorp acknowledges the seriousness of climate change and the impact high concentrations of greenhouse gases in the atmosphere are having on our planet. There is growing need for businesses to become sustainable to ensure the protection of the environment from further damage. We have three distinct areas of focus; Reduce, Offset and Educate.

Since 2007, Servcorp has supported The Green Offices Project as our global platform for re-establishing natural ecosystems through revegetation, offsetting greenhouse emissions and conservation project initiatives.

As part of The Green Offices Project, Servcorp plants a tree for every Virtual Office sold online through the Servcorp website. Virtual Offices, which are inherently environmentally friendly, continue to be a driving force behind the Green Offices Project.

The Project aims to reduce our carbon emissions, offset our existing footprint and educate our teams and clients about improving their day-to-day impact on the environment. As well as offsetting greenhouse gas, this action is helping improve water quality, reduce soil degradation and provide essential habitat for native wildlife.

Servcorp's partnership with Greenfleet is supporting the restoration of approximately 83,000 native trees across multiple forest sites. Our climate action is resulting in approximately 830,000 square metres of regional land being restored. This is greater than the combined floor space occupied by our network of offices, globally.

Now, we are working with Greenfleet to grow the 'Servcorp Forest' which is restoring more legally protected ecosystems and supporting the reforestation of a Nature Reserve. It is removing carbon dioxide from the atmosphere, conserving biodiversity and restoring habitat for wildlife, including many endangered species.

OUR GREENFLEET COMMITMENT

Since 2007, Servcorp's contributions to leading environmental not-for-profit, Greenfleet, have made a large difference through multiple projects in various communities around Australia. In 2022, Servcorp expanded our long-term partnership with Greenfleet, with the intention of contributing up to \$1 million over 10 years to projects for native ecosystem restoration.



MAREEBA WETLANDS (QLD)

Located within the Mareeba Wetlands Nature reserve on Muluridgi Country, this project is re-establishing the natural ecosystem. This property is being restored over three years and is restoring over 30 hectares of valuable wetland ecosystem in North Queensland across 3 years. The Mareeba Wetlands offer critical conservation opportunities for more than 220 species of birds, as well as frogs, reptiles, and fish. Through this project we will also be supporting restoration of an area with one of the highest mammal diversities in the Cape York region, including the northern quoll (*Dasyurus hallucatus*), which is classified as endangered.



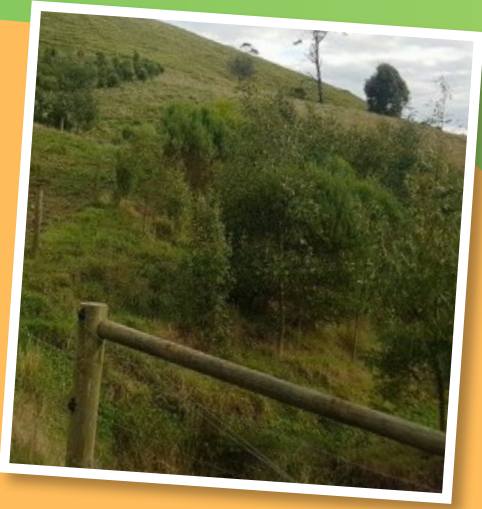
CHERRY GULLY & AVON (QLD)

Located north-west of Brisbane, over 250 hectares these two properties are being restored with Servcorp's help. This project will provide extensive wildlife habitat along the Cherry Gully riparian corridor, particularly for koalas, which are listed as endangered in Queensland. With existing koalas confirmed on the property, this work will extend habitat and food sources for the species. By restoring native forest along Cherry Gully, Ivory Creek and Brisbane River Catchment, this project will also improve water quality.



WURNEET LAANG LAANG (VIC)

Servcorp supported the restoration of Wurneet Laang Laang; a project that has seen over 60,000 native trees planted since 2016. The property is located at the head of the Lang Lang River in South Gippsland, and forms part of Greenfleet's Stzelecki Nature Link. More than 20 different native species have been planted, including Silver Wattle (*Acacia dealbata*) and the Critically Endangered Stzelecki Gum (*Eucalyptus strzeleckii*). In 2019, koalas were found already living in the three-year-old trees on the property. The forest is extending biodiversity and creating habitat and sources of food for a wealth of native birds on the property.



CORYMBIA FARM (VIC)

In 2018, Servcorp supported this project which saw the restoration of more than 26,000 native trees and shrubs at Corymbia Farm in West Gippsland. This area is home to the endangered Giant Gippsland Earthworm (*Megascolides australis* or Karmai in the Boon Wurrung language), which is found nowhere else in the world. This area is vulnerable to landslides that disrupt the earthworm's habitat and threaten the population. Greenfleet planted trees strategically to protect the earthworms from damage and longer-term habitat degradation.



AVOCA (NSW)

This 1,700-hectare property had been extensively cleared with the remaining native vegetation fragmented. Adjacent to the property is the Buddigower State Forest, and nearby Buddigower Nature Reserve, an area of significance for its biological values containing a critically endangered ecological community, more than 20 animal species listed as endangered or vulnerable, including migrating species such as the Swift Parrot. This project is creating much needed landscape connectivity and enhancing conservation values.

S I D T O M S A M

1	2	3
1	3	5
1	1	8
1	2	2
1	7	4
1	3	6
		3
		2

GIVING WATER TO THE DESERT

As a global organisation, Servcorp seeks to support members of the community through meaningful change. Through this ethos, Servcorp, and our CEO personally, have donated in excess of **\$1.20 MILLION** to help with many organisations around the world.

The organisations we would like to highlight this year are:

FY24	FY24	FY24	FY24
\$25K	\$21K	\$25K	\$200K
 RUN FOR THE CURE JAPAN Servcorp support RFTC in their efforts to raise awareness of the importance for early breast cancer detection. RFTC also fund education programs, such as therapies, treatment, support groups, and prevention.	 YOUNGCARE Servcorp's long standing relationship with Youngcare looks to resolve accommodation needs in Australia for young people with specialist disabilities. Working with Youngcare since 2007, we continue to raise awareness and funds to support Youngcare's education pathways and grants program.	 WANDERING WARRIORS Servcorp contributes to Wandering Warriors, a not-for-profit ex-Service organisation and registered charity that supports veterans of Australia's Special Operations Command and their families transitioning from military to civilian life. Wandering Warriors' support is provided through education, employment, mentoring and respite programs. Servcorp's donations assist Wandering Warriors to provide these programs.	 ST VINCENT'S HOSPITAL Servcorp remains passionate in our fundraising efforts, ensuring we can assist St Vincent's patients, staff and families. Our recent donations contributed towards the ongoing redevelopment of the hospital, life saving equipment and cutting edge technology for patient care.

SERVcorp ALSO CONTRIBUTED TO MANY OTHER LOCAL CHARITABLE ORGANISATIONS AROUND THE WORLD. WE WOULD LIKE TO SHARE THE FOLLOWING ORGANISATIONS:

- Cancer Council
 - Cerebral Palsy Alliance
 - Lifeline
 - Maji Zima (Kenya)
 - McGrath Foundation
- Movember Australia
 - Royal Flying Doctor Service
 - Save the Children Australia
 - Smith Family
 - Special Olympics Australia
- The Fred Hollows Foundation - NZ
 - The Friends of Mater Foundation
 - Wesley Mission



HILLS WILDLIFE SANCTUARY

Located in Sydney's Northwest, spanning across 35 acres of bushland, the Hills Wildlife Sanctuary provides refuge for Australian native wildlife, supports the recovery of threatened species and is working toward establishing an Emergency Response Centre with the aim to be on the front lines in natural disasters, treating injured wildlife.

Servcorp is happy to support this organisation, which is committed to the protection and treatment of Australia's unique wildlife.

Meet some of the Aussie battlers Hills Wildlife Sanctuary is helping and that Servcorp Countries will be sponsoring.



BOB THE SHINGLEBACK LIZARD

DJARA

USA



MORRIS

QATAR



SQUID THE SQUIRREL GLIDER

UAE



NIOKA

SAUDI ARABIA



HARRY AND JEMIMA

JAPAN



KEVIN

AUSTRALIA



LARRY

SINGAPORE



TERRENCE

CHINA



THE BOARD AND EXECUTIVES

GREG PEARCE
(B Com, CA, FGIA, FCG (CS)) Company Secretary

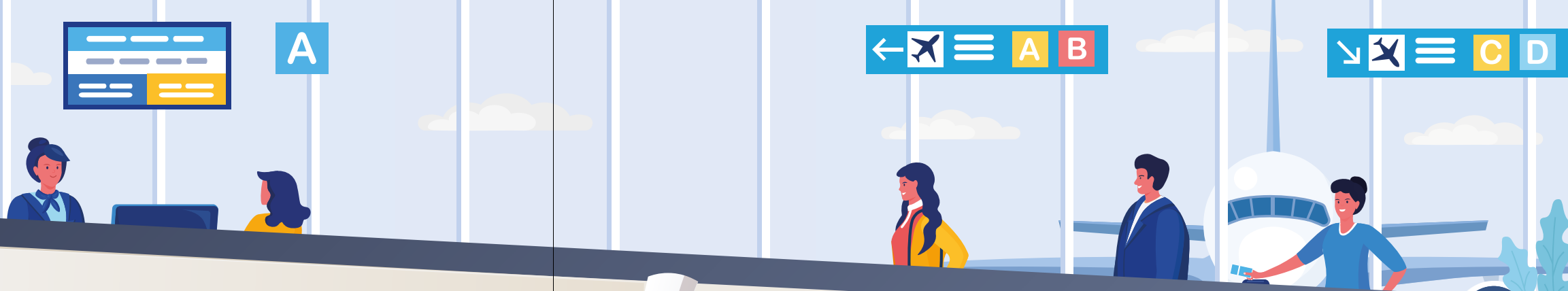
MANAMI ALBERTO
(BA) Sales Director | Japan

BRYCE RYAN
(AdvDipNetSec) Chief Technology Officer





OUR SANDSTORM OF COMMUNICATIONS



ENISHIO MEIEKI NAGOYA



KAFD, RIYADH



TOHO HIBIYA PROMENADE TOKYO



SOLUTIONS FOR EVERY
BUSINESS LANDSCAPE!



CORPORATE GOVERNANCE

The Board of Directors of Servcorp Limited (Servcorp or the Company) has responsibility for the long term financial health and prosperity of Servcorp. The Directors are responsible to the shareholders for the performance of the Company and the Consolidated Entity and to ensure that it is properly managed.

The Board is committed to the principles underpinning the ASX Corporate Governance Council Principles and Recommendations. The Board is continually working to improve Servcorp's governance policies and practices, where such practices will bring benefits or efficiencies to Servcorp.

Details of Servcorp's compliance are set out below, and in the ASX principles compliance statement on Servcorp's website; servcorp.com.au. The information in this statement is current as at 22 August 2024 and has been approved by the Board.

ROLE OF THE BOARD

The central role of the Board is to set Servcorp's strategic direction and to oversee Servcorp's management and business activities.

Responsibility for management of Servcorp's business activities is delegated to the CEO and management.

The Board's primary responsibilities are:

- demonstrating leadership;
- the protection and enhancement of long term shareholder value;
- ensuring Servcorp has appropriate corporate governance structures in place;
- defining Servcorp's purpose and setting strategic direction;
- approving Servcorp's statement of values and code of conduct to underpin the desired culture within Servcorp;
- monitoring Servcorp's performance and overseeing management in its implementation of the strategic direction and instilling Servcorp's values;
- appointing the Chief Executive Officer and evaluating his performance and remuneration;
- overseeing the integrity of the entity's accounting and corporate reporting systems, including the external audit;
- monitoring business performance and results, including whenever required, challenging management and holding them to account;
- identifying areas of significant risk and setting the risk appetite within which the Board expects management to operate, and satisfying itself that Servcorp has in place an appropriate risk management framework (for both financial and non-financial risks), including monitoring and reporting mechanisms to manage those risks;
- establishing appropriate standards of ethical behaviour and a culture of corporate and social responsibility;
- approving senior executive remuneration policies, and satisfying itself those remuneration policies align with the entity's purpose, values, strategic objectives and risk appetite;
- ratifying the appointment of the Chief Operating Officer, Chief Financial Officer and the Company Secretary, and ensuring appropriate pre-appointment checks have been undertaken;
- monitoring compliance with continuous disclosure policy in accordance with the Corporations Act 2001 and the Listing Rules of the Australian Securities Exchange;
- monitoring that Servcorp acts lawfully and responsibly;
- reporting to shareholders;
- addressing all matters in relation to issued securities of the Company including the declaration of dividends;
- ensuring the Board is, and remains, appropriately skilled to meet the changing needs of Servcorp.

The Board Charter is available on Servcorp's website; servcorp.com.au

CORPORATE GOVERNANCE

COMPOSITION OF THE BOARD

The size and composition of the Board is determined by the Board, subject to the limits set out in the Company's Constitution which requires a minimum of three Directors and a maximum of twelve Directors.

The Board comprises four Directors (one executive and three non-executive). All three non-executive Directors are considered to be independent.

There has been no change to the Board since the last annual report.

The Chair of the Board, The Hon. Mark Vaile, is an independent non-executive Director.

The non-executive Directors bring to the Board an appropriate range of skills, experience and expertise to ensure that Servcorp is run in the best interest of all stakeholders. The skills, experience and expertise of each Director in office at the date of this annual report are set out on pages 32 and 33 of this annual report. The Board will continue to be made up of a majority of independent non-executive Directors. The performance of non-executive Directors was reviewed during the year.

The names of the Directors of the Company in office at the date of this annual report are set out in the table below.

DIRECTORS' INDEPENDENCE

It is important that the Board is able to operate independently of executive management.

The non-executive Directors are considered by the Board to be independent of management. Independence is assessed by determining whether the Director is free of any business interest or other relationship which could materially interfere with the exercise of their unfettered and independent judgement and their ability to act in the best interests of Servcorp.

NAMES OF DIRECTORS IN OFFICE AT THE DATE OF THIS ANNUAL REPORT

DIRECTOR	FIRST APPOINTED	NON-EXECUTIVE	INDEPENDENT	RETIRING AT 2024 AGM	SEEKING RE-ELECTION
A G Moufarrige	24 August 1999	No	No	No	N/A
M Vaile	27 June 2011	Yes	Yes	No	N/A
W Graham	3 October 2017	Yes	Yes	No	N/A
T McGrath	27 August 2019	Yes	Yes	Yes	Yes

ELECTION OF DIRECTORS

The Company's Constitution specifies that an election of Directors must take place each year. One-third of the Board (excluding the Managing Director and rounded down to the nearest whole number), and any other Director who has held office for three or more years since they were last elected, must retire from office at each annual general meeting. The Directors are eligible for re-election. Directors may be appointed by the Board during the year. Directors appointed by the Board must retire from office at the next annual general meeting.

All Director appointments or changes are dealt with by the Nomination Committee.

CONFLICT OF INTEREST

In accordance with the Corporations Act 2001 and the Company's Constitution, Directors must keep the Board advised, on an ongoing basis, of any interest that would potentially conflict with those of Servcorp. Where the Board believes that an actual or potential significant conflict exists, the Director concerned, if appropriate, will not take part in any discussions or decision making process on the matter and will abstain from voting on the item being considered. Details of Director related entity transactions with the Company and the Consolidated Entity are set out in Note 29 to the Consolidated financial report.

DIRECTOR AND OFFICER DEALINGS IN COMPANY SHARES

Servcorp policy prohibits Directors, officers and senior executives from dealing in Company shares or exercising options:

- in the six weeks prior to the announcement to the ASX of the Company's half-year and full-year results; or
- whilst in possession of non-public price sensitive information.

Directors must discuss proposed purchases or sales of shares in the Company with the Chair before proceeding. If the Chair proposes to purchase or sell shares in the Company, he must receive approval from the next most senior non-executive Director before proceeding. Directors must also notify the Company Secretary when they buy or sell shares in the Company. This is reported to the Board.

In accordance with the provisions of the Corporations Act 2001 and the Listing Rules of the ASX, each Director has entered into an agreement with the Company that requires disclosure to the Company of all information needed for it to comply with the obligation to notify the ASX of Directors' holdings and interests in its securities.

The Company's Securities Trading Policy is available on Servcorp's website; servcorp.com.au

CORPORATE GOVERNANCE

INDEPENDENT PROFESSIONAL ADVICE

Each Director has the right to seek independent professional advice, at Servcorp's expense, to help them carry out their responsibilities. Prior approval of the Chair is required, which will not be unreasonably withheld. A copy of any written advice received by the Director is made available to all other members of the Board.

CONTINUOUS DISCLOSURE

Servcorp is committed to ensuring that all shareholders and investors are provided with full and timely information and that all stakeholders have equal and timely access to material information concerning Servcorp. Procedures are in place to ensure that all price sensitive information is disclosed to the ASX in accordance with the continuous disclosure requirements of the Corporations Act 2001 and ASX Listing Rules.

The Company Secretary has been appointed as the person responsible for communications with the ASX.

AUDITOR INDEPENDENCE

The Company's auditor KPMG was appointed at the annual general meeting of the Company on 5 November 2020.

KPMG rotate their audit engagement partner every five years.

KPMG have established policies and procedures designed to ensure their independence, and provide the Audit and Risk Committee with an annual confirmation as to their independence.

ETHICAL STANDARDS

Servcorp's global network goes hand in hand with a social responsibility to respect the basic principles for the ways in which people live and work together. Servcorp is serious about its social responsibility, and we respect human rights as fundamental to our business and the communities in which the Company operates.

All Directors, Executives and Team Members acknowledge their responsibility and commitment to act with the utmost integrity and objectivity, striving at all times to enhance and protect the reputation and performance of Servcorp.

Servcorp's core values are encompassed in our Code of Conduct, Whistleblower Policy and Modern Slavery Statement, which all Directors, Executives and Team Members are expected to uphold and promote. These provide clear expectations of the way in which Servcorp must conduct business lawfully, ethically and responsibly, and sets out the standards of conduct and personal behaviour required.

The Code of Conduct, Whistleblower Policy and Modern Slavery Statement are available on Servcorp's website; servcorp.com.au.

DIVERSITY

Servcorp has a culture that both embraces and achieves diversity in its global operations.

Servcorp is culturally diverse in its employment practices and has a global culture of employing the best qualified available talent for any position regardless of gender, age, race or religion. Servcorp benefits from the diversity of its team members and has training programs to assist with developing their skills and with career advancement. Servcorp has a practice of traveling team members to work in its global locations, giving them exposure to and understanding of various differing cultures and marketplaces.

Servcorp has a high participation of women across all employment levels. The proportion of women team members in the whole organisation, senior executive positions and on the Board is set out in the following table.

FULL TIME EMPLOYEES	TOTAL NO.	WOMEN %	MEN %	BY REGION	TOTAL NO.	WOMEN %	MEN %
Consolidated entity	674	82%	18%	ANZ/ SEA	244	81%	19%
Senior executive	13	54%	46%	North Asia	195	92%	8%
Board	4	25%	75%	EME	201	73%	17%
				USA	34	88%	12%

"Senior executive" are general managers, senior managers and head office executives who report directly to the CEO.

Under the Workplace Gender Equality Act 2012 (WGE Act), any employer with 100 or more employees must submit an Annual Compliance Report detailing the composition of its workplace profile in Australia. Servcorp has lodged its WGE Report for 2024 with the WGE Agency; since inception of the WGE reporting requirements, the Company and its Australian subsidiaries have been compliant with the WGE Act.

Shareholders may access the report on Servcorp's website; servcorp.com.au

CORPORATE GOVERNANCE

COMMITTEES

The Board does not delegate major decisions to Committees. Committees are responsible for considering detailed issues and making recommendations to the Board. The Board has established three Committees to assist in the implementation of its corporate governance practices. Details of these Committees are set out on the following pages.

AUDIT AND RISK COMMITTEE

The members of the Audit and Risk Committee during the year were:

- Mr T McGrath (Chair)
- Mrs W Graham
- The Hon. M Vaile

All three current members are independent non-executive Directors.

The Chair of the Audit and Risk Committee is independent and is not the Chair of the Board.

The primary function of the Audit and Risk Committee is to assist the Board to meet its oversight responsibilities in relation to:

- ensuring the Company adopts, maintains and applies appropriate accounting and financial reporting processes and procedures;
- reviewing and monitoring the integrity of the Company’s financial reports and statements;
- ensuring the Company maintains an effective risk management framework and internal control systems;
- monitoring the performance and independence of the external audit process and addressing issues arising from the audit process.

It is the Committee’s responsibility to maintain free and open communication between the Committee and the external auditor and the management of Servcorp.

The external auditors attend all meetings of the Committee. The Chief Executive Officer, the Chief Financial Officer and other senior management attend Committee meetings by invitation.

The Audit and Risk Committee met four times during the year. The Committee meets with the external auditors without management being present before signing off its reports each half year. The Committee Chairman also meets with the auditors at regular intervals during the year.

The responsibilities of the Audit and Risk Committee, as stated in its charter, include:

- reviewing the financial reports and other financial information distributed externally;
- reviewing the Company’s policies and procedures for compliance with Australian equivalents to International Financial Reporting Standards;
- monitoring the procedures in place to ensure compliance with the Corporations Act 2001, ASX Listing Rules and all other regulatory requirements;
- assisting management in improving the quality of the accounting function;
- monitoring the internal control framework and compliance structures and considering enhancements;
- overseeing the risk management framework;
- reviewing external audit reports to ensure that, where major deficiencies or breakdown in controls or procedures have been identified, appropriate and prompt remedial action is taken by management;
- reviewing reports on any major defalcations, frauds and thefts from the Company;
- considering the appointment and fees of the external auditor;
- reviewing and approving the terms of engagement and fees of the external auditor at the start of each audit;
- considering and reviewing the scope of work, reports and activities of the external auditor;
- establishing appropriate policies in regard to the independence of the external auditor and assessing that independence;
- liaising with the external auditor to ensure that the statutory annual audit and half-yearly review are conducted in an effective manner;
- addressing with management any matters outstanding with the auditors, taxation authorities, corporate regulators, Australian Securities Exchange and financial institutions;
- monitoring the establishment of appropriate ethical standards.

The Audit and Risk Committee Charter is available on Servcorp’s website; servcorp.com.au



CORPORATE GOVERNANCE

NOMINATION COMMITTEE

The Nomination Committee members during the year were:

- The Hon. M Vaile (Chair)
- Mrs W Graham
- Mr T McGrath

The primary function of the Nomination Committee is to support and advise the Board in fulfilling its responsibility to shareholders in ensuring the Board is comprised of individuals who are best able to discharge the responsibilities of Directors. Specifically, this will include establishing and reviewing the following matters for non-executive Directors on the Board and Board Committees:

- processes for identification of suitable candidates for an appointment or re-election to the Board, and selection procedures;
- necessary and desirable competencies and experience;
- processes to review Director contributions and the performance of the Board as a whole;
- succession plans;
- induction programs;
- assessment of the independence of Directors;
- gender diversity.

The Nomination Committee met one time during the year.

The Nomination Committee Charter is available on Servcorp’s website; servcorp.com.au

REMUNERATION COMMITTEE

The Remuneration Committee members during the year were:

- Mrs W Graham (Chair)
- The Hon. M Vaile
- Mr T McGrath

The primary function of the Remuneration Committee is to assist the Board in adopting remuneration policy and practices that:

- supports the Board’s overall strategy and objectives;
- attracts and retains key team members;
- links total remuneration to financial performance and the attainment of strategic objectives.

Specifically, this will include:

- making recommendations to the Board on appropriate remuneration, in relation to both the amount and its composition, for the Chief Executive Officer and senior executives who report to the Chief Executive Officer;
- developing and recommending to the Board short term and long term incentive programs;
- monitoring superannuation arrangements for the Company;
- reviewing recruitment, retention and termination strategies and procedures;
- ensuring the total remuneration policy and practices are designed with proper consideration of accounting, legal and regulatory requirements for both local and foreign jurisdictions;
- reviewing the Remuneration Report for the Company and ensuring that publicly disclosed information meets all legal requirements and is accurate.

The Remuneration Committee shall ensure the Company is committed to the principles of accountability and transparency and to ensuring that remuneration arrangements achieve a balance between shareholder and executive rewards.

The Remuneration Committee reviews the executive remuneration structures each year to ensure they continue to be appropriate. Details are included in the Remuneration Report on pages 41 to 52 of this annual report.

The Remuneration Committee met two times during the year. The Chief Executive Officer attends Committee meetings by invitation to assist the Committee in its deliberations.

The Remuneration Committee Charter is available on Servcorp’s website; servcorp.com.au

DIRECTORS' REPORT

The Directors of Servcorp Limited (“the Company”) present their report together with the Consolidated financial report of the “Consolidated Entity”, being the Company and its controlled entities, for the financial year ended 30 June 2024.

DIRECTORS

The Directors of the Company at any time during or since the end of the financial year are:

ALF MOUFARRIGE AO	THE HON. MARK VAILE AO	WALLIS GRAHAM
Managing Director	Chair Independent Non-executive Director FAICD	Independent Non-executive Director GAICD
Appointed August 1999	Appointed June 2011	Appointed October 2017
Chief Executive Officer	Member of Audit and Risk Committee Member of Remuneration Committee Chair of Nomination Committee	Member of Audit and Risk Committee Chair of Remuneration Committee Member of Nomination Committee
Alf is one of the global leaders in the serviced office industry, with over 45 years of experience. Alf is primarily responsible for Servcorp's expansion, profitability, cash generation and currency management. Directorships of listed entities in the last three years: None.	Mark had a distinguished career as an Australian Federal Parliamentarian from 1993 to 2008. Ministerial Portfolios held by Mark during his five terms in Federal Parliament include Minister for Transport and Regional Development, Minister for Agriculture, Fisheries and Forestry, Minister for Trade, and Minister for Transport and Regional Services. Mark also served as Deputy Prime Minister of Australia from July 2005 through to December 2007. He was instrumental in securing or initiating a range of free trade agreements between Australia and the United States, Singapore, Thailand, China, Malaysia and the ASEAN countries. Since leaving the Federal Parliament in July 2008, Mark has embarked on a career in the private sector utilising his extensive experience across a number of portfolio areas. He is Chair of Whitehaven Coal Limited and AAM Investment Group, a diversified agricultural investment fund, and is a Director of the Australian American Leadership Dialogue. Mark is also a member of the Advisory Council of the Australia Japan Business Co-Operation Committee. Mark was a Director of StamfordLand Limited from 2009 until July 2024, and Director/ Trustee of Hostplus Superfund Limited, until 30 June 2021. Directorships of listed entities in the last three years: - StamfordLand Corporation Ltd (SLC - listed on SGX) from August 2009 to July 2024; - Whitehaven Coal Limited (WHC) since May 2012 (Chair).	Wallis has had over 20 years of experience in finance, including funds management, corporate finance, private equity and investment banking. Her responsibilities have spanned multiple industries, including business services, and she has a strong understanding of emerging technologies and the digital landscape. She also holds a Senior Consulting role with Energy Capital Partners. Wallis has involvement with many community and charitable organisations. She is currently a Director of Wenona School Limited, the Garvan Research Foundation, the Sydney Youth Orchestras, the Wenona Foundation and the John Brown Cook Foundation. Directorships of listed entities in the last three years: Whitehaven Coal Limited (WHC) since February 2023.

DIRECTORS' REPORT

TONY MCGRATH	GREGORY PEARCE
Independent Non-executive Director BBus (Accounting and Finance) CA	Company Secretary B Com, CA, FGIA, FCG (CS)
Appointed August 2019	Appointed August 1999
Chair of Audit and Risk Committee Member of Remuneration Committee Member of Nomination Committee	
Tony has many years of experience in the Australian financial sector, specialising in corporate restructuring and governance advisory related matters. During his career, Tony has undertaken some of Australia's largest and most complex insolvencies and restructurings. Tony's initial career was with KPMG where he led the Sydney restructuring team. In 2004 Tony founded McGrathNicol, a national restructuring and insolvency practice. Tony retired as a partner of McGrathNicol in 2018 and remains a consultant to the firm. Tony has a range of experience with governance issues, advising boards and undertaking roles on audit committees. Over the last 12 years, Tony has developed a range of specific board skills in undertaking non-executive roles in both the corporate and NFP sectors. Directorships of listed entities in the last three years: 360 Capital Group Limited (TGP) since March 2022.	Greg joined Servcorp in 1996 as Financial Controller and was appointed to his current role of Company Secretary during the Company's IPO in 1999. Prior to joining Servcorp, Greg spent 10 years working in the Information Technology business and the 11 years prior to that working in Audit and Business Services. Greg is a member of Chartered Accountants Australia and New Zealand and is a Fellow of the Governance Institute of Australia.

DIRECTORS' REPORT

DIRECTORS' MEETINGS HELD AND ATTENDANCES AT MEETINGS

The number of Directors' and Board Committee meetings held, and the number of meetings attended by each of the Directors of the Company, during the financial year is set out in the following table. Only those Directors who are members of the relevant Committees have their attendance recorded. Other Directors do attend Committee meetings from time to time.

DIRECTOR	BOARD	AUDIT & RISK COMMITTEE	REMUNERATION COMMITTEE	NOMINATION COMMITTEE
Number of meetings held	6	4	2	1
NUMBER OF MEETINGS ATTENDED				
A G Moufarrige	6			
M Vaile	6	4	2	1
W Graham	6	4	2	1
T McGrath	6	4	2	1

The details of the function and membership of the Committees are presented in the Corporate Governance statement on pages 30 and 31.

DIRECTORS' INTERESTS

The relevant interest of each Director in the share capital of the companies within the Consolidated Entity, as notified by the Directors to the Australian Securities Exchange in accordance with s205G(1) of the Corporations Act 2001, at the date of this report is set out in the following table.

DIRECTOR	ORDINARY SHARES IN SERVCORP LIMITED		OPTIONS OVER ORDINARY SHARES
	DIRECT	INDIRECT	
M Vaile	-	35,050	-
A G Moufarrige	547,436	51,475,715	1,000,000
W Graham	14,000	-	-
T McGrath	-	66,853	-

DIRECTORS' BENEFITS

Since the end of the previous financial year, no Director of the Consolidated Entity has received or become entitled to receive a benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by Directors shown in the Consolidated financial report, or the fixed salary of a full-time employee of the Consolidated Entity or of a related entity) by reason of a contract made by the Consolidated Entity or a related entity with the Director or with a firm of which a Director is a member, or with an entity in which a Director has a substantial financial interest.



DIRECTORS' REPORT

PERFORMANCE RIGHTS AND OPTIONS GRANTED

During the year, or since the end of the financial year 2,675,000 Options over unissued ordinary shares of the Company were issued (2023: 160,000 Performance Rights and 1,002,000 Options).

Performance Rights and Options granted to Directors or the five most highly remunerated officers of the Company, as part of their remuneration during the year, is set out in the following table.

	2024	2023	
	OPTIONS		PERFORMANCE RIGHTS
	SRVAH	SRVAG	SRVAE
Alf Moufarrige	1,000,000	-	-
David Hunt	-	150,000	40,000
David Godchaux	-	200,000	40,000
Fabienne Moukheiber Hajjar	-	100,000	20,000
Olga Vlietstra	-	400,000	60,000

PERFORMANCE RIGHTS AND OPTIONS ON ISSUE

At the date of this report, unissued ordinary shares of the Company under option are:

ASX code	OPTIONS						PERFORMANCE RIGHTS
	SRVAB	SRVAC	SRVAD	SRVAF	SRVAG	SRVAH	SRVAE
Number of shares	612,500	87,500	100,000	1,002,000	1,675,000	1,000,000	160,000
Exercise price	\$2.48	\$3.35	\$3.54	\$3.50	\$3.00	\$3.35	\$0.00
Expiry date	18 September 2025	3 September 2026	19 May 2027	1 September 2027	1 September 2028	1 September 2028	30 September 2025

The Performance Rights and Options do not entitle the holder to participate in any share issue of the Company or any other body corporate.

OPTIONS EXPIRED

During the year, 18,750 Options over unissued shares expired or were cancelled (2023: 305,000).

During the year, nil Options over unissued shares lapsed (2023: nil).

SHARES ISSUED ON THE EXERCISE OF OPTIONS

During the year, or since the end of the financial year, the Company has issued 1,602,500 Ordinary shares as a result of the exercise of an option over unissued shares (2023: nil). The amount paid on each share was \$2.48.

SHARE BUY-BACK

During the year, or since the end of the financial year, the Company has not bought back any shares.

DIRECTORS' REPORT

CORPORATE GOVERNANCE

A statement of the Board's governance practices is set out on pages 27 to 31 of this annual report and on Servcorp's website, servcorp.com.au

INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

The constitution of the Company provides that the Company must indemnify, on a full indemnity basis and to the full extent permitted by law, each current and former Director, alternate Director or executive officer against all losses or liabilities incurred in that capacity in defending any proceedings, whether civil or criminal, in which judgement is given in their favour or in which they are acquitted or in connection with any application in relation to any such proceedings in which relief is granted under the Corporations Act 2001.

The Company has agreed to indemnify the following current and former Directors of the Company, Mr A G Moufarrige, The Hon. M Vaile, Mrs W Graham, Mr T McGrath, Mr B Corlett, Mr R Holliday-Smith, Mr T Moufarrige and Mrs J King against any loss or liability that may arise from their position as Directors of the Company and its controlled entities, except where the liability arises out of conduct involving a wilful breach of duty. The agreement stipulates that the Company will meet the full amount of any such liabilities to the extent permitted by law, including reasonable costs and expenses.

The Company has not, during or since the financial year, indemnified or agreed to indemnify an auditor of the Company.

During the financial year the Company has paid insurance premiums in respect of Directors' and officers' liability and legal expenses insurance contracts, for current and former Directors, secretaries and officers of the Company and its controlled entities. The insurance policies prohibit disclosure of the nature of the liability insured against and the amount of the premiums.

STATE OF AFFAIRS

There were no significant changes in the state of affairs of the Consolidated Entity during the financial year.

PRINCIPAL ACTIVITIES

The principal activities of the Consolidated Entity during the financial year were the provision of Executive Serviced and Virtual Offices, Coworking and IT, Communications and Secretarial Services.

There were no significant changes in the nature of the activities of the Consolidated Entity during the year.

CONSOLIDATED RESULTS

Net profit after tax for the financial year was \$39.04 million (2023: 11.07 million). Operating revenue was \$317.01 million (2023: \$295.55 million). Basic and diluted earnings per share were 39.9 cents and 39.8 cents, respectively (2023: 11.4 cents).

	2024 \$'000	2023 \$'000
Revenue & other income	317,013	295,546
Net profit before tax	42,947	16,993
Underlying net profit before non-cash impairment of assets and tax (i)	56,650	42,255
Net profit after tax	39,038	11,067
Underlying free cash (ii)	72,454	61,667
Net operating cash flows	165,791	155,531
Cash & investment balances	115,692	116,354
Net assets	194,617	187,778
Return on net funds employed	68%	55%

	Cents	Cents
Earnings per share (basic)	39.9	11.4
Dividends per share	25.0	22.0

Notes:

- i. Underlying net profit before non-cash impairment of assets and tax is the statutory net profit before tax adjusted for significant items (before tax) that are one-off in nature and that do not reflect the underlying performance of the business and includes mature floors only. In the 2024 financial year, it excludes operating losses from new floors pre-maturity and closed floors post-closure of \$5.5 million (2023: \$9.4 million) and impairment losses, closure costs and other non-recurring costs of \$8.2 million (2023: \$21.4 million).
- ii. Underlying free cash is net operating cash flows before tax paid, less cash rent paid, adjusted for significant items (before tax) which relate to the reported financial year however, because of timing, either occurred in the preceding financial year or will occur in the subsequent financial year.

DIRECTORS' REPORT

DIVIDENDS PAID AND DECLARED

Dividends totalling \$24.60 million have been paid or declared by the Company in relation to the financial year ended 30 June 2024 (2023: \$21.30 million). Information relating to dividends in respect of the prior and current financial year, including dividends paid or declared by the Company since the end of the previous year, is set out in the following table.

DIVIDEND		CENTS PER SHARE	TOTAL AMOUNT \$'000	DATE OF PAYMENT	FRANKED %	TAX RATE FOR FRANKING CREDIT
In respect of the previous financial year: 2023						
Interim	Ordinary shares	10.00	9,682	5 April 2023	0%	30%
Final	Ordinary shares	12.00	11,618	5 October 2023	20%	30%
In respect of the current financial year: 2024						
Interim	Ordinary shares	12.00	11,810	4 April 2024	20%	30%
Final	Ordinary shares	13.00	12,795	2 October 2024	20%	30%

REVIEW OF OPERATIONS

Revenue and other income from ordinary activities for the twelve months ended 30 June 2024 was \$317.01 million, up 7% from the twelve months ended 30 June 2023. In constant currency terms, mature revenue increased by 8% compared to the 2023 year.

Net profit before tax for the twelve months to 30 June 2024 was \$42.95 million, up 153% from \$16.99 million in the prior year, which included one-off expenses totalling \$21.42 million.

Underlying net profit before tax was \$56.65 million, up 18% compared to the 2023 year, calculated before operating losses from new floors pre-maturity and closed floors post-closure of \$5.52 million and impairment losses, closure costs and other non-recurring costs of \$8.18 million (2023⁽ⁱ⁾: \$47.82 million before operating losses from new floors pre-maturity and closed floors post-closure of \$9.39 million, and impairment losses, closure costs and other non-recurring costs of \$21.44 million).

Net profit after tax for the twelve months to 30 June 2024 was \$39.04 million, up from \$11.07 million in the prior year.

Cash and investment balances (unencumbered) were \$115.05 million at 30 June 2024 (30 June 2023: \$115.65 million).

Return on funds employed was 68% in the 2024 financial year, up from 62% in the 2023 financial year.

The business generated strong net operating cash flows during the 2024 financial year of \$165.79 million, up 7% compared to the 2023 financial year (2023: \$155.53 million). The underlying free cash generated during the 2024 financial year was up 18% to \$72.50 million, after adding back tax paid of \$10.51 million and deducting cash rent adjustments of \$6.20 million and lease liability payments of \$101.40 million, and adding other timing differences of \$3.80 million (2023: underlying free cash generated \$61.67 million, after adding back tax paid of \$2.06 million and deducting cash rent adjustments of \$1.62 million and lease liability payments of \$98.01 million, and adding other timing differences of \$3.70 million).

The 2024 financial year marked a year of significant progress, with Servcorp delivering record underlying NPBIT and achieving substantial improvements across a majority of performance indicators, particularly in revenue growth from sustainable income sources. Most countries experienced positive progress year on year.

The global migration to the new Smart Office® Digital Ecosystem was completed in December 2023. The new platform enhances operating capabilities and provides instant updates on revenue generation.

The Middle East reorganisation has been completed to establish the Servcorp Middle East Group. All other work streams are progressing on schedule for a potential listing in 2025.

The success achieved in the 2024 financial year sets a solid foundation for Servcorp to achieve long-term sustainable growth.

Notes:

i. Underlying results for the 2023 financial year comparisons, as stated in the Review of operations and in the region reports on the following pages, have been restated to remove the impact of mature floors in 2023 that were closed in the 2024 financial year; to include immature floors in 2023 that have become mature in 2024; and remove one-off income.

SERVCORP FOOTPRINT

Organic expansion continues to extend Servcorp's footprint. In the 2024 financial year, net capacity increased by 176 offices. During the year, eight floors opened in six new locations and six floors were closed. In addition, Servcorp commenced ownership of the two Canberra floors.

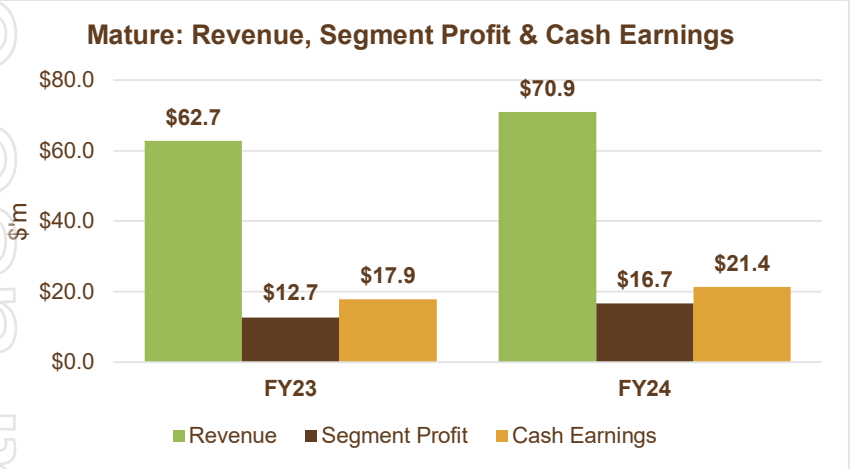
As at 30 June 2024, Servcorp operated 132 floors in 40 cities across 20 countries.

DIRECTORS' REPORT

AUSTRALIA, NEW ZEALAND AND SOUTHEAST ASIA (ANZ/ SEA)

Australia, New Zealand and South East Asia continues to strengthen its market position.

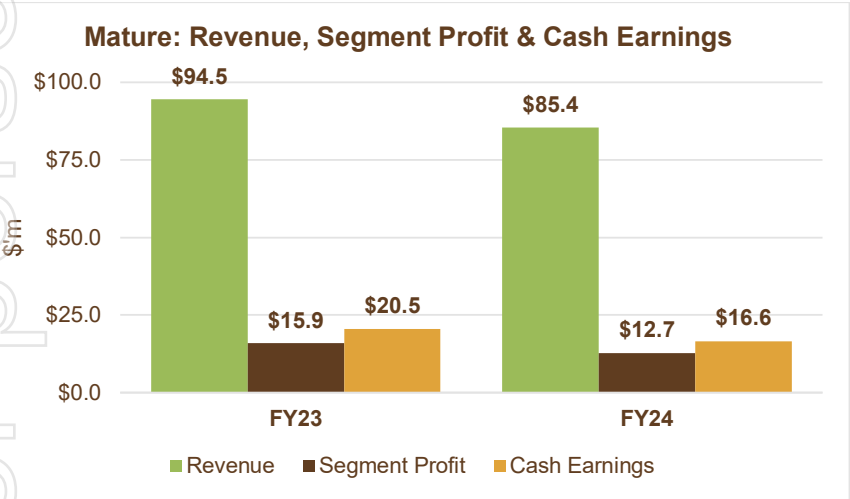
Mature revenue is up \$8.2 million or 13.0% year-on-year, with enhanced management focus on improving occupancy and service conversion. Approximately half of the revenue increase was successfully translated into the profit line. The Margin in the 2024 financial year was 24% (2023: 20%).



NORTH ASIA

North Asia overall maintained solid results. Revenue declined as a result of ongoing challenges in Greater China, coupled with a decade-weak Japanese Yen (JPY).

A further \$2.2 million impairment was recognised for China in the 2024 financial year.



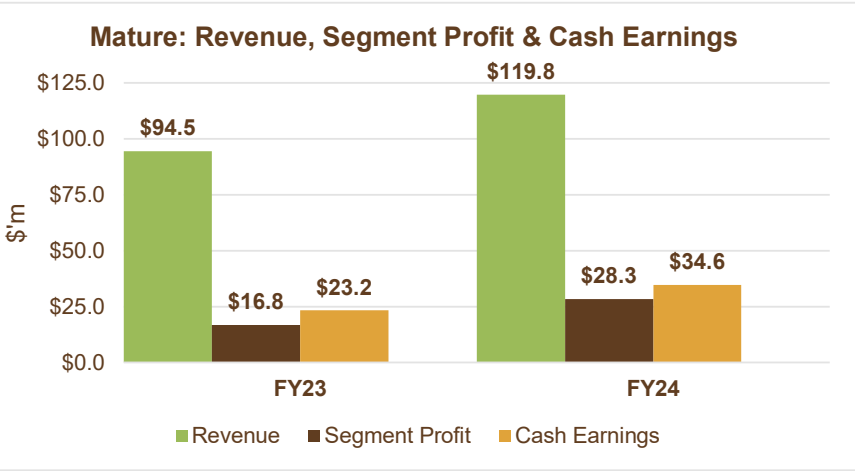
DIRECTORS' REPORT

EUROPE AND THE MIDDLE EAST (EME)

Mature revenue was up by \$25.3 million on the 2023 financial year.

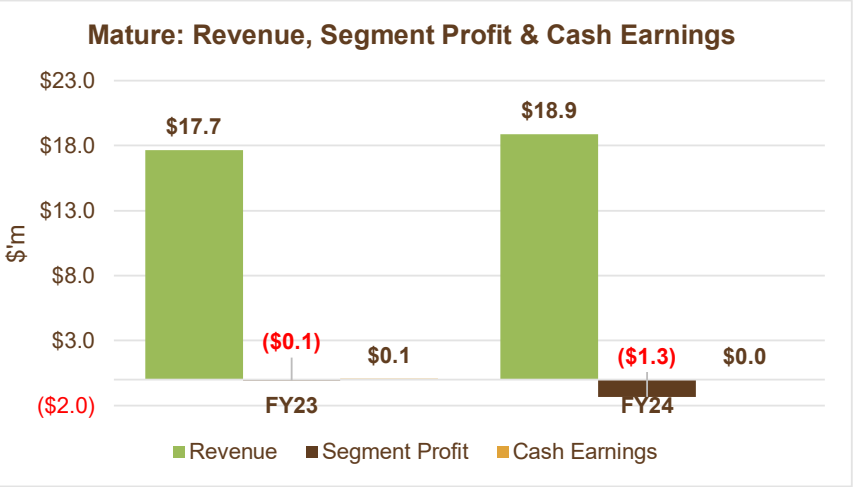
In the 2024 financial year, two new operations were added to the portfolio, with another two opened in July 2024.

Segment Profit and Cash Earnings for the region were up \$11.5 million and \$11.4 million, respectively, on the 2023 financial year. The Margin for the 2024 financial year was 24% (2023: 18%).



USA

The segment loss for the 2024 financial year was \$1.3 million. The segment remained cash breakeven in the 2024 financial year. The Margin for the 2024 financial year was -7% (2023: 0%).



DIRECTORS' REPORT

EVENTS SUBSEQUENT TO BALANCE DATE

Dividend

On 22 August 2024, the Directors declared a final dividend of 13.00 cents per share, franked at 20%, payable on 2 October 2024.

The financial effect of the above transaction has not been brought to account in the financial statements for the year ended 30 June 2024.

The Directors are not aware of any matter or circumstance, other than that referred to above or in the financial statements or notes thereto, that has arisen since the end of the year that has significantly affected, or may significantly affect, the operations of the Consolidated Entity, the results of those operations, or the state of affairs of the Consolidated Entity, in future financial years.

LIKELY DEVELOPMENTS

The Consolidated Entity will continue to pursue its policy of seeking to increase the profitability and market share of its major business sectors during the next financial year.

The Middle East reorganisation has been completed to establish the Servcorp Middle East Group. All other work streams are progressing on schedule for a potential listing in 2025. A final decision is expected to be made early 2025 calendar year.

ENVIRONMENTAL MANAGEMENT

The Consolidated Entity's operations are not subject to any particular and significant environmental regulation under a law of the Commonwealth or of a State or Territory.

ROUNDING OFF

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/ Directors' Reports) Instrument 2016/191 dated 24 March 2016 and, in accordance with that Instrument, amounts in the Financial Report and the Directors' Report have been rounded off to the nearest thousand dollars, unless otherwise stated.

NON-AUDIT SERVICES

During the year KPMG, the Company's auditor, has performed certain "non-audit services" in addition to their statutory duties.

The Board of Directors has considered the non-audit services provided during the year by the auditor and, in accordance with written advice provided by resolution of the Audit and Risk Committee, is satisfied that the provision of those non-audit services, during the year, by the auditor is compatible with the general standard of independence for auditors imposed by, and did not compromise the auditor independence requirements of, the Corporations Act 2001 for the following reasons:

- non-audit services were subject to the corporate governance procedures adopted by the Company and have been reviewed by the Audit and Risk Committee; and
- the non-audit services provided do not undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision making capacity for the Company or jointly sharing risks and rewards.

Details of the amounts paid or payable to the auditor of the Company, KPMG and its related practices for audit and non-audit services provided during the year are set out in Note 30 to the Consolidated financial report.

A copy of the auditor's independence declaration as required under Section 307C of the Corporations Act 2001 is set out on page 53 and forms part of this report.

REMUNERATION REPORT

The Remuneration Report for the financial year ended 30 June 2024 is set out on pages 41 to 52 and forms part of this report.

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



A G Moufarrige AO
Managing Director and CEO
Dated at Sydney this 22nd day of August 2024

REMUNERATION REPORT

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45	NON-EXECUTIVE DIRECTOR REMUNERATION
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45	EXECUTIVE REMUNERATION
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	Provides details of the nature and amount of each element of the remuneration of each non-executive Director of Servcorp Limited for the year ended 30 June 2024.
52	EXECUTIVE KMP REMUNERATION TABLE
	Provides details of the nature and amount of each element of the remuneration of each executive KMP of Servcorp Limited for the year ended 30 June 2024.

REMUNERATION REPORT

INTRODUCTION

We are pleased to present Servcorp’s Remuneration report for the 2024 financial year.

Servcorp’s aim is to provide the finest workspace solutions to our customers by providing the best locations, facilities, technology and people crucial to making businesses successful. Our operations span 20 countries, 40 cities and 108 locations globally, via serviced offices, co-working, and virtual offerings. This global footprint provides leverage to exploit our brand, take advantage of new market opportunities and diversify our risk. Notably, for the 2024 financial year offshore revenue represented more than 82% of our total revenue. Skilled, experienced local management in each jurisdiction, supported by Servcorp’s market leading IT platform and proprietary product offerings, are critical to our continued success, and with the increasingly competitive environment for talent, we need to have an appropriate reward framework in place. We are highly aware that the markets in which we operate are subject to changing economic factors, and often these may be counter cyclical to the Australian market. Therefore, it is the Board’s view that our remuneration strategy should reflect both our vision as a global company and the diversity of our regional businesses.

Over the past several years, the Company has been presented with unprecedented challenges. We have managed to navigate through an intense competitive environment and a pandemic, the latter of which has caused tremendous change in how and where people work. While sales, floor growth and profits weakened through that period we managed to cut costs, retain a dedicated team, drive strong cash flow, and pay continued dividends for our shareholders. We have seen these efforts pay off in subsequent periods as the environment has improved, and the Board acknowledges the hard work of the Servcorp Team.

In 2024, we have benefited from improved trends in many of our markets, and we believe we are well positioned to capitalise on the evolution of flexible working. After a period of consolidation, we have returned to floor growth, and have seen continued like-for-like improvement in both our office and virtual revenue. While we are still seeing the impacts of an inflationary environment and uncertainty about the global economy, management has focused on controllable drivers of business performance and achieved impressive results, outperforming global profit and cash flow targets, which were increased from 2023 despite sector headwinds. We also had some standout regional performances, so we feel that the STIs earned are a fair reflection of the team’s efforts and resulting outcomes for the Company.

The Board believes that shareholder experience has been aligned to profit growth and remuneration outcomes, with TSR for the 2024 financial year of 46%, and 35% for the 3-year period ended 30 June 2024.

The Board’s philosophy and approach to executive remuneration is to attract and retain team members with a fair yet challenging compensation structure which rewards excellence at the regional level, properly incentivises those whose roles span multiple geographies, and supports the growth aspirations of Servcorp as a global business. For Servcorp, we believe financial performance is the key driver of shareholder value, so we have structured our framework to reflect both regional and global contributions of our executives to group performance.

In July 2022, the Board appointed independent consultant Crichton & Associates to undertake a remuneration strategy review to ensure we have a modern best practice framework for fiscal 2023 and beyond. The key outcomes of this review, as disclosed in the 2022 and 2023 Remuneration reports, were to introduce an LTI performance rights plan to supplement our options program, with both plans featuring extended (3-year) vesting criteria, the reassessment of our KMP structure, and the introduction of a malus and clawback policy.

The goals of these changes are to ensure our competitiveness in the market, improve long-term alignment between remuneration, business performance, and shareholder interests, and provide an additional long-term compensation mechanism.

In the 2024 financial year:

- the Board did not introduce any new short term executive remuneration components;
- in recognition of profit expectations, the Board increased the global gateway, target and out-perform net profit before impairment and tax for the 2024 financial year, and has improved disclosure around these metrics;
- the Board left non-executive Director base fees constant;
- in November 2023, the Board issued Options to senior executives, including both executive KMP.

For the 2025 financial year, the initiatives will be assessed and, where suitable, implemented by the Board and communicated to shareholders.

In summary, the Board believes Servcorp’s approach to non-executive Director and executive KMP remuneration is balanced, fair and equitable and designed to achieve alignment of executive reward with shareholder expectations and value. We will continue to assess our practices to ensure they support Servcorp’s strategy, our desired business outcomes, and our goal of retaining and motivating our employees in an increasingly competitive environment for talent.

The Board is committed to ensuring our remuneration practices continue to evolve to support the interests of our shareholders. We welcome feedback from shareholders and proxy advisors, and we thank you for your continued support of Servcorp.

This Remuneration Report sets out, in accordance with the relevant Corporations Act 2001 (Corporations Act) and accounting standard requirements, the remuneration arrangements in place for KMP of Servcorp during the financial year ended 30 June 2024.



REMUNERATION REPORT

REMUNERATION GOVERNANCE

This section explains the role of the Board and the Remuneration Committee, and use of remuneration consultants when making remuneration decisions in respect of non-executive Directors and executive KMP.

Role of the Board and the Remuneration Committee

The Board is responsible for Servcorp’s global remuneration strategy and policy. Consistent with this responsibility, the Board has established the Remuneration Committee, which comprises solely non-executive Directors, all being independent.

The role of the Remuneration Committee is set out in its Charter, which is reviewed annually. In summary, the Remuneration Committee’s role includes:

- ensure that the appropriate procedures exist to assess the remuneration levels of the Chair, other non-executive Directors, executive Directors, direct reports to the CEO, Board Committees and the Board as a whole;
- ensure that Servcorp meets the requirements of ASX Corporate Governance Principles and Recommendations, and other relevant guidelines;
- ensure that Servcorp adopts, monitors and applies appropriate remuneration policies and procedures;
- ensure that reporting disclosures related to remuneration meet the Board’s disclosure objectives and all relevant legal and accounting standard requirements;
- develop, maintain and monitor appropriate talent management programs including succession planning, recruitment, development; and retention and termination policies and procedures for senior management; and
- develop, maintain and monitor appropriate superannuation and other relevant pension benefit arrangements for Servcorp as required by law.

Further information on the Remuneration Committee’s role, responsibilities and membership are contained in the Corporate Governance section on page 31.

Use of remuneration consultants

During the 2024 financial year, a remuneration consultancy contract was entered into by Servcorp with respect to the grant and valuation of Options.

During the 2023 financial year, a remuneration consultancy contract was entered into by Servcorp with respect to drafting a new Employee Incentive Plan, and the grant and valuation of Performance Rights and Options.

ADVISOR / CONSULTANT	SERVICES PROVIDED	REMUNERATION CONSULTANT FOR THE PURPOSE OF THE CORPORATIONS ACT
Ian Crichton, Remuneration Consultant Crichton & Associates Pty Ltd	2024	No
	Valuations of Options offers.	
	2023	No
	Remuneration strategy review.	
	Overview of Servcorp’s existing short term and long term incentive programs.	
	Provision of new Employee Incentive Plan rules, and supporting documentation.	

Key questions regarding use of remuneration consultants

QUESTION	ANSWER
Did the remuneration consultant provide remuneration recommendations in relation to any of the executive KMP for the 2024 or 2023 financial year?	No.
How much was the remuneration consultant paid by Servcorp for remuneration related and other services?	Remuneration services: Crichton & Associates Pty Ltd \$8,728 (2023: \$30,860); Other services: Nil (2023: Nil).
What arrangements did Servcorp make to ensure that the making of the remuneration recommendations would be free from undue influence by the executive KMP?	Servcorp maintains a protocol which governs the procedure for procuring advice relating to KMP remuneration. The protocol includes a process for the engagement of the remuneration consultant, the provision of information to the remuneration consultant and the communication of remuneration recommendations.
Is the Board satisfied that the remuneration information provided was free from any such undue influence?	Yes, the Board is satisfied.
What are the reasons for the Board being so satisfied?	The Chairman of the Remuneration Committee had oversight of all requests for remuneration information, and the protocol with respect to the procurement of remuneration related advice remains in place.

REMUNERATION REPORT

KEY MANAGEMENT PERSONNEL

Key management personnel have authority and responsibility for planning, directing and controlling the activities of Servcorp and comprise the non-executive Directors, and executive KMP (being the Executive Director and other senior executives named in this report).

Details of the KMP during the year are provided in the following table.

NAME	TITLE	CHANGE IN 2024
Non-executive Directors		
The Hon. Mark Vaile	Chairman	Full year No change
	Member, Audit & Risk Committee	
	Member, Remuneration Committee	
	Chair, Nomination Committee	
Wallis Graham	Director	Full year No change
	Member, Audit & Risk Committee	
	Chair, Remuneration Committee	
	Member, Nomination Committee	
Tony McGrath	Director	Full year No change
	Chair, Audit & Risk Committee	
	Member, Remuneration Committee	
	Member, Nomination Committee	
Executive Director		
Alf Moufarrige	Chief Executive Officer	Full year No change
Other Group-level executive		
David Hunt	Chief Financial Officer & Head of South East Asia	Full year No change

REMUNERATION REPORT

NON-EXECUTIVE DIRECTOR REMUNERATION

Fees and payments to non-executive Directors reflect the demands which are made on, and the responsibilities of, the Directors. Non-executive Directors' fees and payments are reviewed by the Board. The Board ensures non-executive Directors' fees and payments are appropriate and in line with the market. Non-executive Directors are not employed under a contract and do not receive share options or other equity-based remuneration.

Directors' fees

Non-executive Directors' fees are determined by the Board within an aggregate Directors' fees limit approved by shareholders.

The fees limit currently stands at \$500,000 per annum inclusive of payments for superannuation. This limit was approved at the 2011 annual general meeting.

The most recent review of Directors' fees was effective 1 July 2013. Effective 1 July 2013, non-executive Directors' fees were set as:

- Chair - \$175,000 per annum including superannuation;
- Non-executive - \$100,000 per annum including superannuation;
- Chair of the Audit and Risk Committee - an additional \$10,000 per annum including superannuation.

From 1 July 2021, the Superannuation Guarantee rate is scheduled to increase progressively, from 9.5% to 12.0%. To comply with the legislation, and allow these increases to be provided to the Directors, effective 1 July 2021, the non-executive Directors' base fees have been held at the same rates, with superannuation increasing in line with these progressive increases. For the 2024 financial year fees were as follows:

- Chair - \$159,818 per annum plus superannuation, for a total of \$177,398;
- Non-executive - \$91,325 per annum plus superannuation, for a total of \$101,371;
- Chair of the Audit and Risk Committee - an additional \$9,132 per annum plus superannuation, for a total of \$10,136.

The increased Superannuation Guarantee amount was a total of \$1,758 for all non-executive Directors (2023: \$1,757).

For the 2025 financial year, the Board have resolved to keep non-executive Director base fees constant.

Additional fees are not paid for membership of Board committees other than as referred to in the previous paragraph.

Retirement allowances for Directors

Non-executive Directors are not entitled to retirement allowances.

Details of remuneration

Details of the nature and amount of each element of the remuneration of each non-executive Director of Servcorp Limited for the year ended 30 June 2024 are set out in the table on page 51.

Minimum shareholding requirement

Servcorp does not have a minimum shareholding requirement for non-executive Directors. It is noted, however, that all non-executive Directors are shareholders of the Company.

EXECUTIVE REMUNERATION

Remuneration philosophy and principles

The Board recognises that the Consolidated Entity's performance is dependent on the quality and contribution of its team members, particularly the executive KMP and regional executives. To achieve its financial and operating objectives, Servcorp must be able to attract, retain and motivate appropriately qualified and skilled executives at the regional and global level.

The objective of the executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with achievement of Servcorp's strategic objectives particularly its short, medium and long term earnings; being operating profits at a regional level; and consolidated mature net profit before impairments and tax and EPS at a global level. The Board believes that earnings are the metric which best corresponds to value creation for the Company and its shareholders in both the short and longer term, but will continue to assess the merits of using other performance indicators in our remuneration framework in the future.

Executive remuneration is a balanced mix of fixed and incentive ('at risk') remuneration. In determining the appropriate balance, regular reviews are undertaken that involve cross-referencing position descriptions to reliable accessible remuneration data in the markets in which Servcorp operates.

Servcorp's executive remuneration policy and principles are designed to ensure that the Consolidated Entity:

- provides competitive rewards that attract, retain and motivate our key executives;
- encourages loyalty and commitment to Servcorp;
- builds a structure for growth and includes appropriate succession planning;
- structures remuneration at a level that reflects the executive's duties and accountabilities and is competitive in the markets in which it operates;
- complies with applicable legal requirements and appropriate standards of governance.

The Company's remuneration framework is reviewed annually, and the Board is committed to engaging with shareholders, consultants and proxy advisors as required to ensure proper evolution of its remuneration strategy.

REMUNERATION REPORT

ASX code	SRVAE (Performance Rights)	SRVAG (Options)	SRVAH (Options)
Grant date	1 December 2022	6 November 2023	7 December 2023
Issue date	19 December 2022	14 November 2023	7 December 2023
Exercise price	\$0.00	\$3.00	\$3.35
Vesting conditions	3-year cumulative EPS performance target, representing 10% pa growth between the 2022 and 2025 financial years	3-year cumulative EPS performance target, representing 10% pa growth between the 2023 and 2026 financial years	3-year cumulative EPS performance target, representing 10% pa growth between the 2023 and 2026 financial years
	Threshold performance for 50% vesting, representing 5% pa growth between the 2022 and 2025 financial years, with pro- rata vesting between threshold and target	Threshold performance for 50% vesting, representing 5% pa growth between the 2023 and 2026 financial years, with pro- rata vesting between threshold and target	Threshold performance for 50% vesting, representing 5% pa growth between the 2023 and 2026 financial years, with pro- rata vesting between threshold and target
	Continuous service until 1 September 2025	Continuous service until 1 September 2026	Continuous service until 1 September 2026
Vesting date	1 September 2025	1 September 2026	1 September 2026
Exercise period	30 days from vesting date to expiry date	2 years from vesting date to expiry date	2 years from vesting date to expiry date
Expiry date	30 September 2025	1 September 2028	1 September 2028
Option value	\$2.7982	\$0.3192	\$0.2450
Status	Not vested	Not Vested	Not Vested

REMUNERATION REPORT

Servcorp Executive Share Option Scheme (ESOS)

In 2016 the Board updated the Servcorp Limited Executive Share Option Scheme (ESOS). From time to time, the Board granted Options to senior executives to encourage and reward superior long term performance. These options were granted subject to vesting criteria based on 3-year service and 2-year EPS growth.

- Options were granted to executive KMP during the 2021 and 2022 financial years;
- a summary of the terms of the Options currently on issue under the ESOS are detailed in the table below.

Options currently on issue to executive KMP under the ESOS:

ASX code	SRVAB	SRVAB	SRVAD
Grant date	27 August 2020	27 August 2020	11 May 2022
Issue date	18 September 2020	4 November 2020	19 May 2022
Exercise price	\$2.48 per Option	\$2.48 per Option	\$3.54 per Option
Vesting conditions	EPS performance hurdle of 15% pa cumulative growth between the 2020 and 2022 financial years	EPS performance hurdle of 15% pa cumulative growth between the 2020 and 2022 financial years	EPS performance hurdle of 15% pa cumulative growth between the 2022 and 2024 financial years
	Continuous service until 18 September 2023	Continuous service until 18 September 2023	Continuous service until 19 May 2025
Vesting date	18 September 2023	18 September 2023	19 May 2025
Exercise period	Two years from vesting date to expiry date	Two years from vesting date to expiry date	Two years from vesting date to expiry date
Expiry date	18 September 2025	18 September 2025	19 May 2027
Option value	\$0.5825	\$0.5368	\$0.5145
Status	Vested (i) Exercisable (i)	Vested (i) Exercised (ii)	Not vested

i. Effective 25 August 2022, the Options issued on 18 September 2020 and 4 November 2020 vested, as the EPS Performance of the Company met the applicable Vesting Percentage. Continuous service was met on 18 September 2023, and the Options became exercisable.

ii. The Options issued on 4 November 2020 were exercised in full on 7 November 2023 and 1,500,000 Ordinary shares of the Company were issued.

RELATIONSHIP BETWEEN CONSOLIDATED ENTITY PERFORMANCE, EXECUTIVE KMP REMUNERATION AND SHAREHOLDER WEALTH

The relationship between Consolidated Entity performance and executive KMP remuneration is important to ensure that there is a clear and appropriate correlation and alignment of interests between shareholders and executive KMP.

Key financial indicators

Servcorp's principal activities and financial performance are explained in detail in the Review of Operations section of the Directors' Report on pages 36 to 39.

A summary of Servcorp's financial performance over the last five years is provided in the following table.

MEASURE	FINANCIAL YEAR ENDED 30 JUNE				
	2020	2021	2022	2023	2024
Total revenue (\$million)	352	276	276	296	317
Net profit before tax (\$million)	15.6	30.6	34.4	17.0	42.9
Net profit after tax (\$million)	6.9	23.5	28.0	11.1	39.0
Basic earnings per share (cents)	7.2	24.3	28.9	11.4	39.9
Dividend per share (cents)	20.0	18.0	20.0	22.0	25.0
Share price as at 30 June (\$)	\$2.32	\$3.50	\$3.30	\$3.00	\$4.09
Offices	5,039	5,141	5,162	5,150	5,326
Number of locations	112	111	107	106	108

REMUNERATION REPORT

The first three quarters of the 2020 financial year had continued from the strong profit in the second half of the 2019 financial year. The Company's strong performance was evident across all key metrics, including occupancy, operating margins, net profit after tax, and free cash, with record revenues recorded, despite a very challenging competitive environment. COVID-19 impacted on trading conditions in the last quarter, however the Company still recorded a solid underlying performance; revenue and other income was up 5%, underlying net profit before tax was up 17% and underlying free cash was up 3%.

The 2021 and 2022 financial years saw challenging COVID-19 trading conditions and a difficult global economic environment. In particular, there was downward price pressure across our global footprint, affecting revenue. We also experienced notable variation in performance across regions, as the severity of lockdowns and other restrictions differed across geographies. An improving environment, disciplined cost management and minimal impact from non-underlying items saw net profit after tax, and associated earnings per share (EPS), return to higher levels, with EPS up 237% in 2021, and 19% in 2022. In the 2023 financial year, consolidated mature net profit before impairments and tax increased 36%, meeting the market guidance and representing a significant uplift from the prior year.

In the 2024 financial year, the trajectory of improvement continued, with consolidated net profit before tax increasing 153% on the prior year, our best result since 2017.

Through all years, cash flows have remained strong, allowing interim and final dividends to continue to be paid to our shareholders. Dividends have increased each year since 2021, and in total, Servcorp returned \$23.4 million to shareholders via dividends in the 2024 financial year. In total, the Company has returned \$98.9 million to shareholders over the last 5 years, representing \$1.02 per share, in dividends.

Servcorp's share price has varied considerably over the last several years. It closed at \$2.32 on 30 June 2020, predominately due to the effects of COVID. Since that time, it has traded in the low \$3.00 range. The continuing underlying performance, and associated upgraded market guidance, has led to a steady increase in the 2024 financial year, with Servcorp's share price closing at \$4.09 at 30 June 2024.

Over the three year period from 1 July 2021 to 30 June 2024 Servcorp's total shareholder return (TSR) was 35.0%.

Servcorp is in a financially sound position and we are confident that we will continue to achieve higher profit levels which, when combined with healthy dividends, will contribute to a satisfactory total shareholder return (TSR) performance over the coming years.

In the 2024 financial year, consolidated mature net profit before impairments and tax came in above global "out-perform" levels, and accordingly the out-perform global STI opportunity was paid.

The STI paid out to executive KMP represents 200% of the target opportunity, and 100% of the out-perform opportunity. KMP target STI opportunity forfeited was 0%. The individual 'at risk' rewards paid in the 2024 financial year to executive KMP and the percentage of their target opportunity is provided in the following table.

EXECUTIVE KMP	REGION	STI AWARDED	% OF TARGET OPPORTUNITY	OPTIONS AWARDED NO.	FAIR VALUE OF OPTIONS AWARDED
Alf Moufarrige	Head Office	N/A	N/A	1,000,000	\$245,000
David Hunt	Head Office & SEA	\$108,000	200%	150,000	\$47,880

Servcorp has a very strong culture focusing on sales and generation of shareholder wealth. Our executive KMP and regional executives include a balance of long-serving team members together with new executive talent, who reflect Servcorp's investment in the future. All executives are aware of the need to perform. Each executive is involved in the target setting for the business and accepts the challenging targets set.

If our forward net profit before tax targets are met, then shareholders, in the opinion of the Board, will be satisfied with the Consolidated Entity's performance and executives will receive their target remuneration opportunity.

If executives fail to meet their targets, the 'at risk' component of executive KMP and regional executive remuneration will be heavily discounted, or in certain circumstances, not be awarded. In this way the alignment of Consolidated Entity performance and executive KMP and regional executive remuneration will be in direct correlation and be unambiguous. The Board also considers shareholder experience when assessing alignment, and reserves the right to exercise discretion to avoid unintended remuneration outcomes.

REMUNERATION REPORT

EMPLOYMENT AGREEMENTS

There are no fixed term employment agreements in place for any executive KMP.

Termination benefits

There are no termination of employment agreements in place for executive KMP. Any termination benefit paid to executive KMP would be limited to 12 months remuneration as required by law and in most cases would be determined based on statutory minimum requirements, years of service and the nature of the termination.

Malus and Clawback

Servcorp introduced a Malus and Clawback Policy in August 2022.

The Policy applies for current executive KMP, to unvested Short Term Incentive and Long Term Incentive awards. The Policy is designed to be preventative rather than a purely remedial or punitive measure. Under the Policy, the Board may take action to adjust downwards (malus) or recover (clawback) unvested 'at risk' remuneration, where there is reasonable evidence that an executive KMP has materially contributed to, or been materially responsible for, the need for the restatement of financial results for defined reasons. Any application of the policy will be disclosed to shareholders.

The Malus and Clawback Policy is available on Servcorp's website; servcorp.com.au

Minimum shareholding requirements

Servcorp does not have a minimum shareholding requirement for executive KMP.

EMPLOYEE SHARE SCHEME AND OTHER EQUITY INCENTIVE INFORMATION

As mentioned previously in this report, the Board introduced the Servcorp Employee Incentive Plan (SEIP) in August 2022, with the purpose of encouraging executives and other team members to share in the ownership of the Company and to promote the long-term success of the Consolidated Entity as a shared goal. The SEIP provides for various types of awards, including Options and Performance Rights.

In prior years, this was achieved by issuing Options under the Servcorp Limited Executive Share Option Scheme (ESOS).

In the 2024 financial year, the Board granted 1,675,000 Options under the SEIP including 150,000 to the CFO, an executive KMP. In addition, 1,000,000 options were granted to the CEO, an executive KMP.

In the 2023 financial year, the Board granted 160,000 Performance Rights and 1,000,002 Options under the SEIP to senior executives, including 40,000 Performance Rights to the CFO, an executive KMP.

Details of the Performance Rights and Options granted, on issue and lapsed are provided in the Directors' Report on page 35.

Details of the Performance Rights and Options granted to each key management personnel are provided in the following table.

Other than the Performance Rights and Options issued as detailed below, at the date of this report there are no shares, rights, options or other equity incentives held by executive KMP and subject to vesting restrictions.

ALF MOUFARRIGE			DAVID HUNT		
	OPTIONS	OPTIONS	OPTIONS	PERFORMANCE RIGHTS	OPTIONS
ASX code	SRVAB	SRVAH	SRVAD	SRVAE	SRVAG
Grant Year	2021	2024	2022	2023	2024
Held 1 July 2023 No.	1,500,000	-	100,000	40,000	-
Granted No.	-	1,000,000	-	-	150,000
Fair Value of Grant \$	-	\$245,000	-	-	\$47,880
Lapsed/ Expired No.	-	-	-	-	-
Exercised No.	1,500,000 ⁱ	-	-	-	-
Value at Exercise \$	\$896,250	-	-	-	-
Held 30 June 2024 No.	-	1,000,000	100,000	40,000	150,000
Vested No.	-	-	-	-	-
Exercisable No.	-	-	-	-	-

Notes:
i. In November 2023, the Company issued 1,500,000 ordinary shares as a result of the exercise of 1,500,000 options, at an exercise price of \$2.48 per option.

REMUNERATION REPORT

KEY MANAGEMENT PERSONNEL EQUITY HOLDINGS AND MOVEMENTS

The number of Ordinary shares held by each key management personnel in the share capital of the Company, and the movement on those holdings during the financial year, is set out in the following table.

KMP	TOTAL HELD AT 1 JULY 2023	GRANTED DURING THE YEAR	EXERCISED OPTIONS	PURCHASED DURING THE YEAR	DISPOSED DURING THE YEAR	TOTAL HELD AT 30 JUNE 2024	HELD DIRECTLY AT 30 JUNE 2024	HELD INDIRECTLY AT 30 JUNE 2024(i)
M Vaile	35,050	-	-	-	-	35,050	-	35,050
W Graham	14,000	-	-	-	-	14,000	14,000	-
T McGrath	66,853	-	-	-	-	66,853	-	66,853
A Moufarrige	50,486,283	-	1,500,000	36,868	-	52,023,151	547,436	51,475,715
D Hunt	20,000	-	-	-	-	20,000	10,000	10,000

Notes:
i. Shares held indirectly are included in the "total held at 30 June 2024" column. Total shares are held directly by the KMP and indirectly by the KMP's related parties, inclusive of spouse, dependents, and entities controlled or significantly influenced by the KMP.

NON-EXECUTIVE DIRECTOR REMUNERATION

Amount in AUD		Short term benefits	Post-employment benefits	Total
Name & title	Year	Fees	Superannuation benefits (i)	(ii)(iii)
M Vaile	2024	159,818	17,580	177,398
Non-Executive Director	2023	159,818	16,781	176,599
W Graham	2024	91,325	10,046	101,371
Non-Executive Director	2023	91,325	9,589	100,914
T McGrath	2024	100,457	11,050	111,507
Non-Executive Director	2023	100,457	10,548	111,005
Aggregate	2024	351,600	38,676	390,276
	2023	351,600	36,918	388,518

Notes:
i. Superannuation benefits have increased due to an increase in the Superannuation Guarantee rate from 10.5% to 11%, effective 1 July 2023.
ii. Directors' and officers' indemnity insurance has not been included in the above figures since it is impractical to determine an appropriate allocation basis.
iii. Non-executive Directors do not participate in any short term or long term incentive schemes.

KEY MANAGEMENT PERSONNEL REMUNERATION

Notes:

- i. Amounts disclosed as short term cash STI in the 2024 year represent STI paid in August 2024 based on 2024 financial year global and region targets.
- ii. Amounts disclosed as short term cash STI in the 2023 year represent STI paid in August 2023 based on 2023 financial year global and region targets.
- iii. Amounts disclosed as share based payments relate to Performance Rights issued on 19 December 2022 and Options issued on 5 November 2020, 19 May 2022, 14 November 2023, or 7 December 2023. Details are set out on pages 47, 48 and 50 of this annual report.
- iv. The salary of A G Moufarrige includes a component paid in Yen, and the amount disclosed above will vary based on the foreign currency exchange rates. Base salary has been unchanged during the last two years. A G Moufarrige does not receive an STI and has waived his entitlement to annual leave and long service leave.
- v. D Hunt commenced employment with Servcorp effective 19 April 2022 as CFO. His annual base salary increased in the 2024 financial year due to tenure with the Company and increased responsibilities in the business.
- vi. The Aggregate reflects the relevant KMP attributable to each financial year.

Amount in AUD		Short term incentive grants			
		STI paid in cash % of Target	STI Accrued and not yet due %	STI forfeited % of Target	Maximum future value of vested STI \$
A G Moufarrige	2024	-	-	-	-
CEO	2023	-	-	-	-
D Hunt	2024	200.0%	0.0%	0.0%	-
CFO & Head of SEA	2023	64.3%	0.0%	35.7%	-
Aggregate	2024	200%	0.0%	0.0%	-
	2023	64.3%	0.0%	35.7%	-



I declare that, to the best of my knowledge and belief, in relation to the audit of Servcorp Limited for the financial year ended 30 June 2024 there have been:

- KPM6

Chaitin

22 August 2024

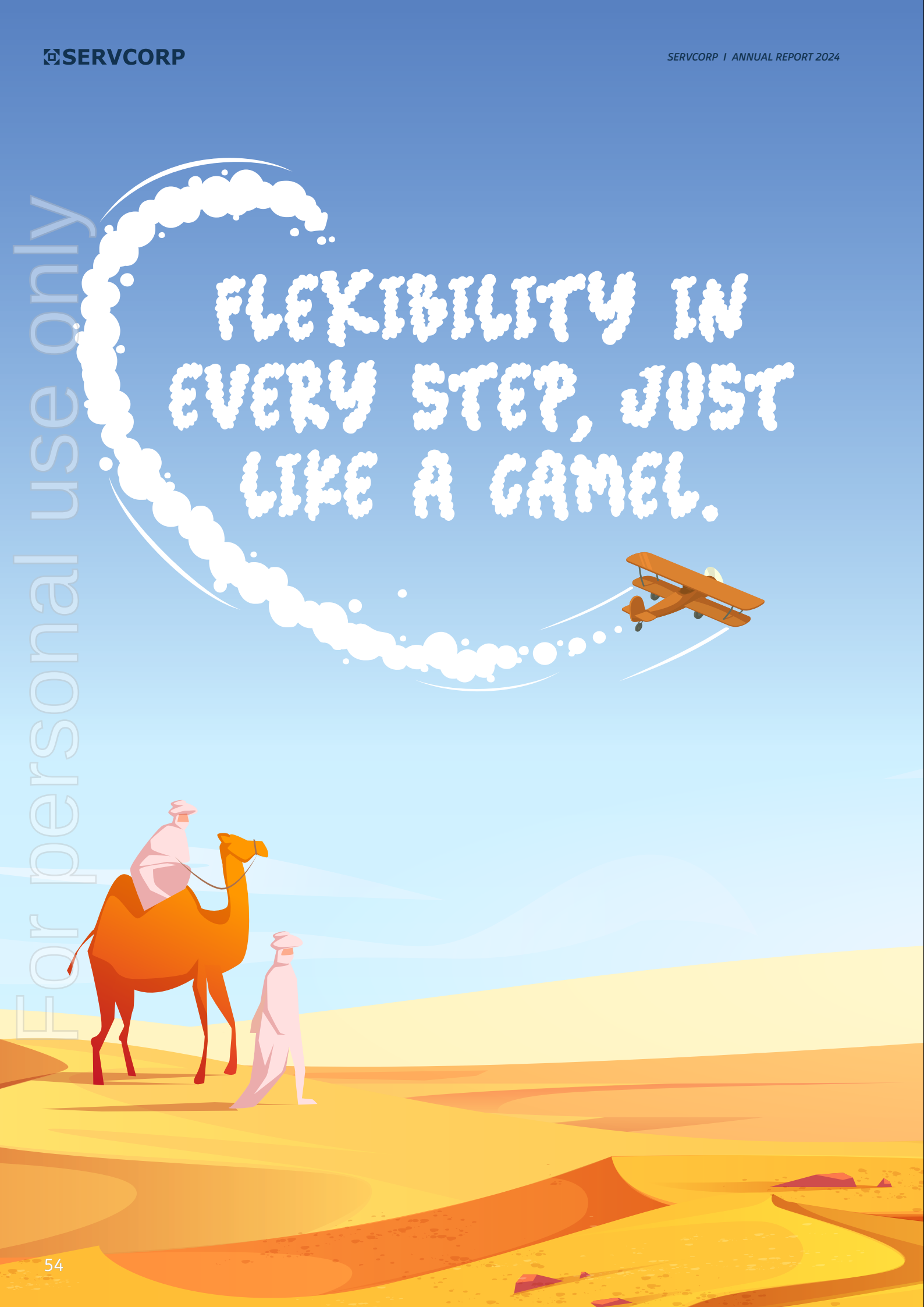
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CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

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CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2024

Revenue	3	314,106	292,473
Other revenue and income	3	2,907	3,073
Total revenue		317,013	295,546
Service expenses		(76,056)	(74,485)
Marketing expenses		(21,363)	(18,354)
Occupancy expenses		(38,132)	(38,189)
Administrative expenses		(27,847)	(22,318)
Amortisation of right of use asset	13	(95,200)	(101,943)
Finance costs attributable to lease liabilities	16	(13,986)	(11,221)
Net impairment of property, plant and equipment and right of use assets	13	(2,470)	(15,061)
Net foreign exchange gain (realised and unrealised)		1,004	1,804
Fair value gains on derivatives		(131)	1,292
Share of gains of joint ventures		783	556
Other losses		(668)	(634)
Total expenses	4	(274,066)	(278,553)
Profit before income tax expense		42,947	16,993
Income tax expense	5	(3,909)	(5,926)
Profit for the year		39,038	11,067
Other comprehensive income			
Items that may be reclassified to profit or loss			
Translation of foreign operations (items may be reclassified subsequent to profit or loss)		(13,406)	(2,285)
Other comprehensive loss for the year (net of tax)		(13,406)	(2,285)
Total comprehensive income/(loss) for the year		25,632	8,782
Earnings per share		Cents	Cents
Basic EPS	6	39.9	11.4
Diluted EPS	6	39.8	11.4

The accompanying notes form part of these financial statements.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 30 JUNE 2024

	Note	2024 \$ 000	2023 \$ 000
Assets			
Current assets			
Cash and cash equivalents	7	103,300	105,364
Trade and other receivables	8	35,852	27,778
Other financial assets	9	13,543	13,458
Current tax receivable	10	9,515	5,506
Prepayments and other assets		5,180	6,893
Total current assets		167,390	158,999
Non-current assets			
Other financial assets	9	36,682	37,808
Property, plant and equipment	11	89,616	80,358
Intangible assets	12	2,708	2,433
Right of use assets	13	316,490	305,311
Deferred tax assets	10	44,193	42,283
Goodwill	14	17,274	13,775
Total non-current assets		506,963	481,968
Total assets		674,353	640,967
Liabilities			
Current liabilities			
Trade and other payables	15	63,684	43,545
Other financial liabilities		30,502	27,160
Lease liabilities	16	94,364	106,037
Provisions	17	12,563	13,057
Total current liabilities		201,113	189,799
Non-current liabilities			
Lease liabilities	16	276,834	261,808
Provisions	17	1,789	1,582
Total non-current liabilities		278,623	263,390
Total liabilities		479,736	453,189
Net assets		194,617	187,778
Equity			
Contributed equity	19	155,567	151,594
Reserves	20, 23	(36,909)	(24,165)
Retained earnings		75,959	60,349
Total equity		194,617	187,778

The accompanying notes form part of these financial statements.



CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2024

	Contributed equity	Share buy back reserve	Foreign currency translation reserve	Employee equity settled benefits reserve	Retained earnings	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Balance at 1 July 2023	151,594	(4,733)	(20,370)	938	60,349	187,778
Profit for the year	-	-	-	-	39,038	39,038
Translation of foreign operations (net of tax)	-	-	(13,406)	-	-	(13,406)
Total comprehensive income for the year	-	-	(13,406)	-	39,038	25,632
Share-based payments	3,973	-	-	662	-	4,635
Payment of dividends	-	-	-	-	(23,428)	(23,428)
Balance at 30 June 2024	155,567	(4,733)	(33,776)	1,600	75,959	194,617

	Contributed equity	Share buy back reserve	Foreign currency translation reserve	Employee equity settled benefits reserve	Retained earnings	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Balance at 1 July 2022	151,594	(4,733)	(18,085)	832	68,646	198,254
Profit for the year	-	-	-	-	11,067	11,067
Translation of foreign operations (net of tax)	-	-	(2,285)	-	-	(2,285)
Total comprehensive income for the year	-	-	(2,285)	-	11,067	8,782
Share-based payments	-	-	-	106	-	106
Payment of dividends	-	-	-	-	(19,364)	(19,364)
Balance at 30 June 2023	151,594	(4,733)	(20,370)	938	60,349	187,778

The accompanying notes form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2024

	Note	2024 \$ 000	2023 \$ 000
Cash flows from operating activities			
Receipts from customers		342,382	317,741
Payments to suppliers and employees		(154,804)	(151,983)
Franchise fees received		-	226
Interest and other items of similar nature received		2,706	2,830
Interest and other costs of finance paid		(13,986)	(11,221)
Tax paid		(10,507)	(2,062)
Net cash generated from operating activities	34	165,791	155,531
Cash flows from investing activities			
Proceeds from sale of plant and equipment		3,914	744
Payments for property, plant and equipment	11	(34,882)	(19,404)
Payment for intangible assets	12	(1,403)	(1,185)
Payments for landlord lease deposits		(1,821)	(1,348)
Payments for variable rate bonds and listed ordinary shares		(1,585)	(3,739)
Proceeds from sale of variable rate bonds and listed ordinary shares		365	277
Payment for purchase of business, net of cash acquired		(3,277)	-
Net cash used in investing activities		(38,689)	(24,655)
Cash flows from financing activities			
Proceeds from issue of equity securities of the parent		3,811	-
Repayment of lease liabilities relating to future occupancy years	16	(3,324)	(5,433)
Dividends paid		(23,428)	(19,364)
Repayment of lease liabilities relating to current year occupancy	16	(102,244)	(98,008)
Net cash used in financing activities		(125,185)	(122,805)
Effects of exchange rate changes on cash and cash equivalents		(3,981)	(3,473)
Net increase in cash and cash equivalents held		(2,064)	4,598
Cash and cash equivalents at beginning of financial year		105,364	100,766
Cash and cash equivalents at end of financial year	7	103,300	105,364

The accompanying notes form part of these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

1 About this report

1.1 Reporting entity

Servcorp Limited ("the Company") and the subsidiaries ("the Consolidated Entity") is a company limited by shares incorporated and domiciled in Australia whose shares publicly traded on Australian Securities Exchange. The address of the Consolidated Entity's registered office is Level 63, 25 Martin Place, Sydney NSW 2000. Servcorp Limited is a for-profit entity, and the principal activities of the Consolidated Entity are the provision of a global network of the finest flexible workspace solutions.

The financial report of the Consolidated Entity for the year ended 30 June 2024 was authorised for issue in accordance with a resolution of the Directors on 22 August 2024.

1.2 Basis of preparation

The financial report is a general purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001 (Cth), Australian Accounting Standards (AAS) and other authoritative pronouncements of the Australian Accounting Standards Board (AASB). The financial report also complies with International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB) and interpretations of the International Financial Reporting Interpretations Committee (IFRIC).

The Financial Report has been prepared on the basis of historical cost, except for financial instruments that are measured at their fair value. Cost is based on the fair value of the consideration given in exchange for assets. All amounts are presented in Australian dollars, unless otherwise noted. The Consolidated Financial Statements comprise the Financial Statements of the Company and all its subsidiaries.

The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 dated 24 March 2016 and, in accordance with that Instrument, amounts in the Financial Report and the Directors' Report have been rounded off to the nearest thousand dollars, unless otherwise stated.

1.3 Judgements and estimates

In the application of the accounting policies, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

These estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the year in which the estimate is revised if the revision affects only that year, or in the year of the revision and future years if the revision affects both current and future years.

Impairment of ROU and leasehold improvements

Judgements

Information about judgements made in applying accounting policies that have the most significant effects on the amounts recognised in the financial statements is included in the following notes:

-Note 13 Right of use assets: lease terms - whether the Consolidated Entity is reasonably certain to exercise extension options.

-Note 11 Property, plant and equipment: useful life of leasehold improvement assets - the period over which the leasehold improvement assets is expected to be available for use.

Assumptions and estimation uncertainties

Information about assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in material adjustment to the carrying amounts of assets and liabilities within the next financial year is included in the following notes:

-Note 13 Right of use assets and Note 14 Goodwill: key assumptions underlying recoverable amounts and the discount rate used to estimate the lease liabilities at the commencement of leases, lease term, or when the leases are modified.

-Note 10 Tax assets and liabilities: availability of future taxable profit against which deductible temporary differences and tax losses carried forward can be utilised.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

1.4 Material accounting policies

The accounting policies set out below and in the notes have been applied consistently to all periods presented in these consolidated financial statements, and have been applied consistently by all subsidiaries in the Consolidated Entity. Other material accounting policies are contained in the notes to the consolidated financial statements to which they relate.

(a) Basis for consolidation

The Consolidated Financial Statements incorporate the Financial Statements of the Company and entities controlled by the Company (its subsidiaries). Control is achieved when the Company has the power, rights to variable returns and the ability to use its power to affect the amount of the returns. Consistent accounting policies are employed in the preparation and presentation of the Consolidated Financial Statements.

On acquisition, the assets, liabilities and contingent liabilities of a subsidiary are measured at their fair values at the date of acquisition. Any excess in the cost of acquisition over the fair value of the identifiable net assets acquired is recognised as goodwill. If, after reassessment, the fair value of the identifiable net assets acquired exceeds the cost of acquisition, the difference is credited to the Consolidated Statement of Profit or Loss and Other Comprehensive Income in the period of acquisition.

The Consolidated Financial Statements include the information and results of each subsidiary from the date on which the Company obtains control, and until such time as the Company ceases to control an entity. In preparing the Consolidated Financial Statements, all intercompany balances and transactions, and unrealised profits arising are eliminated in full.

(b) Foreign currency transactions and balances

Transactions

Foreign currency transactions are translated to Australian currency at the rates of exchange ruling at the dates of the transactions. Amounts receivable and payable in foreign currencies at reporting date are translated at the rates of exchange ruling on that date.

Foreign currency monetary items at reporting date are translated at the exchange rates existing at reporting date. Non-monetary assets and liabilities carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are not re-translated.

Exchange differences are recognised in profit and loss in the year in which they arise except exchange differences on monetary items receivable from or payable to a foreign operation for which settlement is neither planned or likely to occur, which form part of the net investment in a foreign operation. Such exchange differences are recognised in the foreign currency translation reserve and in the profit and loss on disposal of the net investment.

When a foreign operation is reconsolidated or borrowings that form part of the net investment are repaid, the cumulative exchange differences are recognised in the Consolidated Statement of Profit or Loss and Other Comprehensive Income as part of the gain or loss on sale.

(c) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of expense.

Receivables and payables are stated inclusive of GST.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or liability in the Consolidated Statement of Financial Position. Cash flows are included in the Consolidated Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from or payable to the ATO are classified as operating cash flows.

(d) Notes to the consolidated financial statements

The notes to these Consolidated Financial Statements have been organised into logical groupings to present more meaningful and dynamic information to users. To the extent possible, the relevant accounting policies and numbers have been provided in the same note. The Consolidated Entity has also reviewed the notes for materiality and relevance, and provided additional information where considered material and relevant to the operations, financial position or performance of the Consolidated Entity.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

1.5

Going concern

The Consolidated Entity reported a profit after tax of \$39.0 million (2023: \$11.1 million) from continuing operations for the year, while net cash of \$165.8 million (2023: \$155.5 million) was generated from operations during the year. Although The Consolidated Entity's balance sheet as at 30 June 2024 reports a net current liability position of \$33.7 million (2023: \$30.8 million) which could give rise to a potential liquidity risk, the Directors concluded and are satisfied after a comprehensive review that no liquidity risk exists after taking into account the following factors:

- the Consolidated Entity has a cash balance totaling \$103.3 million;
- the Consolidated Entity produced positive operating cash flows of \$165.8 million (2023: \$155.5 million);
- the Consolidated Entity is in a net current liabilities position due to the capitalisation of lease commitments. The corresponding right of use asset is classified as a non-current asset. Net current liabilities are impacted by the current position of lease liabilities of \$94.4 million which is forecast to be funded out of operating cash flows;
- the Consolidated Entity has no external debt; and
- the Consolidated Entity has net assets of \$194.6 million as at reporting date.

Based on the above, the Directors consider that the Consolidated Entity is well placed to successfully manage the actual and potential liquidity risks faced by the organisation.

On the basis of their assessment, the Directors have a reasonable expectation that the Consolidated Entity has and will generate or obtain adequate resources for a period of at least 12 months from the date of approval of these financial statements and consider it appropriate to continue to adopt the going concern basis in preparing the financial statements of the Consolidated Entity as it will continue to pay its debts as and when they fall due.

1.6

New accounting standards and amendments effective from 1 January 2023

In the current year, the Consolidated Entity has adopted other amended standards and amendments. The adoption of the standards and interpretations had no significant impact on the current year or any prior year and are not likely to have a significant impact in future years.

Standard name	Effective date for entity
IFRS 17 Insurance Contracts	1 January 2023
Disclosure of Accounting Policies - Amendments to IAS 1 and IFRS Practice Statement 2	1 January 2023
Definition of Accounting Estimates - Amendments to IAS 8	1 January 2023
Deferred Tax related to Assets and Liabilities arising from a Single Transaction - Amendments to IAS 12	1 January 2023

Material Accounting Policy Information

The Consolidated Entity has adopted Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2) from 1 January 2023. The amendments require the disclosure of 'material', rather than 'significant', accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

Management reviewed the accounting policies and concluded that the information disclosed in Note 1.4 Material Accounting Policies is in line with the amendments, therefore, no material changes have been made in this regard.

International Tax Reform—Pillar Two Model Rules – Amendments to IAS 12

The amendments to IAS 12 have been introduced in response to the OECD's BEPS Pillar Two rules and include:

- A mandatory temporary exception to the recognition and disclosure of deferred taxes arising from the jurisdictional implementation of the Pillar Two model rules; and
- Disclosure requirements for affected entities to help users of the financial statements better understand an entity's exposure to Pillar Two income taxes arising from that legislation, particularly before its effective date.

The mandatory temporary exception – the use of which is required to be disclosed – applies immediately. The remaining disclosure requirements apply for annual reporting periods beginning on or after 1 January 2023, but not for any interim periods ending on or before 30 June 2024.

The amendments had no impact on the Company's financial statements as the Company is not in scope of the Pillar Two model rules as its revenue is less than AUD 1.2 billion/year.

Other than above, the adoption of the new accounting standards and amendments did not have a significant impact on the Consolidated Entity's financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

1.7

Amendments to accounting standards not yet effective, but available for early adoption

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting years. The Consolidated Entity has decided not to early adopt these Standards. The following table summarises those future requirements, and their impact on the Consolidated Entity where the standard is relevant:

Standard name	Effective date for entity
Lease Liability in a Sale and Leaseback - Amendments to IFRS 16 Leases	1 January 2024
Non-current Liabilities with Covenants – Amendments to IAS 1	1 January 2024
Classification of Liabilities as Current or Non-current – Amendments to IAS 1	1 January 2024
Supplier Finance Arrangements – Amendments to IAS 7 and IFRS 7	1 January 2024
Lack of Exchangeability – Amendments to IAS 21	1 January 2025
Sale or Contribution of Assets between an Investor and its Associate or Joint Venture – Amendments to IFRS 10 and IAS 28	1 January 2025
IFRS S1 – General Requirements for Disclosure of Sustainability-related Financial Information	1 July 2026
IFRS S2 – Climate-related Disclosures	1 July 2026

There are no standards or interpretations that are not yet effective that would be expected to have a material impact on the Consolidated Entity.

The Consolidated Entity has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

2

Operating segments

The Consolidated Entity identifies its operating segments based on the business activities it engages from which it earns revenues and incurs expenses. These are reviewed regularly by the chief operating decision makers of the Consolidated Entity.

The geographic segments are based on the geographic regions in which business units largely share a high level of similarity in regulatory, economic relationships, time zones, market characteristics, cultural similarities, language clusters, which form the basis for geographic results to the chief operating decision maker. Each reportable segment has its own distinct senior manager responsible for the performance of the segment. The chief operating decision maker is responsible for performance and resource allocation amongst operating segments. All reportable segments are involved in the provision of workspace solutions.

In line with the requirements under AASB 8 *Operating Segments* (AASB 8), the Consolidated Entity is run on a worldwide basis but has four reportable segments: Australia, New Zealand and South East Asia (ANZ/SEA); United States of America (USA); Europe and Middle East (EME); North Asia. Information about other business activities and operating segments that are not reportable under the four reportable segments identified under AASB 8 is aggregated and disclosed as Other.

The Consolidated Entity's reportable operating segments under AASB 8 are presented below. The accounting policies of the reportable operating segments are the same as the Consolidated Entity's accounting policies. Intersegment sales were eliminated in full.

For the year ended 30 June 2024, the Consolidated Entity's Virtual Office revenue, and Served Office revenue were \$96.6 million and \$217.5 million respectively (2023: \$88.3 million and \$204.2 million, respectively).



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

2 Operating segments (continued)

	Lease revenue	Service & other revenue	Total revenue	Lease revenue	Service & other revenue	Total revenue	Segment profit/(loss)	Segment profit/(loss)
	2024	2024	2024	2023	2023	2023	2024	2023
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Continuing operations								
Australia, New Zealand & South East Asia	62,184	17,350	79,534	53,432	14,299	67,731	16,319	9,820
North Asia	66,376	21,896	88,272	71,712	23,207	94,919	11,253	14,554
Europe & Middle East	78,767	45,763	124,530	65,658	30,196	95,854	27,055	10,640
United States of America	16,354	4,097	20,451	16,699	2,437	19,136	(938)	777
Other	213	553	766	2,245	468	2,713	(4,370)	(295)
Total continuing operations	223,894	89,659	313,553	209,746	70,607	280,353	49,319	35,496
Closed floors (i)								
Australia, New Zealand & South East Asia	444	128	572	2,740	669	3,409	8	72
North Asia	(7)	(12)	(19)	7,445	1,040	8,485	(37)	(6,255)
Europe & Middle East	-	-	-	-	-	-	(22)	(20)
United States of America	-	-	-	-	-	-	(15)	(3)
Franchise fee income	437	116	553	10,185	1,709	11,894	(66)	(6,206)
	-	-	-	-	226	226	-	225
Consolidated total	224,331	89,775	314,106	219,931	72,542	292,473	49,253	29,515

2 Operating segments (continued)

	Lease revenue	Service & other revenue	Total revenue	Lease revenue	Service & other revenue	Total revenue	Segment profit/(loss)	Segment profit/(loss)
	2024	2024	2024	2023	2023	2023	2024	2023
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Other material items								
Interest revenue	-	2,609	2,609	-	2,830	2,830	2,609	2,830
Foreign exchange gains	-	-	-	-	-	-	873	3,096
Centralised unrecovered head office overheads	-	-	-	-	-	-	(2,157)	(3,246)
Share of profit of joint venture	-	-	-	-	-	-	783	556
Gain/(loss) on asset disposal	-	-	-	-	-	-	(668)	(633)
Impairment of right of use assets (ii)	-	-	-	-	-	-	(2,470)	(15,061)
Amortisation of intangible asset	-	-	-	-	-	-	(631)	-
Restructure	-	-	-	-	-	-	(4,572)	-
Unallocated	-	298	298	-	243	243	(73)	(64)
Profit before tax							42,947	16,993
Income tax expense							(3,909)	(5,926)
Consolidated segment revenue and profit	224,331	92,682	317,013	219,931	75,615	295,546	39,038	11,067

Notes:
i. Closed floors represent floors no longer operational, either through deconsolidation or termination.
ii. Refer to note 13 for details on the net impairment of the right of use assets and leasehold improvements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

2 Operating segments (continued)

	30 June 2024			30 June 2023		
	Segment assets	Segment liabilities	Net assets	Segment assets	Segment liabilities	Net assets
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Australia, New Zealand & South East Asia	256,610	(89,328)	167,282	266,685	(111,337)	155,348
North Asia	156,952	(137,510)	19,442	172,219	(147,026)	25,193
Europe & Middle East	271,448	(149,766)	121,682	224,166	(103,705)	120,461
United States of America	(27,429)	(85,589)	(113,018)	(21,370)	(91,085)	(112,455)
Other	(727)	(44)	(771)	(733)	(36)	(769)
	656,854	(462,237)	194,617	640,967	(453,189)	187,778

3 Revenue and other income

For the year ended 30 June 2024 The Consolidated Entity has three main revenue streams: lease, communications and service.

	2024	2023
	\$ 000	\$ 000
Revenue		
Lease revenue	224,331	219,931
Service revenue	49,732	39,765
Communication revenue	40,043	32,551
Franchise fee income	-	226
Total revenue	314,106	292,473
Other income		
Interest income - bank deposits	2,609	2,830
Other income	298	243
Total other income	2,907	3,073
Total revenue and other income	317,013	295,546

Recognition and measurement

Revenue

Lease Revenue from leases with customers in the capacity as lessor, is accounted for in accordance with AASB 16 on a straight line basis according to contractual terms. Services revenue, communications revenue and franchise fees are accounted for according to AASB 15 *Revenue from Contracts with Customers* (AASB 15). Service revenue comprises revenue earned from telephone, communications, service and franchise fees net of the amount of goods and services tax from the provision of services to entities outside the Consolidated Entity. Services revenue are typically invoiced in advance and are recognised in the period in which the services are provided. The services provided under contract are provided over time as the customer simultaneously receives and consumes the benefit of the service. The contract liability associated with consideration received in advanced has been presented as deferred contract liabilities in the trade and other payables balance on the Consolidated Statement of Financial Position.



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

3 Revenue and other income (continued)

Other income

Interest income

Interest income is recognised on an accrual basis using the effective interest method.

4 Expenses

Expenses and outgoings include rates and taxes and are recognised on an accruals basis. Profit before income tax was arrived at after charging/(crediting) the following from/(to) continuing operations:

		2024	2023
	Note	\$ 000	\$ 000
Amortisation of right of use assets	13	95,200	101,943
Depreciation of property, plant and equipment	11	18,206	19,125
Amortisation of intangible assets	12	1,128	827
Loss on disposal of property, plant & equipment		815	789
(Gain)/loss on disposal of financial assets		(137)	(35)
Increase in fair value of financial assets classified as fair value through the profit & loss		131	(1,292)
Net movement in provision for ECL		(80)	38
Impairment of property, plant and equipment and right of use assets	13	2,470	15,061

Refer to Note 13 for further details on impairment. Refer to notes 11, 12 and 13 on depreciation and amortisation.

5 Income tax expense

The major components of tax expense comprise:

	2024	2023
	\$ 000	\$ 000
Current tax expense		
Local income tax - current year	6,410	8,376
Under/(over) provision in prior years – current tax	193	(604)
Deferred tax expense		
Origination and reversal of temporary differences	(2,645)	(3,772)
(Over)/under provision in prior years – deferred tax	(49)	1,926
Income tax expense	3,909	5,926

All of the Consolidated Entity's tax is calculated using tax rates and tax laws that have been enacted or substantively enacted by the reporting date. Tax is calculated by reference to the amount of income tax payable or recoverable in respect of the taxable profit or loss for the year.

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

5 Income tax expense (continued)

Reconciliation of income tax to accounting profit:

	2024	2023
	\$ 000	\$ 000
Profit before income tax	42,947	16,993
Tax percentage	30.00 %	30.00 %
Income tax expense	12,884	5,098
Add/(less) the tax effect of:		
Income tax under/(over) provision in prior years	144	1,322
Unused tax losses and tax offsets not recognised as deferred tax assets	592	2,724
Deductible local taxes	(107)	(293)
Effect of different tax rates of subsidiaries operating in other jurisdictions	(7,232)	(6,045)
Other non-deductible/(non-assessable) items	(2,336)	3,120
Tax losses of controlled entities recouped	(36)	-
Income tax expense	3,909	5,926

Recognition and measurement

Current taxes

Current income tax is calculated by reference to the amount of income tax payable or recoverable in respect of the taxable profit or loss for the year. Income tax is calculated using tax rates and tax laws that have been enacted or substantively enacted by the reporting date. Current income tax for current and prior year is recognised as a liability or asset to the extent that it is unpaid or refundable.

6 Earnings per share

(a) Earnings used to calculate overall Earning Per Share ("EPS")

	2024	2023
	\$ 000	\$ 000
Profit attributable to shareholders used to calculate basic and diluted EPS	39,038	11,067

(b) Weighted Average Number of Ordinary Shares ("WANOS") outstanding during the year used in calculating EPS

	2024	2023
	000	000
WANOS used in calculating basic EPS	97,850	96,818
WANOS used in calculating diluted EPS	98,174	96,818

(c) Earnings per share

	2024	2023
	Cents	Cents
Basic EPS	39.9	11.4
Diluted EPS	39.8	11.4

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

6 Earnings per share (continued)

Recognition and measurement

Basic earnings per share

Basic EPS is calculated by dividing the net profit attributable to members of the Consolidated Entity for the year by the weighted average number of ordinary shares of the Company.

Diluted earnings per share

Diluted EPS is calculated by adjusting the basic EPS earnings by the effect of conversion to ordinary shares of the associated dilutive potential ordinary shares. The notional earnings on the funds that would have been received by the entity had the potential ordinary shares been converted are not included.

The diluted EPS weighted average number of shares includes the number of shares assumed to be issued for no consideration in relation to dilutive potential ordinary shares.

The identification of dilutive potential ordinary shares is based on net profit or loss from continuing ordinary operations and is applied on a cumulative basis, taking into account the incremental earnings and incremental number of shares for each series of potential ordinary shares. There is no impact on diluted EPS resulting from shares under option.

7 Cash and cash equivalents

	2024	2023
	\$ 000	\$ 000
Cash at bank and in hand	89,401	69,481
Bank short term deposits	13,899	35,883
	103,300	105,364

Bank short term deposits mature within an average of 28 days (2023: 69 days) and are considered cash and cash equivalents on the basis of being short term and subject to an insignificant risk of change in value. These deposits and the interest-earning portion of the cash balance earn interest at a weighted average rate of 0.48% (2023: 2.27%).

Recognition and measurement

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

Bank overdrafts also form part of cash equivalents for the purpose of the Consolidated Statement of Cash Flows and are presented within current liabilities on the Consolidated Statement of Financial Position.

8 Trade and other receivables

	2024	2023
	\$ 000	\$ 000
Trade receivables	35,988	28,765
Less: impairment of trade receivables	(1,796)	(1,876)
Net trade receivables	34,192	26,889
Other receivables	1,660	889
	35,852	27,778

The carrying value of trade receivables is considered a reasonable approximation of fair value due to short-term nature of balances.

There has been no change to the Consolidated Entity's accounting policies in relation to trade receivables and provision for expected credit loss (ECL).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

8 Trade and other receivables (continued)

All of the Consolidated Entity's trade receivables relate to customers purchasing workplace solutions and associated services and no individual customer has a material balance owing as a trade receivable. The Consolidated Entity applies the simplified approach to trade receivables and recognises expected credit losses by establishing a provision matrix for forward-looking factors specific to the debtors and the economic environment. The average credit period allowed on rendering of services is 7 days. The Consolidated Entity has applied the expected credit loss model to account for expected credit losses and changes in those expected credit losses at each reporting date to reflect changes in credit risk since initial recognition of the assets. Receivables are assessed for impairment at each reporting date and as at 30 June 2024 the Directors believe the provisions raised are sufficient. The Consolidated Entity's impairment of trade receivables includes an ECL allowance for the financial year ended 30 June 2024 totaling \$1.8 million (2023: \$1.9 million).

Reconciliation of changes in the provision for expected credit loss:	2024	2023
	\$ 000	\$ 000
Balance at beginning of the year	(1,876)	(1,838)
Amounts written off	1,925	1,048
Provision (recognised) / reversed	(1,845)	(1,086)
Balance at end of the year	(1,796)	(1,876)

Trade receivables - days past due					
30 June 2024	Current	< 30 days overdue	31 - 60 days overdue	> 61 days overdue	Total
	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000
Trade receivables	27,788	3,525	1,611	3,064	35,988
Expected credit loss rate	- %	14 %	20 %	60 %	
30 June 2023					
Trade receivables	14,877	8,112	1,617	4,159	28,765
Expected credit loss rate	- %	12 %	15 %	60 %	

The Consolidated Entity calculated expected credit losses based on the anticipated impact of default events arising either in the 12 months after reporting date, or the entire lifetime of the asset. Receivables are initially recognised at fair value and subsequently at amortised cost using the effective interest rate method less any loss allowance. All receivables with maturities greater than 12 months after balance date are classified as non-current. The decrease in provisions during the year ended 30 June 2024 represents Management's judgement based on information available at the time on the impact of economic conditions and the recoverability of debtors. The decrease of \$0.1 million (2023: increase of \$0.1 million) was recognised through the Consolidated Statement of Profit or Loss and Other Comprehensive Income during the year. Considering the current economic environment and global disruptions, the Consolidated Entity reviewed the recoverability of its debtor profile and is satisfied with the expected credit-loss for the financial year ended 30 June 2024. The recoverability of outstanding balances are estimated to remain stable. Historically the overall debtor profile of the Consolidated Entity has not incurred significant credit losses and continues to maintain significant customer deposits as additional security in the rare event of non-performance of customer contracts.

Recognition and measurement
Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using effective interest rate method, less any allowance for impairment. Recoverability of trade receivables is reviewed ongoing basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

9 Other financial assets

	2024	2023
	\$ 000	\$ 000
Current		
At fair value through profit or loss		
Investment in bank hybrid variable rate securities	4,737	4,597
Listed ordinary shares	7,655	6,393
At amortised cost		
Lease deposits	1,151	2,468
	13,543	13,458
Non-current		
At fair value through profit or loss		
Forward foreign currency exchange contracts	1,473	566
At amortised cost		
Lease deposits	35,156	36,234
Other	53	1,008
	36,682	37,808

Australia has \$0.7 million in securities which is encumbered (2023: \$0.7 million). No expected credit loss has been provided on lease deposits as, based on past experience, these are expected to be recovered in full. Lease deposits are accessible upon expiration of the lease.

Recognition and measurement
All recognised financial assets that are within the scope of AASB 9 are required to be initially recognised at fair value and subsequently measured at amortised cost or fair value on the basis of the entity's business model for managing the financial assets and the contractual cash flow characteristics of the financial assets.

10 Tax assets and liabilities

Current tax asset	2024	2023
	\$ 000	\$ 000
Net tax refunds receivable	9,515	5,506

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

10 Tax assets and liabilities (continued)

Deferred tax assets

	Balance at 1 July	Recognised in profit or loss	Balance at 30 June	Deferred tax asset	Deferred tax liability
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
30 June 2024					
Accruals not currently deductible	8,577	2,071	10,648	11,057	(409)
Doubtful debts	571	(9)	562	562	-
Depreciable and amortisable assets	12,437	352	12,789	12,887	(98)
Tax losses	6,328	2,522	8,850	8,850	-
Foreign exchange	(875)	(712)	(1,587)	(413)	(1,174)
Deferred rent incentive	(8)	8	-	-	-
Lease asset and liability	14,552	(2,286)	12,266	96,836	(84,570)
Others	701	(36)	665	1,074	(409)
Tax assets/(liabilities) before set-off	42,283	1,910	44,193	130,853	(86,660)
Set-off of tax	-	-	-	(86,660)	86,660
Net tax assets/(liabilities)	42,283	1,910	44,193	44,193	-
	Balance at 1 July	Recognised in profit or loss	Balance at 30 June	Deferred tax asset	Deferred tax liability
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
30 June 2023					
Accruals not currently deductible	6,946	1,631	8,577	9,694	(1,117)
Doubtful debts	1,388	(817)	571	571	-
Depreciable and amortisable assets	12,914	(477)	12,437	12,459	(22)
Tax losses	5,917	411	6,328	6,328	-
Foreign exchange	(747)	(128)	(875)	(226)	(649)
Deferred rent incentive	(3)	(5)	(8)	(1)	(7)
Lease asset and liability	12,685	1,867	14,552	94,316	(79,764)
Others	674	27	701	1,031	(330)
Tax assets/(liabilities) before set-off	39,774	2,509	42,283	124,172	(81,889)
Set-off of tax	-	-	-	(81,889)	81,889
Net tax assets/(liabilities)*	39,774	2,509	42,283	42,283	-

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

10 Tax assets and liabilities (continued)

Unrecognised deferred tax assets

Deferred tax assets have not been recognised in respect of the following:

	2024	2023
	\$ 000	\$ 000
Temporary difference	16	16
Tax losses - capital	2,086	2,086
Tax losses - revenue	29,350	28,930
	31,452	31,032

The movements in deferred taxes included above are after the offset of deferred tax assets and deferred tax liabilities where there is a legally enforceable right to set off and they relate to income taxes levied by the same taxation authority. The closing deferred tax position above represents the aggregated deferred tax asset or liability position within individual legal entities, with some companies recognising deferred tax assets and others recognising deferred tax liabilities. The closing position is a net deferred tax asset of \$44.2 million (2023: \$42.3 million).

Recognition and measurement

Deferred tax is accounted for using the comprehensive balance sheet liability method in respect of temporary differences arising from differences between the carrying amount of assets and liabilities in the Consolidated Financial Statements and the corresponding tax base of those items.

In principle, deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available against which they can be used. However, deferred tax assets and liabilities are not recognised if the temporary differences giving rise to them arises from the initial recognition of assets and liabilities, other than as a result of a business combination, which affects neither taxable income nor accounting profit. Furthermore, a deferred tax liability is not recognised in relation to taxable temporary differences arising from goodwill.

Deferred tax liabilities are recognised for taxable temporary differences arising on investments in subsidiaries, branches and associates except where the Consolidated Entity is able to control the reversal of the temporary differences and it is probable that the temporary differences will not reverse in the foreseeable future. Deferred tax assets arising from deductible temporary differences associated with these investments are only recognised to the extent that it is probable that there will be sufficient taxable profits against which to utilise benefits of the temporary differences and they are expected to reverse in the foreseeable future.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the assets and liabilities giving rise to them are realised or settled, based on tax rates and tax laws that have been enacted or substantially enacted by the reporting date.

The measurement of deferred tax liabilities and assets reflects the tax consequences that would follow from the manner in which the Consolidated Entity expects, at the reporting date, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the Consolidated Entity intends to settle its current tax assets and liabilities on a net basis.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

11 Property, plant and equipment

	Freehold land and buildings	Leasehold improvements	Office furniture and fittings	Office equipment	Capital works in progress	Total
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
Year ended 30 June 2024						
Balance at the beginning of year	6,482	61,583	8,582	3,191	520	80,358
Additions	-	21,164	4,558	2,151	7,009	34,882
Disposals	(3,124)	(1,320)	(197)	(87)	-	(4,728)
Depreciation expense	(46)	(14,018)	(2,558)	(1,584)	-	(18,206)
Foreign exchange movements	(150)	(2,036)	(386)	(118)	-	(2,690)
Net book value	3,162	65,373	9,999	3,553	7,529	89,616
Cost	3,517	223,626	41,192	49,290	7,529	325,154
Accumulated depreciation	(355)	(158,253)	(31,193)	(45,737)	-	(235,538)
Balance at the end of the year	3,162	65,373	9,999	3,553	7,529	89,616
Year ended 30 June 2023						
Balance at the beginning of year	6,600	60,939	9,530	2,820	593	80,482
Additions and transfers	-	14,816	2,162	2,499	(73)	19,404
Disposals	-	(607)	(404)	(522)	-	(1,533)
Depreciation expense	(129)	(14,565)	(2,812)	(1,619)	-	(19,125)
Foreign exchange movements	11	1,000	106	13	-	1,130
Net book value	6,482	61,583	8,582	3,191	520	80,358
Cost	7,489	212,499	39,163	48,706	520	308,377
Accumulated depreciation	(1,007)	(150,916)	(30,581)	(45,515)	-	(228,019)
Balance at the end of the year	6,482	61,583	8,582	3,191	520	80,358

Leasehold improvements are assessed for indicators of impairment under AASB 136. Refer to note 13 for further details of impairment testing.

Recognition and measurement

The carrying value of property, plant and equipment is measured as the cost of the asset, less accumulated depreciation and impairment.

Depreciation

Items of property, plant and equipment, including buildings and leasehold property but excluding freehold land, are depreciated using the straight line method over their estimated useful lives. Leasehold improvements are depreciated over the useful life of the asset using the straight line method. Leasehold improvements are depreciated over the period the assets are expected to be available for use by the Consolidated Entity. All other Property, plant and equipment is depreciated on a straight-line basis over the asset's useful life to the Consolidated Entity, commencing when the asset is ready for use.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

11 Property, plant and equipment (continued)

Recognition and measurement (continued)

The estimated useful lives used for each class of asset are as follows:
The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Buildings	40 years
Leasehold improvements	Useful life of the asset
Office furniture and fittings	7.7 years
Office equipment	3 - 4 years
Software	3.7 years
Motor vehicles	6.7 years

The estimated useful lives, residual value and depreciation methods are reviewed annually and, where changed, are accounted for as a change in accounting estimate. Where depreciation rates or methods are changed, the net written down value of the asset is depreciated from the date of the change in accordance with the new depreciation rate or method. Assets are depreciated from the date of acquisition or from the time an asset is completed and ready for use. At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

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 value of the asset) is recorded in profit and loss in the year the asset is derecognised.

12 Intangible asset

Intangible assets relate to assets other than goodwill. For detailed disclosure of goodwill refer to note 14.

	2024	2023
	\$ 000	\$ 000
Opening balance	2,433	2,075
Additions	1,403	1,185
Amortisation	(1,128)	(827)
	2,708	2,433

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

12 Intangible asset (continued)

Recognition and measurement

Intangible assets relate to internally developed software and is initially recognised at cost. Development expenditure is capitalised only if the expenditure can be measured reliably, the product or process is technically and commercially feasible, future economic benefits are probable and the the Consolidated Entity intends to and has sufficient resources to complete development and to use or sell the asset. Otherwise, it is recognised in profit or loss as incurred. Subsequent to initial recognition, development expenditure is measured at cost less accumulated amortisation and any accumulated impairment losses. Subsequent to initial recognition the intangible assets is carried at cost less accumulated amortisation and impairment losses. Amortisation is calculated to write off the cost of the intangible assets over the estimated useful lives using the straight-line method. The estimated useful lives are as follows:

Asset class	Amortisation rate
Internally developed software	4-10 years

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

Software-as-a-Service (SaaS) arrangements

SaaS arrangements are service contracts providing the Consolidated Entity with the right to access the cloud provider's application software over the contract period. As such the Consolidated Entity does not receive a software intangible asset at the contract commencement date. For SaaS arrangements, the Consolidated Entity assesses if the contract involves a software that it can 'control' to determine whether an intangible asset is present. If the Consolidated Entity cannot determine control of the software, the arrangement is deemed a service contract and any implementation costs including cost of configuration and customisation of the software are recognised as operating expenses when incurred.

13 Right of use assets

The Consolidated Entity leases property. Information about leased property for which the Consolidated Entity is a lessee is presented below:

	2024	2023
	\$ 000	\$ 000
Balance at beginning of year	305,311	259,998
Additions to right of use assets	110,374	157,098
Acquired through business combinations (i)	6,302	-
Amortisation charge for the year	(95,200)	(101,943)
Impairment of right of use assets	(2,470)	(15,061)
Foreign exchange movements	(7,827)	5,219
	316,490	305,311

(i) Refer to Note 22 for further details

Right of use assets and leasehold improvements are assessed for indicators of impairment under AASB 136. Where impairment indicators exist, the CGU is tested for impairment. This test has respective assets grouped into CGUs to determine its "Value in Use" (ViU). The ViU assessment is conducted using a discounted cash flow methodology requiring the Directors to estimate the discounted future cash flows expected to arise from the respective CGU. When applying the ViU approach to calculate the recoverable amount for each CGU, we deduct the carrying amount of the lease liability both from the CGU's carrying amount and from its ViU.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

13 Right of use assets (continued)

Inflationary pressures and the uncertain economic climate worldwide is expected to continue to impact the business in the financial year to 30 June 2024. As a result of these conditions, the Consolidated Entity carried out a comprehensive review for potential impairments across the whole portfolio at a CGU level by city. Impairment tests for right of use assets are performed on a CGU basis when impairment triggers arise. CGUs are defined as individual cities, being the smallest identifiable group of assets that generate cash flows that are largely independent of other groups of assets. The Consolidated Entity assesses whether there is an indication that a CGU may be impaired, including persistent operating losses, net cash outflows and poor performance against forecasts. The recoverable amounts of right of use assets are based on the higher of fair value less costs to sell and ViU. The Consolidated Entity considered ViU in the impairment testing on a city by city level. Value in use calculations are based on cash flow projections and discount rates that are developed using market participant based assumptions for items of right of use assets. The post-tax WACC used in the Consolidated Entity's calculations range between 6.7% and 47.9% (2023: 6.7% and 10.4%). Impairment charges are recognised within the Consolidated Statement of Profit or Loss and Other Comprehensive Income. In the approach detailed above, an impairment loss of \$2.5 million was raised in relation to CGUs in Europe and North Asia for the year ended 30 June 2024. As a result of the the extended underperformance and continued uncertainty in global economic conditions, no previously recognised impairment loss was reversed.

Recognition and measurement

The Consolidated Entity assesses whether a contract is or contains a lease, at inception of the contract. For lease arrangements in which the Consolidated Entity is a lessee, a right of use asset and a corresponding liability is recognised at the date at which the leased asset is available for use by the Consolidated Entity. When the contract does not exceed 12 months the lease is classified as short term in nature and not recognised in terms of IFRS 16. Lease payments are expensed in profit and loss. The lease liability is measured at amortised cost using the effective interest method. It is remeasured when there is a change in future lease payments arising from a change in rate, if there is a change in the Consolidated Entity's estimate of the amount expected to be payable under a residual value guarantee, or if the Consolidated Entity changes its assessment of whether it will exercise a purchase, extension or termination option. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit and loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments, less any lease incentives receivables;
- variable lease payments that are based on an index or a rate;
- amounts expected to be payable by the lessee under residual value guarantees;
- the exercised price of a purchase option if the lessee is reasonably certain to exercise that option; and
- payments of penalties for terminating the lease, if the term reflects the lessee exercising that option.

The lease liability is presented as a separate line in the Consolidated Statement of Financial Position. The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be determined, the lessee's incremental borrowing rate is used, being the rate that the lessee would have to pay to borrow the funds necessary to obtain an asset of similar value in a similar economic environment with similar terms and conditions. The lease liability is subsequently measured by increasing the carrying amount to reflect interest on the lease liability (using the effective interest method) and by reducing the carrying amount to reflect the lease payments made. The Consolidated Entity recognises right of use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use), measured at cost. 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 subsequently measured at cost, less any accumulated depreciation and impairment losses, and are adjusted for any remeasurement of lease liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

13 Right of use assets (continued)

Recognition and measurement (continued)

Whenever the Consolidated Entity incurs an obligation for costs to dismantle and remove a leased asset, restore the site on which it is located or restore the underlying asset to the condition required by the terms and conditions of the lease, a provision is recognised and measured under AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* (AASB 137). To the extent that the costs relate to a right of use asset, the costs are included in the related right of use asset.

Right of use assets are depreciated over the lease term of the underlying asset. If a lease transfers ownership of the underlying asset or the cost of the right of use asset reflects that the Consolidated Entity expects to exercise a purchase option, the related right of use asset is depreciated over the useful life of the underlying asset. The depreciation starts at the commencement date of the lease.

The right of use assets are initially measured at cost, which comprises:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives and any initial direct costs incurred by the lessee; and
- an estimate of the costs to dismantle and remove the underlying asset or to restore the underlying asset.

Subsequently the right of use asset is measured at cost less any accumulated depreciation and impairment losses and adjusted for certain remeasurements of the lease liability.

Right of use assets are subject to impairment in accordance with AASB 136 *Impairment of Assets* (AASB 136). Any identified impairment loss is accounted for in line with our accounting policy for 'Property, plant and equipment.

The Consolidated Entity is currently party to a lease portfolio of 123 leases as lessee.

Multiple lease term amendments (referred to Modifications as described above) have been accounted for as a lease modification to the existing lease by remeasuring the lease liability using a revised discount rate with the corresponding change in lease liability reflected against the right of use asset.

14 Goodwill

Allocation of goodwill to cash generating units

Each of the following countries is a stand-alone group of CGUs :

Japan, Australia, New Zealand, China, Malaysia, Singapore, Thailand, Belgium, United Arab Emirates, Bahrain, Qatar, Saudi Arabia, Philippines, Lebanon, Turkey, France, Germany, United States of America, Kuwait and United Kingdom.

Goodwill was allocated to the CGU in which goodwill arose. Not every CGU has goodwill allocated to it.

The carrying amounts of goodwill relating to each group of CGU as at 30 June 2024 were as follows:

	2024	2023
	\$ 000	\$ 000
Japan	9,161	9,161
Australia	6,136	2,636
New Zealand	785	785
Singapore	706	706
Thailand	326	326
China	160	161
	17,274	13,775

The Consolidated Entity tested goodwill for impairment as at 30 June 2024. The recoverable amount of a CGU or group of CGUs to which goodwill is allocated is determined based on the greater of its value in use and its fair value less costs of disposal. Fair value is determined as being the amount obtainable from the sale of a CGU in an arm's length transaction between knowledgeable and willing parties. If relevant, this fair value assessment less costs of disposal is conducted by management based on extensive knowledge of the industry including the current market conditions prevailing. The value in use (ViU) assessment is conducted using a discounted cash flow methodology requiring the Directors to estimate the discounted future cash flows expected to arise from the CGU.

During the financial year ending 30 June 2024, Goodwill of \$3.5 million was recognised as part of the business combination. Refer to Note 22 for further details.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

14 Goodwill (continued)

When applying the ViU approach to calculate the recoverable amount for each CGU, the Consolidated Entity incorporates the use of projected financial information and a discount rate that are developed using market participant based assumptions. The cash-flow projections are based on financial forecasts for the remainder of the useful life five-year financial forecasts developed by management that include revenue projections, capital spending trends, and investment in working capital to support anticipated revenue growth. The selected discount rate considers the risk and nature of the respective reporting unit's cash flows and the rates of return market participants would require to invest their capital in the Consolidated Entity's reporting units. The Consolidated Entity's methodology for determining recoverable amounts remained consistent for the years presented.

The following key assumptions have been used in calculating the ViU for each country:

- future cash flows are based on forecasts prepared by management. The model excludes cost savings and restructurings that are anticipated but had not been committed to at the date of the determination of the ViU;
- these forecasts exclude the impact of acquisitive growth expected to take place in future periods;
- management considers these forecasts to be a reasonable projection of margins. Cash flows beyond 30 June 2028 have been extrapolated using a nil growth rate which management believes is a reasonable long-term growth rate for any of the markets in which the Consolidated Entity operates.
- the Consolidated Entity applies a country specific post-tax discount rate to the post-tax cash flows for each country. The country specific discount rate is based on the underlying weighted average cost of capital (WACC) for the Consolidated Entity. The WACC is then adjusted for each country to reflect the assessed market risk specific to that country.

The recoverable amount of goodwill relating to each group of CGU was determined based on ViU calculations, which is based on a discounted cash flow ("DCF") analysis by discounting the estimated future cash flows over the next five year to their present value in order to estimate the value-in-use. Cash flows beyond the five year period have been extrapolated using estimated nil growth rates (2023: nil growth rate).

For the year ended 30 June 2024, the post-tax discount rate applied to the above countries ranged from 6.0%-9.0% (2023: 6.7%-10.4%).

Downside sensitivity analysis has been performed on the assumptions used in the model and concluded that there is no risk of impairment as at 30 June 2024.

Recognition and measurement

Goodwill arising on acquisition is recognised as an asset and initially recognised at cost, representing the excess of the cost of acquisition over the net fair value of the identifiable assets, liabilities and contingent liabilities acquired. Goodwill is not amortised, but is tested for impairment at each reporting date and whenever there is an indication that goodwill may be impaired. Any impairment of goodwill is recognised immediately in the Consolidated Statement of Profit or Loss and Other Comprehensive Income and is not subsequently reversed.

For the purpose of impairment testing, goodwill is allocated to each of the Consolidated Entity's CGU, or groups of CGUs, expected to benefit from the synergies of the business combination. Each CGU or group of CGUs to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes, and is not larger than an operating segment of the Consolidated Entity. CGUs (or groups of CGUs) to which goodwill has been allocated are tested for impairment annually, or more frequently if events or changes in circumstances indicate that goodwill might be impaired.

If the recoverable amount of the CGU (or group of CGUs) is less than the carrying amount of the CGU, the impairment loss is allocated to reduce the carrying amount of any goodwill allocated to the CGU (or group of CGUs) and then to the other assets of the CGUs pro-rata on the basis of the carrying amount of each asset in the CGU (or group of CGUs). On disposal of an operation within a CGU, the attributable amount of goodwill is included in the determination of the profit or loss on disposal of the operation.

15 Trade and other payables

	2024	2023
	\$ 000	\$ 000
Trade creditors	9,788	5,427
Contract liabilities	28,568	19,207
Other creditors and accruals	25,328	18,911
	63,684	43,545



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

15 Trade and other payables (continued)

Recognition and measurement

Trade and other payables are initially recognised at fair value and subsequently measured at amortised cost when goods and services are received, whether or not billed to The Consolidated Entity, prior to the end of the reporting period.

16 Lease liabilities

The Consolidated Entity has 123 (2023:121) leasing arrangements as lessee comprising leased offices as at 30 June 2024. These leases have been accounted for in line with AASB 16. Refer to note 13 for a detailed breakdown of the right of use asset amount. Information about lease liabilities and variable lease payments incurred during the year is presented below:

Future minimum lease payments

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year	1 - 5 years	> 5 years	Total undiscounted lease liabilities	Carrying amount
	\$ 000	\$ 000	\$ 000	\$ 000	\$ 000
2024					
Lease liabilities	111,892	236,756	60,154	408,802	371,198
2023					
Lease liabilities	114,261	222,524	70,198	406,983	367,845

Lease liabilities included in the Consolidated Statement of Financial Position

	2024	2023
	\$ 000	\$ 000
Current	94,364	106,037
Non-current	276,834	261,808
	371,198	367,845

Amounts recognised in Consolidated Statement of Profit or Loss and Other Comprehensive Income

	2024	2023
	\$ 000	\$ 000
Interest expense on lease liability	13,986	11,221
Short term lease expenses	1,269	1,501
Amortisation of right of use assets	95,200	101,943
	110,455	114,665

Short term lease expenses are leases with terms of less than 12 months.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

16 Lease liabilities (continued)

Amounts recognised in the Consolidated Statement of Cash Flows

	2024	2023
	\$ 000	\$ 000
Repayment of lease liabilities relating to current year occupancy (financing cashflows)	(102,244)	(98,008)
Interest expense on lease liability	(13,986)	(11,221)
Repayment of lease liabilities relating to future occupancy years (financing cashflows)	(3,324)	(5,433)
	(119,554)	(114,662)

Recognition and measurement

Refer to note 13 for the details on lease liabilities.

17 Provisions

	2024	2023
	\$ 000	\$ 000
Current		
Employee benefits	9,321	8,349
Other	3,242	4,708
	12,563	13,057
Non-current		
Employee benefits	1,789	1,582

The current provision for employee benefits includes \$9.0 million of annual leave and vested long service leave entitlements accrued (2023: \$8.0 million).

	Employee benefits	Others	Total
	\$ 000	\$ 000	\$ 000
Year ended 30 June 2024			
Opening balance at 1 July 2023	9,931	4,708	14,639
Additional provisions raised	5,365	5,289	10,654
Provisions utilised	(4,113)	(6,755)	(10,868)
Foreign exchange translation movement	(73)	-	(73)
Balance at 30 June 2024	11,110	3,242	14,352

	Employee benefits	Others	Total
	\$ 000	\$ 000	\$ 000
Opening balance at 1 July 2022	8,746	2,650	11,396
Additional provisions raised	5,897	8,066	13,963
Provisions utilised	(4,721)	(6,008)	(10,729)
Foreign exchange translation movement	9	-	9
Balance at 30 June 2023	9,931	4,708	14,639

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

17 Provisions (continued)

Recognition and measurement

Provisions are recognised when the Consolidated Entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured at the present value of management's best estimate of the outflow required to settle the obligation at the end of the reporting period. The discount rate used is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the unwinding of the discount is taken to finance costs in the Consolidated Statement of Profit or Loss and Other Comprehensive Income.

18 Commitments for expenditure

	2024	2023
	\$ 000	\$ 000
Capital expenditure commitments - property, plant & equipment		
Committed but not provided for and payable		
Not later than 1 year	8,376	15,654
	<u>8,376</u>	<u>15,654</u>

19 Contributed equity

	2024	2023
	\$ 000	\$ 000
30 June 2024: 98,420,388 (30 June 2023: 96,817,888) ordinary shares		
Opening balance	151,594	151,594
Exercise of share options	3,973	-
Total	155,567	151,594

20 Foreign currency translation reserve (FCTR)

Servcorp has controlled entities operating in 20 countries and its presentation currency is Australian dollars. The assets and liabilities are translated to Australian dollars using the exchange rate at year end; income and expenses are translated using an average exchange rate for the year. On translation of foreign operations, exchange differences are recognised in other comprehensive income and the FCTR.

	2024	2023
	\$ 000	\$ 000
Balance 1 July	(20,370)	(18,085)
Exchange difference on translation of foreign operations	(13,406)	(2,285)
Balance at 30 June	(33,776)	(20,370)

Recognition and measurement

The individual financial statements of each controlled foreign entity are presented in its functional currency, being the currency of the primary economic environment in which the entity operates. For the purpose of the Consolidated Financial Statements, the results and financial position of each entity are expressed in Australian dollars, which is the functional currency of the Company and the presentation currency for the Consolidated Financial Statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

21 Bank guarantees and contingent liabilities

The Consolidated Entity has bank guarantees and letters of credit held with certain banks, predominantly in support of leasehold contracts with a variety of landlords, amounting to \$28.5 million (30 June 2023: \$26.6 million).

22 Business combinations

On 3 July 2023, the Consolidated Entity completed the acquisition of two serviced office businesses in Canberra, ACT, Australia, for a net consideration of \$4.2 million, payable in two instalments. The terms of the acquisition did not include any contingent consideration.

The businesses were previously owned by Enideb Pty Ltd, a related entity, and were operated under a Servcorp franchise arrangement.

The fair values of the identifiable assets and liabilities acquired as of the date of acquisition were:

	2024
	000
	\$
Assets:	
Property, plant and equipment	70
Right of use asset	6,302
Intangible asset – customer contracts*	630
Intangible asset – goodwill	3,500
Total assets	10,502
Liabilities:	
Lease liabilities	6,302
Total liabilities	6,302
Identifiable net asset acquired	4,200
Cash consideration paid	3,277
Working capital adjustment	713
Deferred cash consideration payable	210
Total consideration	4,200

Goodwill of \$3.5 million has been recognised, representing the excess of consideration paid above the fair value of the acquired assets and liabilities. The goodwill is primarily attributable to the complementary business procedures developed and implemented in the businesses acquired, manifest in the outperforming occupancy and profit margin achieved by the businesses. The acquisition is underpinned by the following strategic rationale for the Consolidated Entity:

- Expands the organic footprint of the Consolidated Entity in Canberra, ACT with a strong track record of operating performance and a high brand awareness;
- Brings complementary business procedures and strategies to improve occupancy, client retention, space utilisation and service conversion across the whole Australian portfolio;
- Increases the scale of business in Australia to optimize the benefits of shared services at minimal incremental costs;
- Re-energises the Australian operations with a unified value proposition, product line and service quality;

Post acquisition, the operations in Canberra produces positive net cash flow and contributes profit to the Consolidated Entity.

* Intangible asset – customer contracts is included in the additions to the intangible asset Note 12.

23 Equity settled employee benefits reserve

The equity settled employee benefits reserve arises on the grant of rights to Key Management Personnel (KMP), senior executives and managers in accordance with the provisions of Servcorp's Executive Share Option Scheme and the Servcorp Employee Incentive Plan. Amounts are transferred out of the reserve and into share capital when the rights vest.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

23 Equity settled employee benefits reserve (continued)
the rights are exercised and shares issued. Further information about the share-based payments to employees is set out in the Remuneration Report contained in the Annual Report for the year ended 30 June 2024.
For the year ended 30 June 2024 the following rights were granted:

	Balance 1 July	Issued	Exercised	Forfeited	Balance 30 June
Total options FY24	3,423,250	2,675,000	(1,602,500)	(18,750)	4,477,000
Total options FY23	2,726,250	1,002,000	-	(305,000)	3,423,250
Total performance rights FY24	160,000	-	-	-	160,000
Total performance rights FY23	-	160,000	-	-	160,000

(a) Inputs used to determine fair value at grant date under the ESOS

	SRVAD Options	SRVAC Options	SRVAB Options
Grant date	11 May 2022	6 August 2021	27 August 2020
Share price at grant date	\$3.35	\$3.21	\$2.29 - \$2.48
Exercise price	\$3.54	\$3.35	\$2.48
Expected volatility	30.29%	56.29%	54.78% - 54.87%
Expected life	1,826 days	1,826 days	1,779 - 1,825 days
Expected dividends	5.60%	10.11%	7.53%
Risk free interest rate	2.77%	0.66%	0.26% - 0.36%
Fair value at grant date	\$0.5145	\$0.7206	\$0.5368 - \$0.5825

(b) Inputs used to determine fair value at grant date under the SEIP

	SRVAH Options	SRVAG Options	SRVAF Options	SRVAE Performance Rights
Grant date	6 Dec 2023	6 Nov 2023	1 Dec 2022	1 Dec 2022
Share price at grant date	\$3.35	\$2.91	\$3.39	\$3.39
Exercise price	\$3.35	\$3.00	\$3.50	\$Nil
Expected volatility	23.90%	23.95%	28.34%	28.34%
Expected life	1,387 days	1,388 days	1,735 days	1,034 days
Expected dividends	6.96%	6.96%	6.77%	6.77%
Risk free interest rate	4.17%	4.14%	3.42%	3.42%
Fair value at grant date	\$0.2450	\$0.3192	\$0.4302	\$2.7982

On 14 November 2023, 1,675,000 unquoted options over unissued shares in Servcorp Limited were issued to senior executives and managers. The options expire 1 September 2028 with vesting conditions of cumulative EPS of 10% per annum over the three financial years ending 30 June 2026 and continual service until 1 September 2026 (vesting date). The contractual life of the options is 4 years and 9 months, with the last exercise date occurring 1 September 2028 (unless the options lapse earlier in accordance with the terms). The fair value of the services received in return for share options granted is based on the fair value of share options granted, measured using the Binomial approximation model.

On 7 December 2023, 1,000,000 unquoted options over unissued shares in Servcorp Limited were issued to the CEO. The options expire on 1 September 2028 with vesting conditions of cumulative EPS of 10% per annum over the three financial years ending 30 June 2026 and continual service until 1 September 2026 (vesting date). The contractual life of the options is 4 years and 8 months, with the last exercise date occurring 1 September 2028 (unless the options lapse earlier in accordance with the terms). The fair value of services received in return for share options granted is based on the fair value of share options granted, measured using Binomial approximation model.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

23 Equity settled employee benefits reserve (continued)

Options over unissued ordinary shares in Servcorp Limited, cancelled due to the optionholders ceasing to be an employee of Servcorp Limited, are as follows:

22 May 2024 18,750 options expiring on 18 September 2025

The movements in the equity settled employee benefits reserve are as follows:

	2024 \$ 000	2023 \$ 000
Balance 1 July	938	832
Total movement taken to reserve	662	106
Balance 30 June	1,600	938

The Consolidated Entity recognised \$0.7 million (2023: \$0.1 million) as a share based payment expense for the year ended 30 June 2024. These costs have been included in administrative expenses.

Recognition and measurement

The Board may grant options to eligible executives in accordance with the Servcorp Employee Incentive Plan. These equity settled share based payments are non-market based.

Equity settled share based payments with employees are measured at the fair value of the equity instrument at the grant date. Fair value is measured by use of a Black Scholes model. The expected life used in the model has been adjusted, based on management's best estimate for the effects of non-transferability, exercise restrictions, and behavioural considerations.

The fair value determined at the grant date of the equity settled share based payments is expensed on a straight line basis over the vesting period, based on the Company's estimate of equity instruments that will eventually vest.

At each reporting date, the Company revises its estimate of the number of equity instruments that are expected to vest. The impact of the revision of the original estimates, if any, is recognised in profit or loss, with a corresponding adjustment to the equity settled employee benefits reserve.

24 Distributions

Recognised distributions

Ordinary distributions paid/payable and distribution per share:

		Cents per share	Total amount \$'000	Date of payment	Tax rate for franking credits	Percentage franked
2024						
Final	Fully paid ordinary shares	12.00	11,618	5 October 2023	30 %	20 %
Interim	Fully paid ordinary shares	12.00	11,810	4 April 2024	30 %	20 %
2023						
Final	Fully paid ordinary shares	10.00	9,682	6 October 2022	30 %	- %
Interim	Fully paid ordinary shares	10.00	9,682	5 April 2023	30 %	- %

Unrecognised amounts

Since the end of the financial year, the Directors have declared the following dividend:

Final	Fully paid ordinary shares	13.00	12,795	2 October 2024	30 %	20 %
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In determining the level of future dividends, the Directors will seek to balance growth objectives and rewarding shareholders with income. This policy is subject to the cash flow requirements of the Consolidated Entity and its investment in new opportunities aimed at growing earnings. The Directors cannot give any assurances concerning the extent of future dividends, or the franking of such dividends, as they are dependent on future profits, the financial and taxation position of the Company and the impact of taxation legislation.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

24 Distributions (continued)

Dividend franking account	2024	2023
	\$ 000	\$ 000
30% franking credit available	551	1,129

The above available balance is based on the dividend franking account at year-end adjusted for:

- franking debits that will arise from the payment of dividends recognised as a liability at the reporting date; and
- franking credits that will arise from the receipt of dividends recognised as receivables at the reporting date;

The tax rate at which paid dividends have been franked at 30 June 2024 is 30% (2023: 30%). Dividends declared and unpaid will be franked at the rate of 30% as at 30 June 2024 (2023: 30%).

25 Capital structure and risks

This section outlines the market, credit and liquidity risks that the Consolidated Entity is exposed to and how it manages these risks. Capital comprises shareholders' equity and financing arrangements.

Capital management

The Company's Audit and Risk Committee oversees the establishment of the capital and financial risk management system, which identifies, evaluates, classifies, monitors, qualifies and reports significant risks to the Board of Directors. All controlled entities in the Consolidated Entity apply this risk management system to manage their own risks.

The Company's objective when managing capital is to ensure that entities within the Consolidated Entity will be able to continue as a going concern while maximising the return to stakeholders.

The Company's overall strategy remains unchanged from the prior year. The capital structure of the Consolidated Entity consists of equity attributable to equity holders of the parent company issued capital, reserves and retained earnings.

The Consolidated Entity operates globally, primarily through subsidiary companies established in the markets in which the Consolidated Entity operates. Operating cash flows are used to maintain and expand the Consolidated Entity, as well as to make routine outflows of tax and dividend payments.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

25 Capital structure and risks (continued)

Financing facilities and liquidity

The Consolidated Entity has access to financing facilities.

Bank guarantees have been issued to secure rental bonds over premises. Details are in note 33.

Payroll and other facilities have been established to facilitate the encashment of cheques, and to accommodate direct entry payroll and direct entry supplier payments.

The Consolidated Entity has access to the following finance facilities:

	2024	2023
	\$ 000	\$ 000
Total facilities available		
Bank guarantees	30,000	30,000
Bank overdrafts and loans	583	559
Payroll/other facilities	4,150	4,150
	34,733	34,709
Facilities utilised at reporting date		
Bank guarantees	28,501	26,598
Bank overdrafts and loans	50	50
	28,551	26,648
Facilities not utilised at reporting date		
Bank guarantees	1,499	3,402
Bank overdrafts and loans	533	509
Payroll/other facilities	4,150	4,150
	6,182	8,061

26 Financial risk management

The Consolidated Entity activities expose it primarily to the financial risks of changes in foreign currency exchange rates. The Consolidated Entity enters into forward foreign currency exchange contracts to economically hedge anticipated transactions.

(a) Financial risk management objectives

The financial risks that result from the Consolidated Entity's activities are credit risk and market risk (interest rate risk and foreign exchange risk).

The Consolidated Entity's corporate treasury function provides services to the business, co-ordinates access to domestic and international financial markets, and manages the financial risks relating to the operations of the Consolidated Entity.

The Consolidated Entity does not apply hedge accounting. The use of financial derivatives is governed by policies approved by the Board of Directors.

The Consolidated Entity's corporate treasury function reports to the Company's Audit and Risk Committee, an independent body that monitors risks and policies implemented to mitigate risk exposures.

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

26 Financial risk management (continued)

(b) Market risk

The Consolidated Entity's activities expose it primarily to the financial risks of changes in foreign currency exchange rates. The Consolidated Entity enters into forward foreign currency exchange contracts to economically hedge anticipated transactions.

(i) Foreign exchange risk

The Consolidated Entity operates internationally and is exposed to foreign exchange risk arising from various currency exposures.

The Consolidated Entity's foreign exchange risk arises primarily from:

- risk of fluctuations in foreign exchange rates to the Australian dollar (the functional and presentation currency);
- firm commitments of receipts and payments settled in foreign currencies or with prices dependent on foreign currencies;
- investments in foreign operations; and
- loans and trading accounts to foreign operations.

Foreign currency assets and liabilities

For accounting purposes, net investment in foreign operations are revalued at the end of each reporting year with the movement reflected as a movement in the foreign currency translation reserve. Borrowings and forward exchange contracts not forming part of the net investment in foreign operations are revalued at the end of each reporting year with the fair value movement reflected in the Consolidated Statement of Profit or Loss and Other Comprehensive Income as exchange gains or losses.

Foreign currency sensitivity analysis

The following table summarises the material sensitivity of financial instruments held at reporting date to movements in the exchange rate of the Australian dollar to foreign exchange rates, with all other variables held constant. The sensitivity is based on reasonably possible changes, over a financial year, using the observed range of actual historical rates for the preceding five-year period.

Sensitivity analysis – foreign exchange risk and interest rate risk

	Impact on profit		Impact on equity	
	2024	2023	2024	2023
Pre-tax gain/(loss)	\$ 000	\$ 000	\$ 000	\$ 000
AUD/USD +5% (2023: +6%)	(2,518)	(676)	(676)	2,842
AUD/USD - 5% (2023: -6%)	2,925	596	596	(3,148)
AUD/AED +6% (2023: +7%)	161	1,151	1,151	72
AUD/AED -6% (2023: +7%)	(169)	(1,326)	(1,326)	(81)
AUD/JPY +8% (2023: +7%)	(4,297)	(2,088)	(2,088)	3,030
AUD/JPY -8% (2023: -7%)	5,080	2,382	2,382	(3,434)
AUD/EUR +3% (2023 +4%)	(128)	(54)	(54)	151
AUD/EUR -3% (2023: -4%)	137	58	58	(87)
AUD/HKD +5% (2023: +5%)	(82)	379	379	-
AUD/HKD -5% (2023: -5%)	91	(421)	(421)	-
AUD/RMB +2% (2023: +2%)	(136)	(203)	(203)	(276)
AUD/RMB -2% (2023: -2%)	140	213	213	293
AUD/SGD +4% (2023: +5%)	1,395	(530)	(530)	-
AUD/SGD -4% (2023: -5%)	(1,520)	584	584	-
AUD/QAR +6% (2023: +7%)	(298)	(157)	(157)	-
AUD/QAR -6% (2023: -7%)	335	181	181	-

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

26 Financial risk management (continued)

Forward foreign currency exchange contracts

The following table sets out the details of forward foreign currency exchange contracts in place as at 30 June 2024. These are level 2 fair value measurements derived from inputs as defined in note 27.

	Average exchange rate		Foreign currency		Fair value movement	
	2024	2023	2024 million	2023 million	2024 \$ 000	2023 \$ 000
Outstanding contracts						
Sell USD						
No later than one year	0.68	0.69	3	1	(54)	(39)
Later than one year and not later than five years	0.65	0.67	4	4	110	(36)

(ii) Interest rate risk

Interest rate risk on cash or short term deposits is not considered to be a material risk due to the short-term nature of these financial instruments.

The following table summarises the sensitivity of the financial instruments held at reporting date, following a movement to interest rates, with all other variables held constant. The sensitivity is based on reasonably possible changes over a financial year, using the observed range of actual historical rates. Nil impact on equity.

	Impact on profit	
	2024 \$ 000	2023 \$ 000
Pre-tax gain/(loss)		
AUD balances		
125 basis point increase	138	435
125 basis point decrease	(137)	(218)
Other balances		
125 basis point increase	22	23
125 basis point decrease	(16)	(15)



NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

26 Financial risk management (continued)

(c) Liquidity risk

Ultimate responsibility for liquidity risk management rests with the Board of Directors, who have built an appropriate liquidity risk management framework for the management of short, medium and long term funding. The Consolidated Entity manages liquidity risk by maintaining adequate reserves, banking facilities and borrowing facilities.

The following table details the Consolidated Entity's expected maturity for its financial assets. The table below was drawn up based on the undiscounted contractual maturities of the financial assets including interest that will be earned.

	Less than 1 month \$ 000	1 to 3 months \$ 000	3 months to 1 year \$ 000	1 to 5 years \$ 000	5 + years \$ 000	Total \$ 000	Weighted average effective interest rate %
2024							
Non-interest bearing							
Receivables	35,852	-	-	-	-	35,852	
Lease deposits	416	201	3,959	29,345	1,365	35,286	
Forward foreign currency exchange contracts	-	-	3,672	5,350	-	9,022	
Listed ordinary shares	7,655	-	-	-	-	7,655	
Interest bearing							
Cash and cash equivalents	89,401	-	-	-	-	89,401	1.91
Bank short term deposits	11,529	-	1,205	-	-	12,734	0.48
Variable rate securities	4,737	-	-	-	-	4,737	3.44
	149,590	201	8,836	34,695	1,365	194,687	
2023							
Non-interest bearing							
Receivables	27,778	-	-	-	-	27,778	
Lease deposits	45	1,584	3,916	22,153	8,536	36,234	
Forward foreign currency exchange contracts	-	-	1,449	5,944	-	7,393	
Listed ordinary shares	6,393	-	-	-	-	6,393	
Interest bearing							
Cash and cash equivalents	69,481	-	-	-	-	69,481	3.53
Bank short term deposits	13,324	22,527	32	-	-	35,883	2.14
Variable rate securities	4,597	-	-	-	-	4,597	3.76
	121,618	24,111	5,397	28,097	8,536	187,759	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2024

26 Financial risk management (continued)

(c) Liquidity risk (continued)

The following table details the Consolidated Entity's remaining contractual maturity for its financial liabilities. The table is based on the earliest date on which undiscounted cash flows of financial liabilities are contractually to be paid. The table includes both principal and interest cash flows.

	Less than 1 month \$ 000	1 to 3 months \$ 000	3 months to 1 year \$ 000	1 to 5 years \$ 000	5 + years \$ 000	Total \$ 000	Weighted average effective interest rate %
2024							
Non-interest bearing							
Payables	9,788	25,328	-	-	-	35,116	
Forward foreign currency exchange contracts	-	-	3,748	5,247	-	8,995	
Security deposits	-	-	30,502	-	-	30,502	
Interest bearing							
Lease liability	11,772	38,198	61,924	236,755	60,154	408,803	3.63
	21,560	63,526	96,174	242,002	60,154	483,416	
2023							
Non-interest bearing							
Payables	5,427	18,911	-	-	-	24,338	
Forward foreign currency exchange contracts	-	-	1,501	6,005	-	7,506	
Security deposits	-	-	27,160	-	-	27,160	
Interest bearing							
Lease liability	13,229	16,853	84,179	222,524	70,199	406,984	3.33
	18,656	35,764	112,840	228,529	70,199	465,988	

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

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Financial risk management (continued)

(d) Credit risk
Credit risk refers to the risk that the counterparty will default on its contractual obligations resulting in financial loss to the Consolidated Entity. The Consolidated Entity has adopted a policy of only dealing with creditworthy counterparties and obtaining sufficient collateral where appropriate, as a means of mitigating the risk of financial loss from defaults. Trade receivables consist of a large number of customers, spread across diverse industries and geographical areas. Ongoing credit evaluation is performed on the financial condition of accounts receivable. The Consolidated Entity does not have any significant credit risk exposure to any single counterparty or any group of any counterparties having similar characteristics. Security deposits are received from customers when entering into a contract which reduces the credit risk. Security deposits held are disclosed in the Consolidated Statement of Financial Position as Other financial liabilities. Credit risk on cash and short-term fixed deposits is limited because counterparties are banks with high credit ratings assigned by international credit rating agencies. These liquid funds are managed centrally by the Company's senior management on a daily basis.

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Fair value measurement of financial instruments

Fair value hierarchy
Servcorp measures various financial assets and liabilities at fair value which, in some cases, may be subjective and depend on the inputs used in the calculations. The different levels of measurement are described below:

Level 1	Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
Level 2	Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
Level 3	Unobservable inputs for the asset or liability.

The Board of Directors consider that the carrying amount of financial assets and financial liabilities approximate their fair value other than in respect of the Company's investment in subsidiaries. Financial instruments that are measured subsequent to initial recognition at fair value are grouped into Levels 1 to 3 based on the degree to which fair value is observable: The table below shows the assigned level for each asset and liability held at fair value by the Consolidated Entity:

	Level 1	Level 2	Level 3	Total
30 June 2024	\$ '000	\$ '000	\$ '000	\$ '000
Financial assets				
Bank hybrid variable rate securities	4,737	-	-	4,737
Listed ordinary shares	7,655	-	-	7,655
Forward foreign currency exchange contracts	-	1,473	-	1,473
30 June 2023	\$ '000	\$ '000	\$ '000	\$ '000
Financial assets				
Bank hybrid variable rate securities	4,597	-	-	4,597
Listed ordinary shares	6,393	-	-	6,393
Forward foreign currency exchange contracts	-	566	-	566

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FOR THE YEAR ENDED 30 JUNE 2024

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Fair value measurement of financial instruments (continued)

Asset category	Fair value	Fair value	Fair value hierarchy	Valuation technique & key inputs
	2024 \$ 000	2023 \$ 000		
Bank hybrid variable rate securities	4,737	4,597	Level 1	Quoted prices in an active market
Listed ordinary shares	7,655	6,393	Level 1	Quoted prices in an active market
Forward foreign currency exchange contracts	1,473	566	Level 2	Future cash flows are estimated based on observable forward exchange rates

28

Organisational structure

This section explains how the Consolidated Entity is structured, and disclosures for the parent entity.

Subsidiary entities
The Consolidated Financial Statements of Servcorp incorporate the assets, liabilities and results of all controlled entities. Controlled entities are all entities over which the Consolidated Entity has power to direct the activities of the entity and an exposure to and ability to influence its variable returns from its involvement with the entity. An entity, including a structured entity, is considered a subsidiary when we determine that the Company has control over the entity. Control exists when the Consolidated Entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The Consolidated Entity assesses power by examining existing rights that give the Company the current ability to direct the relevant activities of the entity. The effect of all transactions between entities in the Consolidated Entity have been eliminated on consolidation. Controlled entities are fully consolidated from the date control is obtained until the date that control ceases. Inter-entity transactions and balances are eliminated.

Name of entity	Country of incorporation	Ownership interest	Ownership interest
		2024 %	2023 %
Parent entity			
Servcorp Limited	Australia		
Controlled entities			
Servcorp Australian Holdings Pty Ltd	Australia	100	100
Servcorp Offshore Holdings Pty Ltd	Australia	100	100
Servcorp Exchange Square Pty Ltd	Australia	100	100
Servcorp Air Office Pty Ltd	Australia	100	100
Servcorp (North Ryde) Pty Ltd	Australia	100	100
Servcorp Smart Office Pty Ltd	Australia	100	100
Servcorp Smart Homes Pty Ltd	Australia	100	100
Servcorp Business Service (Beijing) Pty Ltd	Australia	100	100
Servcorp Virtual Pty Ltd	Australia	100	100
Servcorp Holdings Pty Ltd	Australia	100	100
Servcorp Administration Pty Ltd	Australia	100	100
Servcorp Adelaide Pty Ltd	Australia	100	100
Servcorp Barangaroo Pty Ltd	Australia	100	100

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FOR THE YEAR ENDED 30 JUNE 2024

28 Organisational structure (continued)

Subsidiary entities (continued)

Name of entity	Country of incorporation	Ownership interest	Ownership interest
		2024	2023
		%	%
Servcorp Brisbane Pty Ltd	Australia	100	100
Servcorp Mount Street Pty Ltd	Australia	100	100
Servcorp Gateway Pty Ltd	Australia	100	100
Servcorp Chifley 29 Pty Ltd	Australia	100	100
Servcorp Communications Pty Ltd	Australia	100	100
Servcorp IT Pty Ltd	Australia	100	100
Servcorp Melbourne Virtual Pty Ltd	Australia	100	100
Servcorp MLC Centre Pty Ltd	Australia	100	100
Servcorp Melbourne 27 Pty Ltd	Australia	100	100
Servcorp Sydney Virtual Pty Ltd	Australia	100	100
Servcorp William Street Pty Ltd	Australia	100	100
Servcorp Melbourne 19 Pty Ltd (formerly Servcorp Melbourne 18 Pty Ltd)	Australia	100	100
Servcorp Perth Pty Ltd	Australia	100	100
Servcorp Brisbane Riverside Pty Ltd	Australia	100	100
Servcorp Market Street Pty Ltd	Australia	100	100
Office Squared Pty Ltd	Australia	100	100
Servcorp WA Pty Ltd	Australia	100	100
Servcorp Parramatta Pty Ltd	Australia	100	100
Servcorp Sydney 56 Pty Ltd	Australia	100	100
Servcorp Norwest Pty Ltd	Australia	100	100
Servcorp Level 12 Pty Ltd	Australia	100	100
Servcorp Western Australia Pty Ltd	Australia	100	100
Office Squared (Nexus) Pty Ltd	Australia	100	100
Servcorp SA 30 Pty Ltd	Australia	100	100
Servcorp City Square Pty Ltd	Australia	100	100
Servcorp North Sydney 32 Pty Ltd	Australia	100	100
Servcorp Docklands Pty Ltd	Australia	100	100
Servcorp Sydney 22 Pty Ltd	Australia	100	100
Servcorp Hobart Pty Ltd	Australia	100	100
Servcorp Brisbane 400 Pty Ltd	Australia	100	100
Servcorp Southbank Pty Ltd	Australia	100	100
Office Squared (Atlas) Pty Ltd	Australia	100	100
Gnee Pty Ltd	Australia	100	100
Servcorp Enterprise Pty Ltd	Australia	100	100
Servcorp Realm Pty Ltd	Australia	100	100
Servcorp Nishi Canberra Pty Ltd	Australia	100	100
Beechreef (New Zealand) Limited	New Zealand	100	100
Servcorp New Zealand Limited	New Zealand	100	100
Company Headquarters Limited	New Zealand	100	100
Servcorp Wellington Limited	New Zealand	100	100

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28 Organisational structure (continued)

Subsidiary entities (continued)

Name of entity	Country of incorporation	Ownership interest	Ownership interest
		2024	2023
		%	%
Servcorp Queen Street Limited	New Zealand	100	100
Servcorp Quay Street Limited	New Zealand	100	100
Servcorp BFH W.L.L	Bahrain	100	100
Servcorp Brussels Sprl	Belgium	100	100
Servcorp Business Service (Shanghai) Co. Ltd	China	100	100
Servcorp Business Service (Beijing) Co., Ltd	China	100	100
Beijing Servcorp Sihui Business Service Co., Ltd	China	100	100
Guangzhou Servcorp Business Service Co., Ltd	China	100	100
Chengdu Servcorp (OAC) Business Service Co., Ltd	China	100	100
Servcorp Hong Kong Limited	China	100	100
Servcorp HK Central Limited (in liquidation)	China	100	100
Shanghai Servcorp Business Service Co., Ltd	China	100	100
Servcorp Paris SARL	France	100	100
Servcorp Edouard VII SARL	France	100	100
Servcorp Berlin GmbH	Germany	100	100
Servcorp Japan KK	Japan	100	100
Servcorp Tokyo KK	Japan	100	100
Servcorp Shinagawa KK	Japan	100	100
Servcorp Co-working GK	Japan	100	100
Servcorp Phoenixia SAL	Lebanon	100	100
Servcorp Beirut LLC	Lebanon	100	-
Amalthea Nominees (Malaysia) Sdn Bhd	Malaysia	100	100
Office Squared Malaysia Sdn Bhd	Malaysia	100	100
SRV KL Sdn Bhd	Malaysia	100	100
SRV Central Sdn Bhd	Malaysia	100	100
Servcorp Manila, Inc. (in liquidation)	Philippines	100	100
Servcorp Bonifacio, Inc.	Philippines	100	100
Branches of Servcorp Square Pte Ltd	Saudi Arabia	100	100
Office Services Company	Saudi Arabia	97.5	-
Regional Headquarters Company	Saudi Arabia	100	-
Servcorp Serviced Offices Pte. Ltd	Singapore	100	100
Servcorp Franchising Pte. Ltd (struck off 8 January 2024)	Singapore	-	100
Servcorp Battery Road Pte. Ltd	Singapore	100	100
Servcorp Marina Pte. Ltd	Singapore	100	100
Servcorp Singapore Holdings Pte. Ltd	Singapore	100	100
Servcorp Hottdesk Singapore Pte. Ltd (struck off 8 January 2024)	Singapore	-	100
Servcorp Metropolis Pte. Ltd	Singapore	100	100
Servcorp Square Pte. Ltd	Singapore	100	100
Servcorp SR Pte. Ltd	Singapore	100	100
Servcorp Co., Ltd	Thailand	100	100
Servcorp Thai Holdings Ltd	Thailand	100	100

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28 Organisational structure (continued)

Subsidiary entities (continued)			
Name of entity	Country of incorporation	Ownership interest	Ownership interest
		2024	2023
		%	%
Headquarters Co., Ltd	Thailand	100	100
Servcorp Is Merkezi Isletmeciligi Limited Sirketi	Turkey	100	100
Servcorp Sixteen Paylasimli Ofis Isletmeciligi Limited Sirketi	Turkey	100	100
Servcorp LLC	UAE	100	49
Servcorp Administration Services LLC	UAE	100	49
Servcorp Level 54 DMCC	UAE	100	100
Servcorp EMEIA Holdings Ltd	UAE	100	100
Servcorp DIFC Holdings Ltd	UAE	100	-
Servcorp UK Limited	UK	100	100
Servcorp Leadenhall Limited	UK	100	100
Servcorp Mayfair Limited	UK	100	100
Servcorp Europe Holdings Limited	UK	100	100
Servcorp Middle East Holdings Limited	UK	100	-
Servcorp US Holdings, Inc	USA	100	100
Servcorp America LLC	USA	100	100
Servcorp New York LLC	USA	100	100
Servcorp Washington LLC	USA	100	100
Servcorp Houston LLC	USA	100	100
Servcorp State Street LLC	USA	100	100
Servcorp Fulton Street LLC	USA	100	100
Servcorp West Lake LLC	USA	100	100
Servcorp Battery Park LLC	USA	100	100
Servcorp Madison LLC	USA	100	100
Servcorp Manhattan LLC	USA	100	100
Servcorp Philadelphia LLC (in liquidation)	USA	100	100
Servcorp Dallas LLC (in liquidation)	USA	100	100

The following subsidiaries are not wholly owned by the Consolidated Entity. However, the Consolidated Entity still controls these subsidiaries because it has power to direct the activities of the entity and an exposure to and ability to influence its variable returns from its involvement with the entity. These entities are fully consolidated from the date control is obtained until the date that control ceases. Inter-entity transactions and balances are eliminated. The table below sets out the Company's ownership interest:

Name of subsidiary	Country of incorporation & tax residency	Ownership interest	Ownership interest
		2024	2023
		%	%
Servcorp Aswad Real Estate Company WLL	Kuwait	49	49
Servcorp Qatar LLC	Qatar	49	49

A Company in the Consolidated Entity exercises control over Servcorp Aswad Real Estate Company WLL and Servcorp Qatar LLC, despite owning 49% of the issued capital. Arrangements are in place that entitle the Company or its controlled entities to the benefits and risks of ownership notwithstanding that the majority shareholding may be vested in another party.

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28 Organisational structure (continued)

Name of joint venture	Country of incorporation	Ownership interest	Ownership interest
		2024	2023
		%	%
Etihad Towers Service Offices LLC	UAE	49	49

A subsidiary in the Consolidated Entity entered into a joint venture with Emirates Consortium LLC. The joint venture is accounted for using the equity method in the Consolidated Financial Statements. The investment in the joint venture has been fully impaired in prior years.

The tax residency of each entity which is included in the Consolidated Financial Statements is the same as the country of incorporation. Refer to the Consolidated Entity Disclosure Statement for further details.

29 Key management personnel remuneration

Compensation of key management personnel
The key management personnel of the Company are the Directors and Executives of the Consolidated Entity who have the authority and responsibility for planning, directing and controlling the activities of the Company, either directly or indirectly. Key management personnel compensation is as follows.

	2024	2023
	\$ 000	\$ 000
Long term and short term employee benefits	1,392	1,321
Post-employment benefits	124	116
Share-based payments	93	216
	1,609	1,653

Dividends totaling \$23.4 million have been paid during the year (2023: \$19.4 million), which include amounts paid to Directors and other key management personnel.

Details of key management personnel
The Directors of the Company at any time during or since the end of the financial year 30 June 2024 are:

Non-executive Directors		
The Hon. Mark Vaile AO	Chair and Non-Executive Director	Appointed June 2011
Wallis Graham	Non-Executive Director	Appointed October 2017
Tony McGrath	Non-Executive Director	Appointed August 2019
Executive Director		
Alf Moufarrige AO	Chief Executive Officer	Appointed August 1999
Other Group-level executive		
David Hunt	Chief Financial Officer & Head of SEA	Appointed April 2022

Key management personnel related party transactions
Several key management personnel, or their related parties, hold positions in other entities that result in them having control or significant influence over the financial or operating policies of those entities. A number of these entities transacted in conjunction with the Consolidated Entity in the reporting year or prior year. The terms and conditions of the transactions with key management personnel and their related parties were no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non-key management personnel related entities on an arm's length basis. For further details and information related to key management personnel remuneration, please refer to the Remuneration Report.

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

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Key management personnel remuneration (continued)

Key management personnel related party transactions (continued)

From time to time Directors of the Company and its controlled entities, or their Director-related entities, may purchase services from or provide services to the Consolidated Entity. These purchases or sales are on the same terms and conditions as those entered into by other employees, suppliers or customers of the Consolidated Entity and are trivial or domestic in nature. All transactions with Director-related entities are disclosed to the Board and reviewed to ensure they bring a benefit to the Consolidated Entity.

Related parties entered into the following transactions with the Consolidated Entity.

Mr. A G Moufarrige has an interest in and is a Director of Tekfon Pty Ltd (Tekfon). Servcorp has a lease on arm's length terms with Tekfon for the use of Tekfon's premises for storage. Servcorp utilises off-site storage facilities in many of its global locations, for storage of office furniture and retention of records. Tekfon's premises are in a suburb of Sydney, and have been utilised by Servcorp's Sydney locations and head office for storage since before the Consolidated Entity's IPO in 1999. Research confirms that the lease is at arm's length terms for similar facilities in the area. The Board, with Mr. A G Moufarrige absent, reviews the lease with Tekfon on an annual basis to ensure that the terms are at market rate or better.

A relative of Mr. A G Moufarrige has an interest in Enideb Pty Ltd (Enideb). Mr. A G Moufarrige has no interest in the affairs of Enideb. Until June 2023, Enideb operated the Servcorp franchise in Canberra, on arm's length terms. The Canberra franchise had been operating for more than 29 years, and the Canberra locations brought a benefit to Servcorp's operations. The Board reviewed the terms of the franchise agreement on a regular basis to ensure that it was conducted on proper commercial terms, consistent with any other franchise operations. Effective 3 July 2023, companies within the Consolidated Entity acquired the serviced office businesses carried on by Enideb Pty Ltd. The franchise agreement was terminated upon acquisition.

Relatives of Mr. A G Moufarrige have an interest in Refrigerated Display Lighting Pty Ltd (RDL) (formerly Nualight AUSNZ Pty Ltd), Light Energy Australia Pty Ltd (LEA) and Ility Pty Ltd (Ility), who are clients of Servcorp in Sydney, Melbourne, Adelaide, New York, London and China. Mr A G Moufarrige has no interest in the affairs of RDL or LEA, and owns 5% of the issued shares in Ility.

On 17 May 2024, Servcorp entered into a Master Access and Service Agreement with Ility. Ility is contracted to develop a tenant-facing web platform accessible to Servcorp tenants.

Mr. A G Moufarrige has an interest in and is a Director of Sovori Pty Ltd (Sovori). Mr. A G Moufarrige has personal credit cards which, in the main, are used to pay for Servcorp expenses during his business travels. For convenience, these are often paid by Servcorp whilst he travels and they are then reconciled upon his return and personal expenses are repaid, on a monthly basis, to Servcorp by Sovori.

Servcorp has in excess of 55,000 clients globally. From time to time a client will be an entity which is defined as a Director related party, even though the Director has had no involvement in the decision to become a client of Servcorp. The following disclosures fall into this category.

Mrs. W Graham has an involvement with ECP Management, LP (ECP), a US-based private equity firm. ECP is a client of Servcorp in Sydney. Mrs. W Graham did not have any involvement in negotiation of the arrangement with ECP, which are at arm's length terms.

The terms and conditions of the transactions with Directors and their Director-related parties were no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non-Director-related parties on an arm's length basis.

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

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Key management personnel remuneration (continued)

Key management personnel related party transactions (continued)

			2024	2023
Director	Director related entity	Transaction	\$	\$
A G Moufarrige	Tekfon Pty Ltd	Premises rental	109,480	103,272
	Enideb Pty Ltd	Franchisee	-	513,038
	Sovori Pty Ltd	Reimbursements	231,974	299,389
	Refrigerated Display Lighting Pty Ltd and Light Energy Australia Pty Ltd	Client	2,409	1,365
	Ility Pty Ltd	Client	34,125	95,231
W Graham	Ility Pty Ltd	Supplier	110,000	-
	ECP Management, LP	Client	3,100	3,067

Amounts receivable from and payable to Directors and their Director-related entities at balance sheet date arising from these transactions were as follows:

	2024	2023
Current receivables/(payable)	\$	\$
Enideb Pty Ltd	-	11,906
Refrigerated Display Lighting Pty Ltd	508	-
Ility Pty Ltd	2,614	9,109
ECP Management, LP	143	262

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Auditors' remuneration

KPMG and related network firms

	2024	2023
	\$	\$
Core audit fee:		
KPMG Australia	999,213	896,844
KPMG Overseas firms	885,141	1,093,648
Total audit fees	1,884,354	1,990,492
KPMG overseas firms - other audit services	250,920	-
KPMG overseas firms - other advisory services	23,776	7,541
	2,159,050	1,998,033

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Contingencies

In the opinion of the Directors, the Company did not have any contingencies at 30 June 2024 (30 June 2023: None).

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

32 Events occurring after the reporting date

The Financial Report was authorised for issue on 22 August 2024 by the Board of Directors.

On 22 August 2024 the Directors declared a final dividend of 13.0 cents per share franked to 20%, payable on 2 October 2024.

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

33 Parent entity

The financial information for the parent entity, Servcorp Limited, is prepared on the same basis as the Consolidated Financial Statements.

	2024	2023
	\$ 000	\$ 000
Statement of Financial Position		
Assets		
Current assets	134,803	127,669
Non-current assets	32,768	32,754
Total Assets	167,571	160,423
Liabilities		
Current liabilities	1,707	95
Non-current liabilities	-	1,458
Total Liabilities	1,707	1,553
Net assets	165,864	158,870
Equity		
Contributed equity	155,567	151,594
Retained earnings	15,030	12,009
Share buy back reserve	(4,733)	(4,733)
Total Equity	165,864	158,870
Statement of Profit or Loss and Other Comprehensive Income		
Total profit or loss for the year	33,779	13,806
Total comprehensive income	33,779	13,806

- As at 30 June 2024:
- Servcorp Limited has a Corporate Guarantee and Indemnity with the Australian and New Zealand Banking Group Limited, pursuant to which the bank agreed to make available to the Consolidated Entity a \$30 million interchangeable facility for general corporate purposes. The liability under the deed by and between the Australian and New Zealand companies is limited to \$52 million. Refer to note 25 for details;
 - there were no contingent liabilities of the parent entity;
 - there were no commitments for the acquisition of property, plant and equipment by the parent entity.

NOTES TO THE CONSOLIDATED
FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2024

34 Reconciliation of profit to operating cash flow

Reconciliation of result for the year to cashflows from operating activities

For the purpose of presentation in the Consolidated Statement of Cash Flows, cash and cash equivalents includes cash at bank and short term deposits at call.

	2024	2023
	\$ 000	\$ 000
Profit for the year	39,038	11,067
Non-cash flows in profit:		
(Decrease)/increase in provisions	(287)	3,243
Depreciation and amortisation of non-current assets	19,334	19,952
Share of profits of joint venture	783	556
Impairment of non-current assets	2,470	15,061
Gain on sales of financial assets	(182)	(70)
Loss on disposal of non-current assets	815	789
Amortisation of right of use assets	95,200	101,943
(Increase)/decrease in current tax asset	(4,009)	5,596
(Increase) in deferred tax balances	(1,910)	(2,509)
Unrealised foreign exchange gain	(595)	2,571
Share based payment expense	662	106
Changes in assets and liabilities:		
Decrease/(increase) in prepayments	1,713	(2,476)
(Increase) in trade debtors and other receivables	(8,593)	(7,820)
Decrease/(increase) in current and non-current assets	1,041	(941)
Increase/(decrease) in client security deposits	3,342	(128)
Increase in accounts payable	16,969	8,591
Cashflows from operations	165,791	155,531



CONSOLIDATED ENTITY DISCLOSURE STATEMENT

ENTITY NAME	ENTITY TYPE	PLACE INCORP-ORATED OR FORMED	% OF ISSUED SHARE CAPITAL HELD DIRECTLY OR INDIRECTLY BY THE PUBLIC COMPANY	AUSTRALIAN OR FOREIGN TAX RESIDENT	JURIS-DICTION FOR FOREIGN TAX RESIDENT
Servcorp Limited (Public Company)	Body Corporate	Australia		Australian	N/A
Servcorp Australian Holdings Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Offshore Holdings Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Exchange Square Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Air Office Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp (North Ryde) Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Smart Office Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Smart Homes Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Business Service (Beijing) Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Virtual Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Holdings Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Administration Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Adelaide Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Barangaroo Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Brisbane Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Mount Street Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Gateway Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Chifley 29 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Communications Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp IT Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Melbourne Virtual Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp MLC Centre Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Melbourne 27 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Sydney Virtual Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp William Street Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Melbourne 19 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Perth Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Brisbane Riverside Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Market Street Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Office Squared Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp WA Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Parramatta Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Sydney 56 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Norwest Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Level 12 Pty Ltd	Body Corporate	Australia	100	Australian	N/A

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

ENTITY NAME	ENTITY TYPE	PLACE INCORP-ORATED OR FORMED	% OF ISSUED SHARE CAPITAL HELD DIRECTLY OR INDIRECTLY BY THE PUBLIC COMPANY	AUSTRALIAN OR FOREIGN TAX RESIDENT	JURIS-DICTION FOR FOREIGN TAX RESIDENT
Servcorp Western Australia Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Office Squared (Nexus) Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp SA 30 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp City Square Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp North Sydney 32 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Docklands Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Sydney 22 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Hobart Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Brisbane 400 Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Southbank Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Office Squared (Atlas) Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Gnee Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Enterprise Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Realm Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Servcorp Nishi Canberra Pty Ltd	Body Corporate	Australia	100	Australian	N/A
Beechreef (New Zealand) Limited	Body Corporate	New Zealand	100	Foreign	New Zealand
Servcorp New Zealand Limited	Body Corporate	New Zealand	100	Foreign	New Zealand
Company Headquarters Limited	Body Corporate	New Zealand	100	Foreign	New Zealand
Servcorp Wellington Limited	Body Corporate	New Zealand	100	Foreign	New Zealand
Servcorp Queen Street Limited	Body Corporate	New Zealand	100	Foreign	New Zealand
Servcorp Quay Street Limited	Body Corporate	New Zealand	100	Foreign	New Zealand
Servcorp BFH W.L.L	Body Corporate	Bahrain	100	Foreign	Bahrain
Servcorp Brussels Spri	Body Corporate	Belgium	100	Foreign	Belgium
Servcorp Business Service (Shanghai) Co. Ltd	Body Corporate	China	100	Foreign	China
Servcorp Business Service (Beijing) Co., Ltd	Body Corporate	China	100	Foreign	China
Beijing Servcorp Sihui Business Service Co., Ltd	Body Corporate	China	100	Foreign	China
Guangzhou Servcorp Business Service Co., Ltd	Body Corporate	China	100	Foreign	China
Chengdu Servcorp (OAC) Business Service Co., Ltd	Body Corporate	China	100	Foreign	China
Servcorp Hong Kong Limited	Body Corporate	China	100	Foreign	China
Servcorp HK Central Limited (in liquidation)	Body Corporate	China	100	Foreign	China
Shanghai Servcorp Business Service Co., Ltd	Body Corporate	China	100	Foreign	China
Servcorp Paris SARL	Body Corporate	France	100	Foreign	France
Servcorp Edouard VII SARL	Body Corporate	France	100	Foreign	France
Servcorp Berlin GmbH	Body Corporate	Germany	100	Foreign	Germany
Servcorp Japan KK	Body Corporate	Japan	100	Foreign	Japan
Servcorp Tokyo KK	Body Corporate	Japan	100	Foreign	Japan

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

ENTITY NAME	ENTITY TYPE	PLACE INCORP-ORATED OR FORMED	% OF ISSUED SHARE CAPITAL HELD DIRECTLY OR INDIRECTLY BY THE PUBLIC COMPANY	AUSTRALIAN OR FOREIGN TAX RESIDENT	JURIS-DICTION FOR FOREIGN TAX RESIDENT
Servcorp Shinagawa KK	Body Corporate	Japan	100	Foreign	Japan
Servcorp Co-working GK	Body Corporate	Japan	100	Foreign	Japan
Servcorp Aswad Real Estate Company WLL	Body Corporate	Kuwait	49	Foreign	Kuwait
Servcorp Phoenixia SAL	Body Corporate	Lebanon	100	Foreign	Lebanon
Servcorp Beirut LLC	Body Corporate	Lebanon	100	Foreign	Lebanon
Amalthea Nominees (Malaysia) Sdn Bhd	Body Corporate	Malaysia	100	Foreign	Malaysia
Office Squared Malaysia Sdn Bhd	Body Corporate	Malaysia	100	Foreign	Malaysia
SRV KL Sdn Bhd	Body Corporate	Malaysia	100	Foreign	Malaysia
SRV Central Sdn Bhd	Body Corporate	Malaysia	100	Foreign	Malaysia
Servcorp Manila, Inc. (in liquidation)	Body Corporate	Philippines	100	Foreign	Philippines
Servcorp Bonifacio, Inc.	Body Corporate	Philippines	100	Foreign	Philippines
Servcorp Qatar LLC	Body Corporate	Qatar	49	Foreign	Qatar
Branch of Servcorp Square Pte Ltd	Body Corporate	Saudi Arabia	100	Foreign	Saudi Arabia
Office Services Company	Body Corporate	Saudi Arabia	97.5	Foreign	Saudi Arabia
Regional Headquarters Company	Body Corporate	Saudi Arabia	100	Foreign	Saudi Arabia
Servcorp Serviced Offices Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp Battery Road Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp Marina Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp Singapore Holdings Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp Metropolis Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp Square Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp SR Pte. Ltd	Body Corporate	Singapore	100	Foreign	Singapore
Servcorp Co., Ltd	Body Corporate	Thailand	100	Foreign	Thailand
Servcorp Thai Holdings Ltd	Body Corporate	Thailand	100	Foreign	Thailand
Headquarters Co., Ltd	Body Corporate	Thailand	100	Foreign	Thailand
Servcorp Is Merkezi Isletmeciligi Limited Sirketi	Body Corporate	Turkey	100	Foreign	Turkey
Servcorp Sixteen Paylasimli Ofis Isletmeciligi Limited Sirketi	Body Corporate	Turkey	100	Foreign	Turkey
Servcorp LLC	Body Corporate	UAE	100	Foreign	UAE
Servcorp Administration Services LLC	Body Corporate	UAE	100	Foreign	UAE
Servcorp Level 54 DMCC	Body Corporate	UAE	100	Foreign	UAE
Servcorp EMEIA Holdings Ltd	Body Corporate	UAE	100	Foreign	UAE
Servcorp DIFC Holdings Ltd	Body Corporate	UAE	100	Foreign	UAE
Servcorp UK Limited	Body Corporate	UK	100	Foreign	UK
Servcorp Leadenhall Limited	Body Corporate	UK	100	Foreign	UK
Servcorp Mayfair Limited	Body Corporate	UK	100	Foreign	UK
Servcorp Europe Holdings Limited	Body Corporate	UK	100	Foreign	UK

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

ENTITY NAME	ENTITY TYPE	PLACE INCORP-ORATED OR FORMED	% OF ISSUED SHARE CAPITAL HELD DIRECTLY OR INDIRECTLY BY THE PUBLIC COMPANY	AUSTRALIAN OR FOREIGN TAX RESIDENT	JURIS-DICTION FOR FOREIGN TAX RESIDENT
Servcorp Middle East Holdings Limited	Body Corporate	UK	100	Foreign	UK
Servcorp US Holdings, Inc	Body Corporate	USA	100	Foreign	USA
Servcorp America LLC	Body Corporate	USA	100	Foreign	USA
Servcorp New York LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Washington LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Houston LLC	Body Corporate	USA	100	Foreign	USA
Servcorp State Street LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Fulton Street LLC	Body Corporate	USA	100	Foreign	USA
Servcorp West Lake LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Battery Park LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Madison LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Manhattan LLC	Body Corporate	USA	100	Foreign	USA
Servcorp Philadelphia LLC (in liquidation)	Body Corporate	USA	100	Foreign	USA
Servcorp Dallas LLC (in liquidation)	Body Corporate	USA	100	Foreign	USA

Key assumptions and judgements

In determining tax residency, the Consolidated Entity has applied the following interpretations:

- Australian tax residency
The Consolidated Entity has applied current legislation and judicial precedent, including having regard to the Commissioner of Taxation’s public guidance in *Tax Ruling TR 2018/5* and *Practical Compliance Guidance PCG 2018/9*.
- Foreign tax residency
The Consolidated Entity has applied current legislation and where available judicial precedent in the determination of foreign tax residency. Where necessary, the Consolidated Entity has used independent tax advisers in foreign jurisdictions to assist in its determination of tax residency to ensure applicable tax legislation has been complied with.

DIRECTORS' DECLARATION

The Directors of the Servcorp Limited declare that:

- a) in the Directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
- b) the attached Consolidated Financial Statements are in compliance with International Financial Reporting Standards, as stated in Note 1 to the Consolidated Financial Report;
- c) in the Directors' opinion, the attached Consolidated Financial Statements and notes thereto and the Remuneration Report on pages 41 to 52 in the Directors' report are in accordance with the Corporations Act 2001, including:
 - i. compliance with Australian Accounting Standards and the Corporations Regulations 2001; and
 - ii. giving a true and fair view of the financial position as at 30 June 2024 and performance for the financial year ended on that date;
- d) in the Directors' opinion, the attached Consolidated Entity Disclosure Statement on pages 102 to 105 is true and correct as at 30 June 2024;
- e) the Directors have been given the declarations required by section 295A of the Corporations Act 2001.

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

[Signature]

A G Moufarrige AO
Managing Director and CEO

Dated 22 August 2024



Independent Auditor's Report

To the shareholders of Servcorp Limited

Report on the audit of the Financial Report

Opinion

We have audited the **Financial Report** of Servcorp Limited (the Company).
In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the **Consolidated Entity's** financial position as at 30 June 2024 and of its financial performance for the year then ended, in accordance with the Corporations Act 2001, in compliance with Australian Accounting Standards and the Corporations Regulations 2001.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 June 2024;
- Consolidated statement of profit or loss and other comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended;
- Consolidated entity disclosure statement and accompanying basis of preparation as at 30 June 2024;
- Notes, including material accounting policies; and
- Directors' Declaration.

The **Consolidated Entity** consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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 Consolidated Entity in accordance with 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 fulfilled our other ethical responsibilities in accordance with these requirements.

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Key Audit Matters

The **Key Audit Matters** we identified are:

- Accounting for leases; and
- Recoverability of right-of-use assets and leasehold improvements.

Key Audit Matters are those matters that, in our professional judgement, were of most significance in our audit of the Financial Report of the current period.

These matters were addressed in the context of our audit of the Financial Report as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Accounting for leases	
Refer to Note 13 'Right of use assets' (\$316.5m) and Note 16 'Lease Liabilities' (\$371.2m) in the Financial Report	
The key audit matter	How the matter was addressed in our audit
Accounting for leases in accordance with AASB 16 <i>Leases</i> is a key audit matter due to the: - significance of leases to the financial statements; and - large volume of individual lease agreements which increase the complexity and judgement required by management in determining the right-of-use asset and lease liability balances. We focused our testing on the accounting for leases that were new or modified during the financial year. The Consolidated Entity, when calculating the right-of-use asset and lease liability balances, applied judgement to determine the effective date, expected lease term, application of the rent review terms and lease incentives as the incremental borrowing rate (IBR). These were key features subject to our audit testing. We involved our senior audit team members in assessing this key audit matter, along with our debt advisory specialists.	Our procedures included: - We assessed the appropriateness of the Consolidated Entity's accounting policies against the requirements of the accounting standard and our understanding of the business. - We assessed the completeness of the Consolidated Entity's leases by comparing each location published on the Servcorp global website to the Consolidated Entity's lease listing and checking for a corresponding lease. - For a sample of new and modified leases, we agreed key inputs, such as the effective date of lease modification, changes to contractual terms and conditions and the commencement date of the lease, used in the Consolidated Entity's lease calculation model to underlying source documents including the current lease agreement. - We assessed the Consolidated Entity's determination of lease terms based on the probability of the Group exercising lease renewal options. We compared key management decisions for consistency to board plans, strategies and past practices. - Working together with our debt advisory specialists, we independently assessed a sample of incremental borrowing rates applied



	to the leases using the publicly sourced yield curve, adjusted by credit risk specific to the Consolidated entity, and each lease term. - We assessed the integrity of the Consolidated Entity's AASB 16 lease calculation model used, including the accuracy of the underlying calculation formulas. For a sample of leases, we recalculated the amount of lease liability, right-of-use asset, depreciation and interest expense, relevant to this financial year and compared our recalculated amounts against the amounts recorded by the Consolidated Entity. - We assessed the Consolidated Entity's disclosures in the financial report using our understanding obtained from our testing and against the requirements of the accounting standard.
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Recoverability of right-of-use assets and leasehold improvements

Refer to Note 11 'Property, plant and equipment' (Leasehold improvements: \$65.4m) and Note 13 'Right of use assets'(\$316.5m) in the Financial Report	
The key audit matter	How the matter was addressed in our audit
The recoverability of right-of-use assets and leasehold improvements is a key audit matter due to: - the significance of these assets to the financial statements; and - the impact of the current economic conditions on the business globally. We focused on the following forward-looking assumptions the Consolidated Entity applied in its Value-In-Use (VIU) models, including: - Forecast pricing and occupancy growth rates – these assumptions are influenced by lease duration, renewal and terms of tenant contracts, competitive market conditions and the economic outlook for each Cash Generating Unit (CGU);	Our procedures included: - We assessed the Consolidated Entity's determination of CGUs based on our understanding of the operations of the Consolidated Entity's business, and how independent cash inflows were generated, against the requirements of the accounting standards <i>AASB 136</i> Impairment of assets (AASB 136). - We assessed the Consolidated Entity's indicators of impairment analysis for each CGU based on current and historical business performance. - Together with our valuation specialists, we assessed the appropriateness of the VIU methodology applied by the Consolidated Entity against the requirements of AASB 136.



- Forecast operating cash flows – estimating projected cash flow forecasts is inherently subjective and susceptible to differences in outcome, in particular due to external market conditions; and - Discount rates - these are subjective in nature and vary according to the specific conditions and environment of the relevant CGU. We involved our valuation specialists with this assessment. The Consolidated Entity has a high number of individual CGUs during the year necessitating our consideration of the Consolidated Entity's determination of CGUs, based on the smallest group of assets to generate largely independent cash inflows. The Consolidated Entity has recorded an impairment of \$2.5m in this financial year.	- We assessed the integrity of the VIU models used, including the accuracy of the underlying calculation formulas. - We compared the forecast cash flows contained in the VIU models to forecasts presented to the Board. - We assessed the accuracy of previous Consolidated Entity forecasts to inform our evaluation of forecasts incorporated in the models. We applied increased scepticism to forecasts in areas where previous forecasts were not achieved. - We challenged the Consolidated Entity's forecast cash flow and growth assumptions, such as forecast pricing and occupancy rates. We used our knowledge of the Consolidated Entity's past performance, their business plan and our industry experience. - Working with our valuation specialists, we independently developed a discount rate range using publicly available market data for comparable entities, adjusted by risk factors specific to the CGUs environment and the geography it operates in. - We assessed the disclosures in the financial report using our understanding obtained from our testing against the requirements of the accounting standards.
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Other Information

Other Information is financial and non-financial information in Servcorp Limited's annual report which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we 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.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.



Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report in accordance with the Corporations Act, including giving a true and fair view of the financial position and performance of the Consolidated Entity, and in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*
- implementing necessary internal control to enable the preparation of a Financial Report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Consolidated Entity, and that is free from material misstatement, whether due to fraud or error
- assessing the Consolidated Entity and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Consolidated Entity and Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- 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 *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: https://www.auasb.gov.au/admin/file/content102/c3/ar1_2020.pdf This description forms part of our Auditor's Report.



Report on the Remuneration Report

Opinion

In our opinion, the Remuneration Report of Servcorp Limited for the year ended 30 June 2024, complies with *Section 300A* of the *Corporations Act 2001*.

Directors' responsibilities

The Directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with *Section 300A* of the *Corporations Act 2001*.

Our responsibilities

We have audited the Remuneration Report included in pages 41 to 52 of the Directors' report for the year ended 30 June 2024.

Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

KPMG

Paul Thomas

Partner

Sydney

22 August 2024

Ashley Trang

Partner

Sydney

22 August 2024

SHAREHOLDER INFORMATION

The shareholder information set out below is provided in accordance with the Listing Rules and was applicable as at 2 September 2024.

CLASS OF SHARES AND VOTING RIGHTS

ORDINARY SHARES

There were 1,938 holders of the ordinary shares of the Company.

At a general meeting:

- on a show of hands, every member present in person or by direct vote, proxy, attorney or representative has one vote;
- on a poll, every member present has one vote for each fully paid share held.

OPTIONS AND PERFORMANCE RIGHTS

There were 97 holders of options and performance rights over 4,289,500 unissued ordinary shares of the Company, granted to employees under the Servcorp Executive Share Option Scheme and the Servcorp Employee Incentive Plan.

There are no voting rights attached to the options or performance rights. Voting rights will be attached to the unissued ordinary shares when the options or performance rights have been exercised. The options and performance rights are unquoted.

ON-MARKET BUY-BACK

There is no current on-market buy-back.

DISTRIBUTION OF EQUITY SECURITIES

SIZE OF HOLDING		ORDINARY SHARES	OPTIONS SRVAB	OPTIONS SRVAD	OPTIONS SRVAF	OPTIONS SRVAG	OPTIONS SRVAH	PERFORMANCE RIGHTS SRVAE
1 – 1,000	No. of Holders	860	—	—	—	—	—	—
	No. of Securities	362,582	—	—	—	—	—	—
	% of Securities	0.37%	—	—	—	—	—	—
1,001 – 5,000	No. of Holders	637	2	—	—	6	—	—
	No. of Securities	1,615,907	10,000	—	—	30,000	—	—
	% of Securities	1.64%	2.26%	—	—	1.83%	—	—
5,001 – 10,000	No. of Holders	198	15	—	2	9	—	—
	No. of Securities	1,527,107	117,500	—	20,000	90,000	—	—
	% of Securities	1.55%	26.55%	—	2.10%	5.50%	—	—
10,001 – 100,000	No. of Holders	215	3	1	25	25	—	4
	No. of Securities	6,167,213	115,000	100,000	932,000	765,000	—	160,000
	% of Securities	6.26%	25.99%	100%	97.90%	46.79%	—	100%
100,001 and over	No. of Holders	28	1	—	—	3	1	—
	No. of Securities	88,917,579	200,000	—	—	750,000	1,000,000	—
	% of Securities	90.19%	45.20%	—	—	45.87%	100%	—
Totals	No. of Holders	1,938	21	1	27	43	1	4
	No. of Securities	98,590,388	442,500	100,000	952,000	1,635,000	1,000,000	160,000
	% of Securities	100%	100%	100%	100%	100%	100%	100%

There were 202 holders of ordinary shares holding less than a marketable parcel, based on the closing market price at the specified date.

SHAREHOLDER INFORMATION

SUBSTANTIAL SHAREHOLDERS

The following organisations have given a substantial shareholder notice to Servcorp.

NAME	NUMBER OF SHARES	% OF VOTING POWER
FMR LLC	9,262,560	9.57%
Perpetual Limited	7,801,528	7.93%
Sovori Pty Ltd	51,338,105	53.03%

TWENTY LARGEST SHAREHOLDERS

HOLDER NAME	NUMBER OF ORDINARY SHARES HELD	% OF CAPITAL HELD
BNP Paribas Noms Pty Ltd	223,015	0.23%
BNP Paribas Noms (NZ) Ltd	439,275	0.45%
BNP Paribas Nominees Pty Ltd <Hub24 Custodial Serv Ltd>	392,187	0.40%
BNP Paribas Nominees Pty Ltd <IB AU Noms Retailclient>	207,971	0.21%
Citicorp Nominees Pty Limited	5,886,800	5.97%
Eniat Pty Ltd	1,800,000	1.83%
HSBC Custody Nominees (Australia) Limited	19,371,267	19.65%
HSBC Custody Nominees (Australia) Limited A/C 2	4,221,305	4.28%
JP Morgan Nominees Australia Pty Limited	3,179,680	3.23%
MFLE Pty Ltd	1,800,000	1.83%
Morgan Stanley Australia Securities (Nominee) Pty Limited <No 1 Account>	192,418	0.20%
Moufarrige, Alfred George	547,436	0.56%
Mutual Trust Pty Ltd	306,278	0.31%
Neweconomy Com Au Nominees Pty Limited <900 Account>	349,912	0.35%
Omnioffices Pty Ltd	3,296,401	3.34%
Reed, John & Janet <Reed Family Superfund A/C>	153,759	0.16%
Sandhurst Trustees Ltd <Wentworth Williamson A/C>	1,375,123	1.39%
Sovori Pty Ltd	44,564,852	45.20%
Uvira Superannuation Pty Limited <Uvira Holdings Employees Super Fund Account>	358,440	0.36%
Vanward Investments Limited	131,460	0.13%
Totals for Top 20	88,797,579	90.07%

CORPORATE INFORMATION

DIRECTORS

The Hon. Mark Vaile	Chairman & non-executive Director, independent
Wallis Graham	Non-executive Director, independent
Tony McGrath	Non-executive Director, independent
Alf Moufarrige	CEO & Managing Director

COMPANY SECRETARY

Gregory Pearce

REGISTERED OFFICE AND PRINCIPAL OFFICE

Level 63
25 Martin Place
Sydney NSW 2000

Telephone: + 61 (2) 9231 7500
Facsimile: + 61 (2) 9231 7665

AUDITOR

KPMG
Tower Three, International Towers Sydney
300 Barangaroo Avenue
Sydney NSW 2000

SHARE REGISTRY

Boardroom Pty Limited
Level 8
210 George Street
Sydney NSW 2000
GPO Box 3993
Sydney NSW 2001

Telephone: 1300 737 760
+ 61 (2) 9290 9600

Email: enquiries@boardroomlimited.com.au

STOCK EXCHANGE

Servcorp Limited shares are quoted on the Australian Securities Exchange under the code SRV.

The Home Exchange is Sydney.

ANNUAL GENERAL MEETING

The annual general meeting of Servcorp Limited will be held as a hybrid meeting, at 4.30pm on Thursday, 14 November 2024. Shareholders may participate online, or in person at:

Servcorp Limited
Level 63
25 Martin Place
Sydney NSW 2000

Details about how shareholders may attend online are set out in the Notice of Meeting.

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