

# Financial Statements

30 June 2025

SYC Ltd

ABN 27 167 737 144



so you can

**SYC Ltd**  
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**30 June 2025**

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**SYC Ltd**  
**Company information**  
**30 June 2025**

Board of Directors

D. Hallett (Chairperson)  
A. Branson  
P. Di Iulio  
P. Tapper  
C. Schultz  
L. Apthorpe (resigned in March 2025)  
M. Hoffman-Davis  
L. Marsh (appointed in August 2025)  
K. Preston (appointed in August 2025)

**Ongoing Board Committees**

- Finance, Audit and Risk Committee
- Governance Committee
- Infrastructure Committee
- ICT Committee

C. Schultz (Chairperson)  
A. Branson (Chairperson)  
C. Schultz (Chairperson)  
P. Tapper (Chairperson)

Registered office

39-41 Dequetteville Terrace, KENT TOWN SA 5067

Principal place of business

39-41 Dequetteville Terrace, KENT TOWN SA 5067

Auditor

William Buck (SA)  
Level 6, 211 Victoria Square, ADELAIDE SA 5000

Bankers

Commonwealth Bank of Australia Ltd  
96 King William Street, ADELAIDE SA 5000

**SYC Ltd**  
**Director's Report**  
**30 June 2025**

The Directors present their report, together with the financial statements, on the Company for the year ended 30 June 2025.

**Directors**

The following persons were Directors of the Company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Mr David Hallett  
Ms Arabella Branson  
Mr Paul Di Iulio  
Mr Patrick Tapper  
Ms Catherine Schultz  
Ms Lisa Apthorpe (resigned March 2025)  
Mr Mark Hoffman-Davis  
Ms Louise Marsh (appointed August 2025)  
Dr Kylie Preston (appointed August 2025)

**Principal activities**

SYC has a vision of wellbeing, independence and opportunity for everyone. The organisation exists so everyone can succeed.

This vision is delivered through five portfolios:

- **Employment**  
Helping people to gain and sustain meaningful work.
- **Education & Training**  
Enable people to acquire knowledge, new skills and experience.
- **Housing & Homelessness Support**  
Supporting people to have a stable, safe and secure home.
- **Justice Programs**  
Enabling people to reintegrate within the community and make positive choices.
- **Social Enterprise**  
Giving people opportunity to grow, through a diverse range of direct employment opportunities.

There are no significant changes in the nature of the Company's activity that occurred during the financial year.

**Short and long term objectives and strategies**

The objects of the Company are to promote and foster the welfare and advancement of young people and the community generally. SYC provides a range of professional services relevant to the needs of young people and the community in the fields of information, counselling and therapy, accommodation, vocational services including employment placement and training and/or education.

**Performance measures**

The Company monitors its performance against budget and a rolling forecast. The budget is approved by the Board annually. Monthly results are presented to the Board by the Executive management of SYC Ltd. The Board applies this information for future planning, tracking progress over time and determining whether agreed objectives or strategies have been met. The Board reviews performance based on divisional segments.

**Members' guarantee**

In accordance with the Company's constitution, each member is liable to contribute \$20 in the event that the Company is wound up. The total amount that members of the Company are liable to contribute if the Company is wound up as at 30 June 2025 is \$120.

**SYC Ltd**  
**Director's Report**  
**30 June 2025**

**Operating results and review of operations for the year**

The deficit of the Company amounted to \$1,394,662 [2024: \$1,496,782].

**Information on Directors**

Mr David Hallett Qualifications Term as Director	B Bus (Marketing), FAICD, FAMI, CPM, CMgr, FIML January 2006 to present
Ms Arabella Branson Qualifications Term as Director	LLB, BComm, FAICD May 2007 to present
Mr Paul Di Iulio Qualifications Term as Director	BE Civil (Hons), Grad Dip Mun Eng, Dip Mgmt, MAICD March 2011 to present
Mr Patrick Tapper Qualifications Term as Director	FAICD January 2011 to present
Ms Catherine Schultz Qualifications Term as Director	BA Accounting, FCA, MBA, FAICD March 2012 to present
Ms Lisa Apthorpe Qualifications Term as Director	Masters in Business Coaching, Grad. Cert. Management, Adv.Dip.Business Management November 2019 to March 2025
Mr Mark Hoffman-Davis Qualifications Term as Director	GAICD November 2021 to present
Ms Louise Marsh Qualifications Term as Director	B Arts, Grad.Dip.Communication (Public Relations), GAICD August 2025 to present
Dr Kylie Preston Qualifications Term as Director	D.Clin.Psych.,MAPS, FIEP, F.R.S.A., GAICD August 2025 to present

	Board Meetings		Governance		Finance, Audit and Risk		Infrastructure		Information and Comm Tech	
	No. attended	No. eligible to attend	No. attended	No. eligible to attend	No. attended	No. eligible to attend	No. attended	No. eligible to attend	No. attended	No. eligible to attend
D. Hallett	10	11	4	4	4	4	3	3	-	-
A. Branson	11	11	4	4	4	4	-	-	-	-
P. Di Iulio	11	11	4	4	-	-	2	3	3	4
P. Tapper	10	11	-	-	3	4	2	3	4	4
C. Schultz	10	11	-	-	3	4	3	3	4	4
L. Apthorpe	6	7	2	3	-	-	-	-	-	-
M. Hoffman-Davis	11	11	4	4	4	4	3	3	4	4

Meetings are for the full year, unless indicated otherwise.

**SYC Ltd  
Director's Report  
30 June 2025**

On behalf of the Directors

  
\_\_\_\_\_  
Mr David Hallett  
Director

  
\_\_\_\_\_  
Ms Catherine Schultz  
Director

28 October 2025

## Auditor's Independence Declaration under Section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012

### To the Directors of SYC LTD

As auditor for the audit of SYC LTD for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and
- no contraventions of any applicable code of professional conduct in relation to the audit.

William Buck

**William Buck (SA)**  
ABN 38 280 203 274

M. D. King

**M. D. King**  
Partner

Adelaide, 28<sup>th</sup> October 2025

**SYC Ltd**  
**Statement of profit or loss and other comprehensive income**  
**For the year ended 30 June 2025**

	<b>Note</b>	<b>2025</b> \$	<b>2024</b> \$
<b>Revenue</b>			
Sales revenue	4	74,264,075	67,877,490
Other income	5	1,796,387	3,414,621
Total revenue		<u>76,060,462</u>	<u>71,292,111</u>
<b>Expenses</b>			
Employee benefits expense	6	(48,307,756)	(45,298,998)
Lease expenses	7	(490,085)	(442,708)
Other expenses	8	(5,000,975)	(4,863,386)
Depreciation and amortisation expense	9	(6,111,222)	(5,500,975)
Finance costs	10	(296,078)	(336,912)
Client related services		(12,411,162)	(9,793,999)
IT support and equipment costs		(2,946,904)	(3,273,567)
Office expenses		(1,890,942)	(1,874,086)
Total expenses		<u>(77,455,124)</u>	<u>(71,384,631)</u>
<b>Operating deficit</b>		(1,394,662)	(92,520)
Deficit from discontinued operations		-	<u>(1,404,262)</u>
<b>Deficit for the year</b>		(1,394,662)	(1,496,782)
<b>Other comprehensive income</b>			
<i>Items that will not be reclassified subsequently to profit or loss</i>			
Gain on the revaluation of land and buildings		<u>1,012,000</u>	-
Other comprehensive income for the year		<u>1,012,000</u>	-
<b>Total comprehensive income/(loss) for the year</b>		<u><u>(382,662)</u></u>	<u><u>(1,496,782)</u></u>

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

**SYC Ltd**  
**Statement of financial position**  
**As at 30 June 2025**

	Note	2025 \$	2024 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	11	8,192,533	9,023,716
Trade and other receivables	12	2,004,255	1,575,016
Investments	13	12,034,881	10,680,898
Other assets	15	1,103,422	1,191,149
Total current assets		<u>23,335,091</u>	<u>22,470,779</u>
<b>Non-current assets</b>			
Investments	13	350,000	363,400
Property, plant and equipment	16	30,475,018	30,743,275
Right-of-use assets	14	5,435,527	4,516,150
Total non-current assets		<u>36,260,545</u>	<u>35,622,825</u>
<b>Total assets</b>		<u>59,595,636</u>	<u>58,093,604</u>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	17	3,756,133	3,228,048
Financial liabilities	18	1,871,234	3,287,395
Provisions	19	3,669,905	3,334,859
Total current liabilities		<u>9,297,272</u>	<u>9,850,302</u>
<b>Non-current liabilities</b>			
Financial liabilities	18	3,432,793	997,232
Provisions	19	2,384,024	2,381,861
Total non-current liabilities		<u>5,816,817</u>	<u>3,379,093</u>
<b>Total liabilities</b>		<u>15,114,089</u>	<u>13,229,395</u>
<b>Net assets</b>		<u>44,481,547</u>	<u>44,864,209</u>
<b>Equity</b>			
Reserves		4,761,151	3,749,151
Retained earnings		39,720,396	41,115,058
<b>Total equity</b>		<u>44,481,547</u>	<u>44,864,209</u>

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

**SYC Ltd**  
**Statement of changes in equity**  
**For the year ended 30 June 2025**

	<b>Reserves</b> \$	<b>Retained earnings</b> \$	<b>Total equity</b> \$
Balance at 1 July 2023	3,749,151	42,611,840	46,360,991
Deficit for the year	-	(1,496,782)	(1,496,782)
Other comprehensive income for the year	-	-	-
Total comprehensive income/(loss) for the year	-	(1,496,782)	(1,496,782)
Balance at 30 June 2024	<u>3,749,151</u>	<u>41,115,058</u>	<u>44,864,209</u>

	<b>Reserves</b> \$	<b>Retained earnings</b> \$	<b>Total equity</b> \$
Balance at 1 July 2024	3,749,151	41,115,058	44,864,209
Deficit for the year	-	(1,394,662)	(1,394,662)
Gain on revaluation of land and buildings	1,012,000	-	1,012,000
Total comprehensive income/(loss) for the year	1,012,000	(1,394,662)	(382,662)
Balance at 30 June 2025	<u>4,761,151</u>	<u>39,720,396</u>	<u>44,481,547</u>

*The above statement of changes in equity should be read in conjunction with the accompanying notes*

**SYC Ltd**  
**Statement of cash flows**  
**For the year ended 30 June 2025**

	<b>Note</b>	<b>2025</b>	<b>2024</b>
		<b>\$</b>	<b>\$</b>
<b>Cash flows from operating activities</b>			
Receipts from customers		69,677,436	63,114,120
Receipts from grants		12,985,367	13,499,251
Payments to suppliers and employees		(78,732,777)	(75,845,369)
Interest received		255,814	240,359
Finance costs		(15,094)	(11,328)
Donations received		40,816	75,019
Dividends received		186,590	30,215
		<u>                  </u>	<u>                  </u>
Net cash from operating activities	25	<u>4,398,152</u>	<u>1,102,267</u>
<b>Cash flows from investing activities</b>			
Purchase of property, plant and equipment		(842,116)	(3,045,833)
Payments for investments		-	(2,400,000)
Proceeds from sale of property, plant and equipment		-	4,597,209
Proceeds from disposal of investments		13,400	5,000,000
		<u>                  </u>	<u>                  </u>
Net cash from/(used in) investing activities		<u>(828,716)</u>	<u>4,151,376</u>
<b>Cash flows from financing activities</b>			
Repayment of lease liabilities		(4,400,619)	(4,152,553)
		<u>                  </u>	<u>                  </u>
Net cash used in financing activities		<u>(4,400,619)</u>	<u>(4,152,553)</u>
Net increase/(decrease) in cash and cash equivalents		(831,183)	1,101,090
Cash and cash equivalents at the beginning of the financial year		<u>9,023,716</u>	<u>7,922,626</u>
		<u>                  </u>	<u>                  </u>
Cash and cash equivalents at the end of the financial year	11	<u><u>8,192,533</u></u>	<u><u>9,023,716</u></u>

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

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 1. General information**

The financial statements cover SYC Ltd as an individual entity. The financial statements are presented in Australian dollars, which is SYC Ltd's functional and presentation currency.

SYC Ltd is a not-for-profit unlisted public company limited by guarantee, incorporated and domiciled in Australia.

The financial statements were authorised for issue, in accordance with a resolution of Board of Directors, on 28 October 2025. The Board of Directors have the power to amend and reissue the financial statements.

**Note 2. Material accounting policy information**

The accounting policies that are material to the company are set out below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

**New or amended Accounting Standards and Interpretations adopted**

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

**Basis of preparation**

These general purpose financial statements have been prepared in accordance with the Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board ('AASB') and the Australian Charities and Not-for-profits Commission Act 2012.

*Critical accounting estimates*

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 3.

**Revenue recognition**

The company recognises revenue as follows:

*Revenue from contracts with customers*

Revenue is recognised at an amount that reflects the consideration to which the company is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the company: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Variable consideration within the transaction price, if any, reflects concessions provided to the customer such as discounts, rebates and refunds, any potential bonuses receivable from the customer and any other contingent events. Such estimates are determined using either the 'expected value' or 'most likely amount' method. The measurement of variable consideration is subject to a constraining principle whereby revenue will only be recognised to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur. The measurement constraint continues until the uncertainty associated with the variable consideration is subsequently resolved. Amounts received that are subject to the constraining principle are recognised as a refund liability.

*Rendering of services*

The company provides professional services to communities and recognises the associated fees over time as the services are rendered

**Note 2. Material accounting policy information (continued)**

*Interest*

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

*Other revenue*

Other revenue is recognised when it is received or when the right to receive payment is established.

**Income tax**

As the company is a charitable institution, in terms of subsection 50-5 of the Income Tax Assessment Act 1997, as amended, it is exempt from paying income tax.

**Cash and cash equivalents**

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

**Trade and other receivables**

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The company has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Other receivables are recognised at amortised cost, less any allowance for expected credit losses.

**Investments and other financial assets**

Investments and other financial assets are initially measured at fair value, plus transaction costs, except for financial assets at fair value through profit or loss. Financial assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless an accounting mismatch is being avoided.

For the purposes of subsequent measurement, the Company's financial assets are classified into financial assets at amortised cost and financial assets at fair value through profit or loss.

*Financial assets at amortised cost*

A financial asset is measured at amortised cost only if both of the following conditions are met: (i) it is held within a business model whose objective is to hold assets in order to collect contractual cash flows; and (ii) the contractual terms of the financial asset represent contractual cash flows that are solely payments of principal and interest. The Company's financial assets at amortised cost includes cash and short-term deposits, trade receivables, and social impact bond at amortised cost.

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

*Financial assets at fair value through profit or loss*

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss. This category includes listed equity investments which the Company had not irrevocably elected to classify at fair value through OCI. Dividends on listed equity investments are recognised as other income in the statement of profit or loss when the right of payment has been established.

Fair value of the equity investments were determined by referring to the quoted market prices of the securities as of each valuation date and classified as level 1 in fair value hierarchy.

**Note 2. Material accounting policy information (continued)**

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the company has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, its carrying value is written off.

*Impairment of financial assets*

The company recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

*Trade receivables*

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Company has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

**Property, plant and equipment**

Lands and buildings are shown at fair value, based on periodic valuations by external independent valuers and at the end of each other reporting period, the Directors of the company, less subsequent depreciation and impairment for buildings. The valuations are undertaken more frequently if there is a material change in the fair value relative to the carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Increases in the carrying amounts arising on revaluation of land and buildings are credited in other comprehensive income through to the revaluation surplus reserve in equity. Any revaluation decrements are initially taken in other comprehensive income through to the revaluation surplus reserve to the extent of any previous revaluation surplus of the same asset. Thereafter the decrements are taken to profit or loss.

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

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property, plant and equipment (excluding land) over their expected useful lives as follows:

Freehold Land	Held at fair value
Buildings	Held at fair value
Plant and equipment	1.5-10 years
Motor Vehicles	6 years
Capital Works in Progress	Nil

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

Leasehold improvements included in plant and equipment are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

**Note 2. Material accounting policy information (continued)**

**Right-of-use assets**

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

**Impairment of non-financial assets**

Non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

**Lease liabilities**

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the company's incremental borrowing rate. Lease payments comprise of fixed payments less any lease incentives receivable, variable lease payments that depend on an index or a rate, amounts expected to be paid under residual value guarantees, exercise price of a purchase option when the exercise of the option is reasonably certain to occur, and any anticipated termination penalties. The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

**Employee benefits**

*Short-term employee benefits*

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

*Other long-term employee benefits*

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are measured at the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

**Note 3. Critical accounting judgements, estimates and assumptions**

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances. The resulting accounting judgements and estimates will seldom equal the related actual results. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

*Impairment of property, plant and equipment*

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

*Revenue recognition*

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/ type, cost/ value, quantity and the period of transfer related to the goods or services promised.

*Lease term and option to extend under AASB 16*

The lease term is defined as the non-cancellable period of a lease together with both periods covered by an option to extend the lease if the lessee is reasonably certain to exercise that option; and also periods covered by an option to terminate the lease if the lessee is reasonably certain not to exercise that option. The options that are reasonably going to be exercised is a key management judgement that the entity will make. The Company determines the likeliness to exercise the options on a lease-by-lease basis looking at various factors such as which assets are strategic and which are key to future strategy of the Company.

*Land and property held at fair value*

The company carries its land and buildings at fair value with changes in the fair value recognised in the revaluation reserve. Independent valuations are obtained periodically and at the end of each other reporting period, the Directors update their assessment of the fair value of each property, taking into account the most recent valuations and movements in the market.

**Note 4. Sales revenue**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Revenue from funded activities	62,725,018	59,672,801
Employment funds	11,177,373	8,444,512
Rent	320,868	283,201
Donations	40,816	75,019
Less: Revenue from discontinued operations (note 27)	-	(598,043)
	<u>74,264,075</u>	<u>67,877,490</u>

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 5. Other income**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Interest	255,814	240,359
Dividends	186,590	30,215
Gain on revaluation of investments	1,353,983	1,006,512
Gain on sale of property, plant and equipment	-	2,137,535
	<u>1,796,387</u>	<u>3,414,621</u>

**Note 6. Employee benefits expense**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Salaries and wages	42,916,852	41,749,598
Workers compensation	765,034	675,179
Superannuation contributions	4,625,870	4,321,013
Less: Employee benefits expense on discontinued operations (note 27)	-	(1,446,792)
	<u>48,307,756</u>	<u>45,298,998</u>

**Note 7. Lease expenses**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Plant and equipment	2,008	2,169
Property outgoings	488,077	440,539
	<u>490,085</u>	<u>442,708</u>

**Note 8. Other expenses**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Printing and stationery	187,872	210,507
Motor vehicle running costs	664,918	637,548
Professional fees (including audit fees)	581,286	1,077,889
Travel and accommodation	251,343	288,784
Electricity and gas	394,303	410,046
Insurance	230,794	233,178
Marketing	244,480	174,598
IT licence fees & telephone costs	1,693,622	1,386,195
Make good expense/ (write-back) on property leases	(20,700)	69,150
Other operating expenses	773,057	741,502
Less: Other expenses on discontinued operations (note 27)	-	(366,011)
	<u>5,000,975</u>	<u>4,863,386</u>

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 9. Depreciation and amortisation expense**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Depreciation expense on property, plant and equipment (note 16)	1,891,564	1,696,051
Depreciation expense on right of use assets (note 14)	4,219,658	3,829,345
Less: Depreciation and amortisation expense on discontinued operations (note 27)	-	(24,421)
	<u>6,111,222</u>	<u>5,500,975</u>

**Note 10. Finance costs**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Bank fees and charges	15,094	11,392
Interest on AASB 16 leases	280,984	326,874
Less: Finance costs on discontinued operations (note 27)	-	(1,354)
	<u>296,078</u>	<u>336,912</u>

**Note 11. Cash and cash equivalents**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Current assets</i>		
Cash at bank and in hand	4,192,533	4,023,716
Short term deposits	4,000,000	5,000,000
	<u>8,192,533</u>	<u>9,023,716</u>

**Note 12. Trade and other receivables**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Current assets</i>		
Trade receivables	472,221	428,116
Less: Provision for expected credit losses	(50,000)	(50,000)
	<u>422,221</u>	<u>378,116</u>
Accrued income	1,562,150	1,196,900
Other receivables	19,884	-
	<u>1,582,034</u>	<u>1,196,900</u>
	<u>2,004,255</u>	<u>1,575,016</u>

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 13. Investments**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Current assets</i>		
Equity investments at fair value through profit or loss	12,034,881	10,680,898
<i>Non-current assets</i>		
Social impact bond at amortised cost	350,000	363,400
	<u>12,384,881</u>	<u>11,044,298</u>

**Note 14. Right-of-use assets**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Non-current assets</i>		
Leased Buildings - at cost	19,624,232	17,063,271
Less: Accumulated depreciation	(14,581,369)	(13,020,640)
	<u>5,042,863</u>	<u>4,042,631</u>
Leased Motor Vehicles - at cost	1,829,383	1,333,321
Less: Accumulated depreciation	(1,436,719)	(859,802)
	<u>392,664</u>	<u>473,519</u>
	<u>5,435,527</u>	<u>4,516,150</u>

*Reconciliations*

Movement in the carrying amounts for each class of leased asset between the beginning and the end of the current financial year:

	Buildings	Motor	Total
	\$	Vehicles	\$
	\$	\$	\$
Balance at 1 July 2024	4,042,631	473,519	4,516,150
Additions/ modification	3,656,072	534,732	4,190,804
Disposals	(19,785)	-	(19,785)
Revaluation increments	973,334	-	973,334
Revaluation decrements	-	(5,318)	(5,318)
Depreciation expense	(3,609,389)	(610,269)	(4,219,658)
Balance at 30 June 2025	<u>5,042,863</u>	<u>392,664</u>	<u>5,435,527</u>

**Note 15. Other assets**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Current assets</i>		
Prepayments	1,099,482	1,183,849
Minor floats	3,940	7,300
	<u>1,103,422</u>	<u>1,191,149</u>

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 16. Property, plant and equipment**

	2025 \$	2024 \$
Land and Buildings		
Land and Building at Directors' valuation	24,090,471	21,969,000
Land and Building at cost	1,422,366	2,531,837
Total freehold land	<u>25,512,837</u>	<u>24,500,837</u>
Capital works in progress - at cost	<u>185,118</u>	<u>1,232,839</u>
Motor vehicles - at cost	473,761	473,761
Less: Accumulated depreciation	<u>(272,426)</u>	<u>(211,557)</u>
	201,335	262,204
Plant and Equipment - at cost	19,448,718	17,789,690
Less: Accumulated depreciation	<u>(14,872,990)</u>	<u>(13,042,295)</u>
	4,575,728	4,747,395
	<u>30,475,018</u>	<u>30,743,275</u>

*Reconciliations*

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

	Land and Building	Capital Works in Progress	Motor Vehicles	Plant and Equipment	Total
	\$	\$	\$	\$	\$
Balance at 1 July 2024	24,500,837	1,232,839	262,204	4,747,395	30,743,275
Additions	-	842,116	-	2,106	844,222
Revaluation increments	1,012,000	-	-	-	1,012,000
Write off of assets	-	(232,915)	-	-	(232,915)
Transfers in/(out)	-	(1,656,922)	-	1,656,922	-
Depreciation expense	-	-	(60,869)	(1,830,695)	(1,891,564)
Balance at 30 June 2025	<u>25,512,837</u>	<u>185,118</u>	<u>201,335</u>	<u>4,575,728</u>	<u>30,475,018</u>

*Valuations of land and buildings*

Land and buildings are valued at fair value. These were last externally revalued in May 2023 by Knight Frank Valuation and Advisory, an independent external valuer having recent experience in the location and category of land and buildings being valued. As of 30 June 2025, the directors of the company performed their own assessment of the fair value of land and buildings based on current prices for similar properties in the same location and condition.

**Note 17. Trade and other payables**

	2025 \$	2024 \$
<i>Current liabilities</i>		
Trade payables	5,569	186,220
GST Payable	286,273	215,344
Sundry payables	952,447	792,971
Accrued expenses	<u>2,511,844</u>	<u>2,033,513</u>
	<u>3,756,133</u>	<u>3,228,048</u>

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 17. Trade and other payables (continued)**

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying amounts are considered to be a reasonable approximation of fair value.

**Note 18. Financial liabilities**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Current liabilities</i>		
Lease liabilities - Buildings	1,555,200	2,936,483
Lease liabilities - Motor Vehicles	316,034	350,912
	<u>1,871,234</u>	<u>3,287,395</u>
<i>Non-current liabilities</i>		
Lease liabilities - Buildings	3,323,572	839,100
Lease liabilities - Motor Vehicles	109,221	158,132
	<u>3,432,793</u>	<u>997,232</u>
	<u><u>5,304,027</u></u>	<u><u>4,284,627</u></u>

**Note 19. Provisions**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<i>Current liabilities</i>		
Provision for annual leave	1,550,393	1,494,820
Provision for long service leave	2,112,233	1,833,258
Other employee benefits	7,279	6,781
	<u>3,669,905</u>	<u>3,334,859</u>
<i>Non-current liabilities</i>		
Provision for Long service leave	910,460	884,597
Make good provision on property leases	1,473,564	1,497,264
	<u>2,384,024</u>	<u>2,381,861</u>
	<u><u>6,053,929</u></u>	<u><u>5,716,720</u></u>

**Note 20. Key management personnel remuneration**

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, is considered key management personnel. The key management personnel for the Company are:

- Board of Directors
- Chief Executive Officer
- Chief Financial Officer
- Chief Operating Officer - Employment & Education Services
- Chief Operating Officer - Community Services
- Chief People Officer
- Chief Risk & Information Officer

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 20. Key management personnel remuneration (continued)**

The aggregate compensation made to key management personnel of SYC Ltd during the year are as follows:

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Short-term employee benefits	2,048,130	1,904,077
Post-employment benefits	<u>203,062</u>	<u>163,897</u>
	<u><u>2,251,192</u></u>	<u><u>2,067,974</u></u>

Executive remuneration is set by the Board of Directors and is in accordance with the SYC Total Targeted Reward Rules which outline the structure and philosophy of executive remuneration and is reviewed annually. Directors' remuneration is also reviewed annually.

**Note 21. Contingent liabilities**

SYC Ltd has a bank guarantee with a facility limit of \$1,000,000 (2024: \$1,000,000) with the Commonwealth Bank of Australia. Total facility used at 30 June 2025 is \$542,387 (2024: \$542,387)

**Note 22. Auditors' Remuneration**

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<b>Remuneration of the auditor, William Buck, for:</b>		
- auditing or reviewing the financial statements	31,300	30,100
- other services	<u>3,220</u>	<u>3,100</u>
	<u><u>34,520</u></u>	<u><u>33,200</u></u>

**Note 23. Events after the reporting period**

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

**Note 24. Related Parties**

**(a) The Company's main related parties are as follows:**

Key management personnel - refer to note 20.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

**(b) Transactions with related parties**

There were no transactions between related parties other than those already disclosed in note 20.

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 25. Reconciliation of result for the year to cash flows from operating activities**

	2025 \$	2024 \$
Surplus/ (deficit) for the year	(1,394,662)	(1,496,780)
Depreciation and amortisation expense	6,111,222	5,525,397
Fair value movements in investments	(1,353,983)	(1,006,512)
Interest on AASB 16 leases	280,984	326,874
Gain on sale of property, plant and equipment	-	(2,137,535)
Write off of property, plant and equipment	230,809	370,931
Decrease/(increase) in trade and other receivables	(429,239)	454,263
Decrease/(increase) in prepayments and other assets	87,727	(554,041)
Increase/(decrease) in trade and other payables	528,085	(439,197)
Increase/(decrease) in funds received in advance	-	(212,770)
Increase/(decrease) in make good provision	(23,700)	69,150
Increase/(decrease) in employee provision	360,909	202,487
	<u>4,398,152</u>	<u>1,102,267</u>

**Note 26. Discontinued operations**

Description

In March 2024, after considerable deliberation and many years of service delivery, SYC discontinued the NDIS services. Whilst the service is very required within the community, the funding has become insufficient to deliver a sustainable, quality and comprehensive service to those that need it. SYC also discontinued the delivery of it's Sticking Together Project in NSW during the financial year. SYC acknowledges and appreciate the funding from the NSW Department of Education that has supported this program over a number of years.

*Financial performance information*

	2025 Total \$	2024 NDIS Services \$	2024 Sticking Together \$	2024 Total \$
<b>Revenue</b>				
Sales revenue	-	545,964	52,079	598,043
<b>Expenses for discontinuing operations</b>				
Employee benefits expense	-	(1,241,780)	(205,012)	(1,446,792)
Lease expenses	-	-	-	-
Other expenses	-	(304,925)	(61,086)	(366,011)
Depreciation and amortisation expense	-	(24,421)	-	(24,421)
Finance costs	-	(1,354)	-	(1,354)
Client related services	-	(788)	(372)	(1,160)
IT support and equipment costs	-	(123,835)	(22,007)	(145,842)
Office expenses	-	(16,727)	-	(16,727)
Total expenses	-	<u>(1,713,830)</u>	<u>(288,477)</u>	<u>(2,002,307)</u>
<b>Deficit from discontinued operations</b>	-	<u>(1,167,866)</u>	<u>(236,398)</u>	<u>(1,404,264)</u>

**SYC Ltd**  
**Notes to the financial statements**  
**30 June 2025**

**Note 26. Discontinued operations (continued)**

*Cash flow information*

	<b>2025</b>	<b>2024</b>	<b>2024</b>	<b>2024</b>
	<b>Total</b>	<b>NDIS</b>	<b>Sticking</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>Together</b>	<b>\$</b>
			<b>\$</b>	
Net cash used in operating activities	-	(1,167,864)	(236,398)	(1,404,262)
Net decrease in cash and cash equivalents from discontinued operations	-	(1,167,864)	(236,398)	(1,404,262)

*There are no material assets and liabilities disposed upon the discontinued operations.*

**Note 27. Statutory Information**

The registered office of and principal place of business of the company is:

SYC Ltd  
39-41 Dequetteville Terrace  
KENT TOWN SA 5067

**SYC Ltd**  
**Board of Directors' declaration**  
**30 June 2025**

The directors of the Company declare that, in the Directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Australian Accounting Standards - Simplified Disclosures and the Australian Charities and Not-for-profits Commission Act 2012;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of Directors made pursuant to section 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2022.

  
\_\_\_\_\_  
Mr David Hallett  
Director

  
\_\_\_\_\_  
Ms Catherine Schultz  
Director

28 October 2025

## Independent auditor's report to the members of SYC Ltd.

### Report on the audit of the financial report



#### Our opinion on the financial report

In our opinion, the accompanying financial report of SYC Ltd (the Company) has been prepared in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

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

#### What was audited?

We have audited the financial report of Company, which comprises

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

#### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Australian Charities and Not-for-profits Commission Act 2012* (ACNC Act) and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

## Other information

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

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

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

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

## Responsibilities of the Directors for the financial report

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

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

The directors are responsible for overseeing the Company's financial reporting process.

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

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:

[https://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](https://www.auasb.gov.au/auditors_responsibilities/ar4.pdf)

This description forms part of our auditor's report.

William Buck

**William Buck (SA)**  
ABN 38 280 203 274



Partner  
**M. D. King**

Dated this 28<sup>th</sup> day of October 2025  
Adelaide, South Australia

steer your career  
shift your course  
share your challenges  
strengthen your capabilities

**so you can**