

# Contents

36	Directors' Report
43	Auditor's Independence Declaration
44	Independent Auditor's Report
48	Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 30 June 2025
49	Statement of Financial Position as at 30 June 2025
50	Statement of Changes in Equity for the Year Ended 30 June 2025
51	Statement of Cash Flows for the Year Ended 30 June 2025
52	Notes to the Financial Statements
69	Directors' Declaration
70	Additional Information
72	Corporate Information

# Directors' Report

The Directors present their report together with the financial report of NAOS Small Cap Opportunities Company Limited (the "Company") for the financial year ended 30 June 2025.

## Company Information

The Company is a listed investment company ("LIC") and its shares are listed on the Australian Securities Exchange. Since 20 October 2017, the Company has outsourced its investment management function to NAOS Asset Management Limited (ACN 107 624 126) (Australian Financial Services Licence No. 273529) (the "Investment Manager").

## Principal Activities

The Company invests primarily in a concentrated portfolio of listed equities with the objective of providing investors with a long-term concentrated exposure to Australian emerging companies (excluding resource companies).

## Directors and Officers

The following persons held office as Directors of the Company during or since the end of the year:

### Directors

Name	Appointment Date	Period of Office
David Rickards OAM (Independent Chair)	28 February 2018	28 February 2018 - Present
Sarah Williams (Independent Director)	25 August 2022	25 August 2022 - Present
Trevor Carroll (Independent Director)	27 March 2017	27 March 2017 - Present
Warwick Evans	20 October 2017	20 October 2017 - Present
Sebastian Evans	20 October 2017	20 October 2017 - Present

The qualifications and experience of each person who has been a Director of the Company at any time since 1 July 2024 are provided below.

## Directors Information

### David Rickards OAM, Independent Chair

David Rickards has been an Independent Director of the Company since 28 February 2018, and was elected Chair on 10 November 2022. David is also an Independent Director of NAOS Emerging Opportunities Company Limited (ASX: NCC) and NAOS Ex-50 Opportunities Company Limited (ASX: NAC). He is also Co-Founder of Social Enterprise Finance Australia (Sefa) and was a director and treasurer of Bush Heritage Australia for nine years.

David has over 25 years of equity market experience, most recently as an executive director at Macquarie Group where he was head of equities research globally as well as equity strategy since 1989 until he retired in mid-2013. David was also a consultant for the financial analysis firm Barra International.

David holds a Masters of Business Administration from the University of Queensland majoring in Accounting and Finance. He also has a Bachelor of Engineering (Civil Engineering) and a Bachelor of Engineering (Structural Engineering) from the University of Sydney, and a Bachelor of Science (Pure Mathematics and Geology).

### Sarah Williams, Independent Director

Sarah Williams was appointed as an Independent Director of the Company on 25 August 2022. Sarah is also a Director of NAOS Emerging Opportunities Company Limited (ASX: NCC) and NAOS Ex-50 Opportunities Company Limited (ASX: NAC).

Sarah has over 25 years' experience in executive management, leadership, IT and risk management within the financial services and IT industries. Most recently, Sarah was an Executive Director at Macquarie Group holding the role of Head of IT for the Asset Management, Investment Banking and Leasing businesses. During her 18 year tenure at Macquarie Group she also led the Risk and Regulatory Change team, the Equities IT team and developed the IT M&A capability. Sarah has also held senior roles with JP Morgan and Pricewaterhouse Coopers in London.

Sarah has also been a director of charitable organisations including Cure Cancer Australia Foundation and Make a Mark Australia. Sarah holds a Honours degree in Engineering Physics from Loughborough University.

## Directors' Report (continued)

### Directors' Information (continued)

#### Trevor Carroll, Independent Director

Trevor Carroll has been an Independent Director of the Company since 27 March 2017.

Trevor was formerly Australian/New Zealand CEO of Electrolux Home Products. With over 30 years of experience in consumer-focused product strategy, brand marketing and manufacturing, Trevor's experience extends to membership of the Electrolux Global Product Council, which is responsible for product development worldwide.

Following his retirement as CEO, Trevor undertook a role in Shanghai advising Electrolux China on product strategy. In recent years, Trevor has been a director of The Good Guys, Fusion Retail Brands, Big Sister Food Group and Crane Group.

He is an emeritus member of the Australian Industry Group Board, where he was National President between 2006 and 2008. Trevor holds a Bachelor of Commerce from Canterbury University (NZ).

#### Warwick Evans, Non-independent Director

Warwick Evans has been a Director of the Company since 20 October 2017. Warwick is also a Director of NAOS Emerging Opportunities Company Limited (ASX: NCC), NAOS Ex-50 Opportunities Company Limited (ASX: NAC), and NAOS Asset Management Limited, the Investment Manager.

Warwick has over 35 years of equity market experience, most notably as Managing Director for Macquarie Equities (globally) from 1991 to 2001, and as an executive director for Macquarie Group. He was founding Chairman and CEO of the Newcastle Stock Exchange (NSX) and was also Chairman of the Australian Stockbrokers Association. Prior to these positions, Warwick was an executive director at County NatWest.

Warwick holds a Bachelor of Commerce majoring in Economics from the University of New South Wales.

#### Sebastian Evans, Non-independent Director

Sebastian Evans has been a Director of the Company since 20 October 2017. Sebastian is also a Director of NAOS Emerging Opportunities Company Limited (ASX: NCC), NAOS Ex-50 Opportunities Company Limited (ASX: NAC) and has held the positions of Chief Investment Officer (CIO) and Managing Director of NAOS Asset Management, the Investment Manager, since 2010.

Sebastian is the CIO across all investment strategies. He holds a Master of Applied Finance (MAppFin) majoring in investment management as well as a Bachelor of Commerce majoring in finance and international business, a Graduate Diploma in Management from the Australian Graduate School of Management (AGSM) and a Diploma in Financial Services.

## Company Secretary

The following persons held office as Company Secretary during or since the end of the financial year.

Name	Appointment Date	Period of Office
Rajiv Sharma	12 March 2021	12 March 2021 - Present
Sebastian Evans	10 July 2019	10 July 2019 - Present

## Company Secretary Information

#### Rajiv Sharma, Company Secretary

Rajiv is Head of Legal & Compliance at NAOS Asset Management and holds a Bachelor of Laws (First Class Honours), a Bachelor of Business (Accounting major) and a Graduate Diploma in Legal Practice from the University of Technology, Sydney.

Rajiv has over 15 years' experience, having most recently held senior legal roles at Custom Fleet, part of Element Fleet Management Group (TSX: EFN) and Magellan Financial Group (ASX: MFG). He has also previously worked at law firms Johnson Winter & Slattery and Clayton Utz.

Rajiv is a member of the Law Society of New South Wales, and is admitted to the Supreme Court of New South Wales and the High Court of Australia.

## Directors' Report (continued)

## Meetings of Directors

The following table shows the number of meetings held during the financial year ended 30 June 2025.

Year ended 30 June 2025	Eligible to attend	Attended
David Rickards (Independent Chair)	11	10
Sarah Williams (Independent Director)	11	11
Trevor Carroll (Independent Director)	11	11
Warwick Evans (Director)	11	10
Sebastian Evans (Director)	11	11

## Review of Operations

The Company's operating loss before tax for the year ended 30 June 2025 was \$9,539,434 (30 June 2024: operating loss before tax of \$34,236,589), and operating loss after tax for the year was \$9,071,358 (30 June 2024: operating loss after tax of \$24,281,501). The Investment Portfolio returned -9.08% for the financial year, compared to the benchmark S&P/ASX Small Ordinaries Accumulation Index (XSOAI), which returned +12.26% for the financial year.

The post-tax NTA value per share of the Company decreased from \$0.59 to \$0.47 over the course of the financial year. The Company paid 5.00 cents per share of dividends to shareholders during the year, 50% franked overall.

The on-market share buyback continued to be active during the financial year to take advantage of the discount of the share price relative to NTA. During the financial year, a total of 2,065,482 shares were bought back for a total consideration of \$613,215. The buyback of shares by the Company at a discount is accretive to NTA per share and as such the Board considers the buyback program to be an effective use of the Company's capital and thus in the interests of all shareholders.

Please refer to the Investment Manager's Report on page 10 for further information regarding the performance of the Company.

## Financial Position

The net tangible asset value of the Company as at 30 June 2025 was \$62,733,497 (2024: \$79,159,124). Further information on the financial position of the Company is included in the Chair's Letter on page 8.

## Dividends Paid or Payable

Year ended 30 June 2025	Dividend (cents per share)	Total amount \$'000	% Franked	Date of payment
2024 Final quarterly dividend (declared on 22 August 2024)	1.25	1,686	100%	30 September 2024
2025 First quarterly interim dividend (declared on 16 October 2024)	1.25	1,686	100%	29 November 2024
2025 Second quarterly interim dividend (declared on 20 February 2025)	1.25	1,686	100%	4 April 2025
2025 Third quarterly interim dividend (declared on 16 April 2025)	1.25	1,682	0%	4 June 2025
		<b>6,740</b>		

Directors' Report (continued)  
Dividends Paid or Payable (continued)

Year ended 30 June 2024	Dividend (cents per share)	Total amount \$'000	% Franked	Date of payment
2023 Final quarterly dividend (declared on 22 August 2023)	1.25	1,703	100%	27 September 2023
2024 First quarterly interim dividend (declared on 19 October 2023)	1.25	1,696	100%	30 November 2023
2024 Second quarterly interim dividend (declared on 22 February 2024)	1.25	1,688	100%	5 April 2024
2024 Third quarterly interim dividend (declared on 17 April 2024)	1.25	1,688	100%	5 June 2024
		<b>6,775</b>		

Since 30 June 2025, the Company has declared a final quarterly dividend of 1.25 cents per share, unfranked, to be paid on 30 September 2025.

### Significant Changes in State of Affairs

There were no significant changes in the state of affairs of the Company.

### Subsequent Events

On 21 August 2025, the Company declared an unfranked quarterly dividend of 1.25 cents per share, payable on 30 September 2025.

Other than the above, there has been no other matter or circumstance occurring subsequent to the end of the year that has significantly affected, or may significantly affect, the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

### Likely Developments

The Company continues to be managed in accordance with the Constitution and its investment objectives.

### Environmental Regulation and Performance

The operations of the Company are not subject to any particular or significant environmental regulation under a law of the Commonwealth or of a State or Territory. There have been no known significant breaches of any other environmental requirements applicable to the Company.

### Indemnification of Directors, Officers and Auditors

During the financial year, the Company paid premiums in respect of contracts insuring the directors against a liability incurred as a director or executive officer to the extent permitted by the *Corporations Act 2001 (Cth)*. The contracts of insurance prohibit disclosure of the nature of the liability and the amount of the premiums.

The Company has not otherwise, during or since the end of the financial year, except to the extent permitted by law, indemnified or agreed to indemnify an officer or auditor of the Company or of any related body corporate against a liability as such an officer or auditor.

### Rounding

The Company has applied the relief available under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 and accordingly, the amounts in the financial statements and in the Directors' Report have been rounded to the nearest thousand dollars, or in certain cases, to the nearest dollar (where indicated).

### Proceedings on Behalf of the Company

No person has applied for leave of court to bring proceedings on behalf of the Company.

## Directors' Report (continued)

**Non-audit Services**

No non-audit services were provided by Deloitte Touche Tohmatsu during the year. Refer to Note 12 of this financial report for details of auditor remuneration.

**Auditor's Independence Declaration**

A copy of the Auditor's Independence Declaration as required under section 307C of the *Corporations Act 2001* is set out on page 43.

**Remuneration Report (Audited)**

The Directors of the Company present the Remuneration Report to shareholders. The report is a requirement under section 300A(1) of the *Corporations Act 2001* and covers the following information:

- the Board's policy for determining the nature and amount of remuneration of Directors and other key management personnel (if any) of the Company;
- a discussion of the relationship between such policy and the Company's performance; and
- the details of the remuneration of the Directors and other management personnel (if any).

**Remuneration of Directors**

The Board from time to time determines remuneration of Directors within the maximum amount approved by shareholders. This is the only remuneration that Directors are entitled to.

Payments to Directors reflect the demands and responsibilities of their roles and are reviewed annually by the Board. The Company determines remuneration levels and ensures they are competitively set to attract and retain appropriately qualified and experienced Directors. The maximum amount is currently \$750,000 (including superannuation contributions) as approved by shareholders at the 2013 AGM.

Director's remuneration received for the year ended 30 June 2025 and 30 June 2024 are disclosed below:

	Short-term employee benefits	Post- employment benefit	
	Directors fees	Superannuation	Total
30 June 2025	\$	\$	\$
David Rickards (Independent Chair)	31,390	3,610	35,000
Sarah Williams (Independent Director)	22,422	2,578	25,000
Trevor Carroll (Independent Director)	22,422	2,578	25,000
Warwick Evans (Director)	22,422	2,578	25,000
<b>Total</b>	<b>98,656</b>	<b>11,344</b>	<b>110,000</b>

	Short-term employee benefits	Post- employment benefit	
	Directors fees	Superannuation	Total
30 June 2024	\$	\$	\$
David Rickards (Independent Chair)	31,532	3,468	35,000
Sarah Williams (Independent Director)	22,522	2,478	25,000
Trevor Carroll (Independent Director)	22,522	2,478	25,000
Warwick Evans (Director)	22,522	2,478	25,000
<b>Total</b>	<b>99,098</b>	<b>10,902</b>	<b>110,000</b>

Mr Sebastian Evans is remunerated by the Investment Manager and is currently not entitled to Director's remuneration from the Company.

Directors' Report (continued)  
Remuneration Report (Audited) (continued)

**Interest in shares and options of the Company**

During the years ended 30 June 2025 and 30 June 2024, the relevant interests of the Directors and their related parties in the Company's shares and bonus options were as follows:

Ordinary shares	Opening balance	Acquired	Sold	Closing balance
Year ended 30 June 2025	No of shares	No of shares	No of shares	No of shares
David Rickards (Independent Chair)	402,024	59,464	-	461,488
Sarah Williams (Independent Director)	26,511	52,961	-	79,472
Trevor Carroll (Independent Director)	212,979	-	-	212,979
Warwick Evans (Director)	730,002	107,976	-	837,978
Sebastian Evans (Director)	1,339,945	269,822	-	1,609,767

Ordinary shares	Opening balance	Acquired	Sold	Closing balance
Year ended 30 June 2024	No of shares	No of shares	No of shares	No of shares
David Rickards (Independent Chair)	378,214	23,810	-	402,024
Sarah Williams (Independent Director)	24,500	2,011	-	26,511
Trevor Carroll (Independent Director)	212,979	-	-	212,979
Warwick Evans (Director)	674,626	55,376	-	730,002
Sebastian Evans (Director)	1,257,600	82,345	-	1,339,945

Bonus options	Opening balance	Issued	Expired	Closing balance
Year ended 30 June 2024	No of bonus options	No of bonus options	No of bonus options	No of bonus options
David Rickards (Independent Chair)	111,256	-	(111,256)	-
Sarah Williams (Independent Director)	-	-	-	-
Trevor Carroll (Independent Director)	63,861	-	(63,861)	-
Warwick Evans (Director)	195,161	-	(195,161)	-
Sebastian Evans (Director)	386,166	-	(386,166)	-

All bonus options expired during the year ended 30 June 2024; accordingly, no information on bonus options is disclosed for the year ended 30 June 2025.

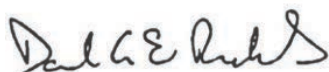
**Directors' Report (continued)**

The following table summarises Company performance and Directors Remuneration. Director's fees are not linked to the Company's performance.

	2025	2024	2023	2022	2021
Operating profit/(loss) after tax (\$'000)	(9,071)	(24,282)	2,610	(19,788)	51,527
Dividends (cents per share)	4.00	5.00	5.00	5.00	5.00
Level of franking (%)	75	100	100	100	100
NTA after tax (\$ per share)	0.47	0.59	0.81	0.84	1.02
Total Director's remuneration (\$)	110,000	110,000	106,353	85,000	85,000
Shareholder's equity (\$'000)	62,734	79,159	112,203	120,401	156,215
Share Price (\$)	0.28	0.44	0.68	0.73	0.98

End of Remuneration Report (Audited).

Signed in accordance with a resolution of directors of the Company made pursuant to Section 298(2) of the *Corporations Act 2001*.



**David Rickards OAM**

Independent Chair



# Auditor's Independence Declaration



Deloitte Touche Tohmatsu  
A.C.N. 74 490 121 060

Quay Quarter Tower  
Level 46, 50 Bridge Street  
Sydney NSW 2000 Australia

Tel: +61 (0) 2 6263 7000  
Fax: +61 (0) 2 6263 7001  
[www.deloitte.com.au](http://www.deloitte.com.au)

21 August 2025

The Board of Directors  
NAOS Small Cap Opportunities Company Limited  
Level 34, 25 Martin Place  
Sydney NSW 2000

Dear Directors,

## **Auditor's Independence Declaration to NAOS Small Cap Opportunities Company Limited**

In accordance with section 307C of the *Corporations Act 2001*, I am pleased to provide the following declaration of independence to the those charged with governance of NAOS Small Cap Opportunities Company Limited.

As lead audit partner for the audit of the financial report of NAOS Small Cap Opportunities Company Limited for the financial 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 of the *Corporations Act 2001* in relation to the audit; and
- Any applicable code of professional conduct in relation to the audit.

Yours faithfully

DELOITTE TOUCHE TOHMATSU

Jonathon Corbett  
Partner  
Chartered Accountants

Liability limited by a scheme approved under Professional Standards Legislation.  
Member of Deloitte Asia Pacific Limited and the Deloitte organisation.

# Independent Auditor's Report



Deloitte Touche Tohmatsu  
A.C.N. 74 490 121 060

Quay Quarter Tower  
Level 46, 50 Bridge Street  
Sydney NSW 2000 Australia

Tel: +61 (0) 2 6263 7000  
Fax: +61 (0) 2 6263 7001  
[www.deloitte.com.au](http://www.deloitte.com.au)

## Independent Auditor's Report to the Members of NAOS Small Cap Opportunities Company Limited

### Report on the Audit of the Financial Report

#### *Opinion*

We have audited the financial report of NAOS Small Cap Opportunities Company Limited (the "Company") which comprises the statement of financial position as at 30 June 2025, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, and the directors' declaration and the Consolidated Entity Disclosure Statement.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, 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 and the *Corporations Regulations 2001*.

#### *Basis for Opinion*

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

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

#### *Key Audit Matters*

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial report for 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.

Liability limited by a scheme approved under Professional Standards Legislation.

Member of Deloitte Asia Pacific Limited and the Deloitte organisation.

Key Audit Matter	How the scope of our audit responded to the Key Audit Matter
<p><b><u>Valuation and existence of Level 1 financial assets held at fair value through profit or loss</u></b></p> <p>The Company's listed equity securities are the most significant driver of the Company's net tangible assets and the profit or loss attributable to shareholders.</p> <p>As at 30 June 2025, the Company's listed equity securities held at fair value through profit or loss totaled circa \$63.6 million as disclosed in Notes 7 and 17.</p> <p>Listed equity securities are fair valued using the unadjusted last sale price quoted on the Australian Securities Exchange and New Zealand's Exchange. Changes in the fair value of the listed securities are recognised through profit or loss.</p> <p>Given the significance of the listed equity securities, the key audit matter is whether the Company has ownership of the listed equity securities and has accurately recorded the fair value movements for the reporting period.</p>	<p>Our procedures included, but were not limited to:</p> <ul style="list-style-type: none"> <li>• Evaluating key controls in place at the outsourced service providers (i.e. administrator and custodian) in relation to the valuation and existence of financial assets at fair value through profit or loss, including any exceptions noted;</li> <li>• Obtaining confirmation of the investment holdings directly from the custodian;</li> <li>• On a sample basis, agreeing the valuation of listed equity securities to an independent pricing source;</li> <li>• On a sample basis, agreeing the investment holdings to the external custodian's holdings statement; and</li> <li>• Reperforming a reconciliation of the financial assets balance for the period ended 30 June 2025, including purchases, sales, and other relevant transactions.</li> </ul> <p>We also assessed the adequacy of the disclosures in Notes 7 and 17 to the financial statements.</p>

#### *Other Information*

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

Our opinion on the financial report does not cover the other information and 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 are responsible:

- For the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Company in accordance with Australian Accounting Standards; and
- For such internal control as the directors determine is necessary to enable the preparation of the financial report in accordance with the *Corporations Act 2001*, including giving a true and fair view of the financial position and performance of the Company, and is free from material misstatement, whether due to fraud or error.



In preparing the financial report, the directors are responsible for assessing the ability of the Company 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 has no realistic alternative but to do so.

*Auditor's Responsibilities for the Audit of the Financial Report*

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report



because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

#### **Report on the Remuneration Report**

##### *Opinion on the Remuneration Report*

We have audited the Remuneration Report included in pages 40 to 42 of the Directors' Report for the year ended 30 June 2025.

In our opinion, the Remuneration Report of NAOS Small Cap Opportunities Company Limited, for the year ended 30 June 2025, complies with section 300A of the *Corporations Act 2001*.

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

A handwritten signature in black ink that reads "Deloitte Touche Tohmatsu".

DELOITTE TOUCHE TOHMATSU

A handwritten signature in black ink that appears to read "Jonathon Corbett".

Jonathon Corbett  
Partner  
Chartered Accountants

Sydney, 21 August 2025

## Statement of Profit or Loss and Other Comprehensive Income for the Year Ended 30 June 2025

	Notes	Year ended 30 June 2025 \$'000	Year ended 30 June 2024 \$'000
<b>Income</b>	3	(5,634)	(30,063)
<b>Expenses</b>			
Management fees	16	(957)	(1,453)
Interest expense		(1,495)	(1,585)
Transaction costs		(468)	(86)
Listing, custody and registry fees		(233)	(252)
Legal and professional fees		(71)	(110)
Amortisation costs	9	(153)	(186)
Directors' remuneration		(110)	(110)
Other expenses from ordinary activities		(418)	(392)
<b>Loss before income tax benefit</b>		<b>(9,539)</b>	<b>(34,237)</b>
Income tax benefit	4(a)	468	9,955
<b>Loss for the year attributable to shareholders of the Company</b>		<b>(9,071)</b>	<b>(24,282)</b>
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive loss for the year attributable to shareholders of the Company</b>		<b>(9,071)</b>	<b>(24,282)</b>
Basic and diluted loss per share (cents per share)	18	(6.74)	(17.91)

The accompanying notes to the financial statements should be read in conjunction with this statement.

## Statement of Financial Position as at 30 June 2025

	Notes	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	13(a)	203	360
Trade and other receivables	6	60	45
Prepayments		71	95
Financial assets at fair value through profit or loss	7	63,611	99,539
<b>Total current assets</b>		<b>63,945</b>	<b>100,039</b>
<b>Non-current assets</b>			
Deferred tax assets	4(b)	12,000	11,533
<b>Total non-current assets</b>		<b>12,000</b>	<b>11,533</b>
<b>Total assets</b>		<b>75,945</b>	<b>111,572</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	8	463	321
<b>Total current liabilities</b>		<b>463</b>	<b>321</b>
<b>Non-current liabilities</b>			
Borrowings	9	12,748	32,092
<b>Total non-current liabilities</b>		<b>12,748</b>	<b>32,092</b>
<b>Total liabilities</b>		<b>13,211</b>	<b>32,413</b>
<b>Net assets</b>		<b>62,734</b>	<b>79,159</b>
<b>Equity</b>			
Issued capital	10	176,164	176,778
Profits reserve	11(a)	10,025	16,765
Accumulated losses	11(b)	(123,455)	(114,384)
<b>Total equity</b>		<b>62,734</b>	<b>79,159</b>

The accompanying notes to the financial statements should be read in conjunction with this statement.

## Statement of Changes in Equity for the Year Ended 30 June 2025

	Issued capital \$'000	Profits reserve \$'000	Accumulated losses \$'000	Total equity \$'000
Balance at 1 July 2023	178,765	23,540	(90,102)	112,203
Loss for the year	-	-	(24,282)	(24,282)
Dividends paid	-	(6,775)	-	(6,775)
DRP shares allotted	1,031	-	-	1,031
Purchase of shares on-market for DRP	(1,031)	-	-	(1,031)
Shares bought back from shareholders	(1,987)	-	-	(1,987)
<b>Balance at 30 June 2024</b>	<b>176,778</b>	<b>16,765</b>	<b>(114,384)</b>	<b>79,159</b>

	Issued capital \$'000	Profits reserve \$'000	Accumulated losses \$'000	Total equity \$'000
Balance at 1 July 2024	176,778	16,765	(114,384)	79,159
Loss for the year	-	-	(9,071)	(9,071)
Dividends paid	-	(6,740)	-	(6,740)
DRP shares allotted	998	-	-	998
Purchase of shares on-market for DRP	(998)	-	-	(998)
Shares bought back from shareholders	(614)	-	-	(614)
<b>Balance at 30 June 2025</b>	<b>176,164</b>	<b>10,025</b>	<b>(123,455)</b>	<b>62,734</b>

The accompanying notes to the financial statements should be read in conjunction with this statement.



## Statement of Cash Flows for the Year Ended 30 June 2025

	Notes	Year ended 30 June 2025 \$'000	Year ended 30 June 2024 \$'000
<b>Cash flows from operating activities</b>			
Payments for purchase of investments		(33,956)	(12,606)
Proceeds from sale of investments		61,100	18,759
Dividends received		2,627	6,519
Interest received		24	29
Interest paid to note holders		(1,408)	(1,592)
Other payments		(1,693)	(2,306)
<b>Net cash provided by operating activities</b>	13(b)	<b>26,694</b>	<b>8,803</b>
<b>Cash flows from financing activities</b>			
Purchase of shares on-market for DRP		(998)	(1,031)
Dividends paid net of amounts reinvested		(5,742)	(5,744)
Share buybacks		(614)	(1,987)
Repayment of unsecured notes		(32,171)	-
Proceeds from issue of unsecured notes		13,110	-
Costs of issue of unsecured notes		(436)	-
<b>Net cash used in financing activities</b>		<b>(26,851)</b>	<b>(8,762)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(157)</b>	<b>41</b>
Cash and cash equivalents at the beginning of the year		360	319
<b>Cash and cash equivalents at the end of the year</b>	13(a)	<b>203</b>	<b>360</b>

The accompanying notes to the financial statements should be read in conjunction with this statement.

# Notes to the Financial Statements

## General Information

NAOS Small Cap Opportunities Company Limited (the "Company") is a public company listed on the Australian Securities Exchange (ASX: NSC) registered and domiciled in Australia. The Company was constituted on 14 January 2004 and commenced operations on 25 March 2004.

The registered office and principal place of business of the Company is Level 34, 25 Martin Place, Sydney NSW 2000.

NAOS Asset Management Limited (the "Investment Manager") is the investment manager for the Company. The financial statements were authorised for issue by the Directors on 21 August 2025.

## 1. Summary of Material Accounting Policies

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated in the following text.

### a) Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards, other authoritative pronouncements and interpretations of the Australian Accounting Standards Board (the "AASB"), and the *Corporations Act 2001* in Australia. For the purposes of preparing these financial statements, the Company is a for-profit entity.

This general purpose financial report has been prepared on an accruals basis using historical cost convention, except for the revaluation of investments in financial assets and liabilities, which have been measured at fair value.

The preparation of financial statements in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. 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 about the carrying values of assets and liabilities that are not readily apparent from other sources. Refer to Note 1(s) for critical accounting judgements and key sources of estimation uncertainty.

### b) Prior Year Comparatives

Comparative information has been disclosed in respect of the previous period for amounts reported in the financial statements.

### c) Statement of Compliance

The financial report of the Company, comprising the financial statements and notes thereto, complies with Australian Accounting Standards as issued by the Australian Accounting Standards Board ("AASB") and International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board (the "IASB").

### d) Reporting Currency

All amounts are presented in Australian dollars as the functional and presentational currency of the Company.

### e) Going Concern Basis

This financial report has been prepared on a going concern basis. The directors have, at the time of approving the financial statements, a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future.

### f) Revenue and Income Recognition

#### *Revenue*

Revenue is recognised and measured at the fair value of the consideration received or receivable to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured.

Net gains/(losses) on financial instruments held at fair value through profit or loss arising on a change in fair value are calculated as the difference between the fair value at the period end and the fair value at the previous valuation point. Net gains/(losses) also include realised gain/losses, and do not include interest, dividend income, or other income.

#### *Dividends*

Dividend income is recognised on the ex-dividend date with any corresponding foreign withholding tax recorded as an expense.

#### *Interest income*

Interest income is recognised on a time proportionate basis taking into account the effective yield on the financial assets.

## Notes to the Financial Statements (continued)

### 1. Summary of Material Accounting Policies (continued)

#### g) 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.

#### h) Investments in Financial Instruments

Investments in financial instruments, as defined by AASB 132 'Financial Instruments: Presentation', are categorised in accordance with AASB 9 'Financial Instruments'. This classification is determined by the purpose underpinning the acquisition of the investment.

##### *(i) Initial recognition, measurement and derecognition*

The Company recognises financial assets and financial liabilities on the date that it becomes party to the contractual agreement (trade date).

At initial recognition, the Company measures a financial asset at its fair value. Transaction costs of financial assets carried at fair value through profit or loss are expensed in the Statement of Profit or Loss and Other Comprehensive Income.

Investments are derecognised when the right to receive cash flows from the investments have expired or the Company has transferred substantially all risks and rewards of ownership.

##### *(ii) Classification and subsequent measurement*

##### *Financial Assets and Liabilities held at Fair Value Through Profit or Loss*

Subsequent to initial recognition, all financial assets and financial liabilities at fair value through profit or loss are measured at fair value. Gains and losses arising from changes in the fair value of the "financial assets or financial liabilities at fair value through profit or loss" category are presented in the Statement of Profit or Loss and Other Comprehensive Income within net gains/(losses) on financial instruments held at fair value through profit or loss in the year in which they arise.

The fair value of financial assets and liabilities traded in active markets is subsequently based on their quoted market prices at the end of the reporting period without any deduction for estimated future selling costs. The quoted market price used for financial assets held by the Company is the current close price and the quoted market price for financial liabilities is the current close price.

##### *Financial Liabilities*

Financial liabilities include trade and other payables, and borrowings. Non-derivative financial liabilities are subsequently measured at amortised cost, comprising original debt less principal payments and amortisation.

##### *Impairment of financial assets*

The Company recognises a loss allowance for expected credit losses ("ECL") on financial assets excluding investments that are measured at fair value through profit and loss.

The Company recognises lifetime ECL when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instruments has not increased significantly since the initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12 month ECL. Lifetime ECL represents the expected credit losses that will result from all possible default events over the expected life of a financial instrument. In contrast, 12 month ECL represents the portion of lifetime ECL that is expected to result from default events on a financial instrument that are possible within 12 months after the reporting date.

The amount of impairment loss will be recognised in the Statement of Profit or Loss and Other Comprehensive Income.

#### i) Expenses

All expenses, including the Investment Manager's fees, are recognised in the Statement of Profit or Loss and Other Comprehensive Income on an accruals basis.

#### j) Receivables

Receivables may include amounts for dividends, interest, trust distributions and amounts due from brokers. Dividends and trust distributions are accrued when the right to receive payment is established. Interest is accrued at the reporting date from the time of last payment in accordance with the policy set out in Note 1(f) above. Receivables also include such items as Reduced Input Tax Credits ("RITC").

#### k) Payables

Trade and other payables are recognised when the Company becomes obliged to make future payments resulting from the purchase of goods and services. Payables include liabilities, amounts due to brokers and accrued expenses owed by the Company which are unpaid as at the end of the reporting period.

## Notes to the Financial Statements (continued)

### 1. Summary of Material Accounting Policies (continued)

#### **l) Taxation**

The income tax expense/(benefit) comprises current tax and movements in deferred tax.

Current income tax expense/(benefit) is the tax payable/(receivable) on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at reporting date. Current tax liabilities/(assets) are therefore measured at the amounts expected to be paid to/(recovered from) the relevant taxation authority.

Current and deferred tax expense/(benefit) is charged or credited directly to equity instead of profit or loss when the tax relates to items that are credited or charged directly to equity. Deferred tax assets and liabilities are ascertained based on temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements. No deferred tax will be recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates enacted or substantially enacted at reporting date. Their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

Current tax assets and liabilities are offset where a legally enforceable right of set-off exists and it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur. Deferred tax assets and liabilities are offset where a legally enforceable right of set-off exists, the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities, and where it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur in future periods in which significant amounts of deferred tax assets or liabilities are expected to be recovered or settled.

#### **m) Dividends**

Dividends payable are recognised in the reporting period in which they are declared, for the entire undistributed amount, regardless of the extent to which they will be paid in cash.

#### **n) Share Capital**

Ordinary shares are classified as equity. Costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effect.

#### **o) Profits Reserve**

The profits reserve is made up of amounts transferred from current and retained earnings that are preserved for future dividend payments.

#### **p) Goods and Services Tax (GST)**

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

The GST incurred on the costs of various services provided to the Company by third parties such as custodial services and investment management fees have been passed onto the Company. The Company qualifies for Reduced Input Tax Credits (RITC) hence, investment management fees, custodial fees and certain other expenses have been recognised in the Statement of Profit or Loss and Other Comprehensive Income net of the amount of GST recoverable from the Australian Taxation Office (ATO).

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

#### **q) Earnings Per Share**

Basic earnings per share are calculated by dividing net profit attributable to shareholders of the Company, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares outstanding during the financial year, adjusted for bonus elements in ordinary shares issued during the year.

Diluted earnings per share are calculated by dividing net profit attributable to shareholders of the Company, excluding any costs of servicing equity other than ordinary shares, by the weighted average number of ordinary shares and potential ordinary shares (options) outstanding during the financial period, adjusted for bonus elements in ordinary shares issued during the year.

## Notes to the Financial Statements (continued)

### 1. Summary of Material Accounting Policies (continued)

#### r) Rounding of amounts

The Company has applied the relief available under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 and accordingly, the amounts in the financial statements and in the Directors' Report have been rounded to the nearest thousand dollars, or in certain cases, to the nearest dollar (where indicated).

#### s) Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the accounting policies, management are required to make judgements, estimates and assumptions about carrying values of some 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 circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

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

#### Income Tax

The Company has recognised deferred tax assets relating to current and prior period tax losses of \$6,257,869 (2024: \$5,823,717) and unrealised losses on investments of \$5,699,139 (2024: \$5,675,416) as at 30 June 2025. The utilisation of these deferred tax assets depends on the ability of the Company to generate future taxable profits. The Company considers it probable that such profits will be available, supported by the Investment Manager's long-term performance and profitability. New information may become available that could cause the Company to change its judgement regarding the calculation of tax balances, with any such changes recognised in profit or loss in the period in which the determination is made.

## 2. Adoption of New and Revised Accounting Standards

### New or amended Accounting Standard and Interpretations adopted in the current period

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. These Standards and Interpretations did not have a material impact on these financial statements.

### New Accounting Standards and Interpretations not yet adopted

There are no new accounting standards or interpretations applicable that would have a material impact for the Company.

## 3. Income

	Year ended 30 June 2025 \$'000	Year ended 30 June 2024 \$'000
Net losses on financial assets held at fair value through profit or loss	(8,284)	(36,611)
Interest income	23	29
Dividend income	2,627	6,519
<b>Total income</b>	<b>(5,634)</b>	<b>(30,063)</b>

## Notes to the Financial Statements (continued)

**4. Income Tax****a) Income tax benefit**

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

	Year ended 30 June 2025 \$'000	Year ended 30 June 2024 \$'000
Prima facie income tax expense/(benefit) calculated at 25% (2024: 25%)	(2,387)	(8,560)
Less the tax effect of:		
Imputation credit gross up	279	698
Franking credit offset	(1,117)	(2,793)
Impact of change in tax rate	-	700
Unrecognised tax losses	2,757	-
	<b>(468)</b>	<b>(9,955)</b>
Effective tax rate	5%	29%

The Company assessed that it is a base rate entity for the year ended 30 June 2025 and 30 June 2024 and hence the reduced company tax rate of 25% is applied to all income tax related balances.

	Year ended 30 June 2025 \$'000	Year ended 30 June 2024 \$'000
Change in deferred tax liability	-	(2,814)
Change in deferred tax asset	(468)	(7,141)
	<b>(468)</b>	<b>(9,955)</b>

**b) Deferred tax assets**

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Tax losses	6,258	5,824
Accruals	42	26
Capitalised issue costs	1	8
Unrealised losses on investments	5,699	5,675
	<b>12,000</b>	<b>11,533</b>

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
<b>Movement in deferred tax assets</b>		
Balance at the beginning of the period	11,533	4,392
Credited to the Statement of Profit or Loss and Comprehensive Income	467	7,141
<b>At reporting date</b>	<b>12,000</b>	<b>11,533</b>

**5. Dividends Paid**

<b>Year ended 30 June 2025</b>	<b>Dividend (cents per share)</b>	<b>Total amount \$'000</b>	<b>% Franked</b>	<b>Date of payment</b>
2024 Final quarterly dividend (declared on 22 August 2024)	1.25	1,686	100%	30 September 2024
2025 First quarterly interim dividend (declared on 16 October 2024)	1.25	1,686	100%	29 November 2024
2025 Second quarterly interim dividend (declared on 20 February 2025)	1.25	1,686	100%	4 April 2025
2025 Third quarterly interim dividend (declared on 16 April 2025)	1.25	1,682	0%	4 June 2025
		<b>6,740</b>		

<b>Year ended 30 June 2024</b>	<b>Dividend (cents per share)</b>	<b>Total amount \$'000</b>	<b>% Franked</b>	<b>Date of payment</b>
2023 Final quarterly dividend (declared on 22 August 2023)	1.25	1,703	100%	27 September 2023
2024 First quarterly interim dividend (declared on 19 October 2023)	1.25	1,696	100%	30 November 2023
2024 Second quarterly interim dividend (declared on 22 February 2024)	1.25	1,688	100%	5 April 2024
2024 Third quarterly interim dividend (declared on 17 April 2024)	1.25	1,688	100%	5 June 2024
		<b>6,775</b>		

**Dividend Franking Information**

	<b>Year ended 30 June 2025 \$'000</b>	<b>Year ended 30 June 2024 \$'000</b>
Franking credits available for shareholders from previous financial years	505	614
Impact on the franking account of dividends paid during the year	(1,685)	(2,903)
Impact on the franking account of dividends received during the year	1,115	2,794
<b>Franking account balance at reporting date</b>	<b>(65)</b>	<b>505</b>

The Company's ability to continue to pay franked dividends is dependent upon the receipt of franked dividends from investments and the payment of tax.

## Notes to the Financial Statements (continued)

**6. Trade and Other Receivables**

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Unsettled trade receivables	25	6
Other receivables	35	39
<b>Total</b>	<b>60</b>	<b>45</b>

Receivables are non-interest bearing and unsecured. Outstanding trades, i.e. "Unsettled trade receivables", are on the terms operating in the investment management industry which usually require settlement within two days of the date of the transaction. None of the receivables are past due or impaired at the end of the reporting period (2024: Nil).

**7. Investments in Financial Instruments****Financial Assets at Fair Value through Profit or Loss**

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Investments in listed equities	63,611	99,539
<b>Total financial assets at fair value through profit or loss</b>	<b>63,611</b>	<b>99,539</b>

**Financial liabilities at Fair Value through Profit or Loss.**

There were no financial liabilities at fair value through profit or loss as at 30 June 2025 (2024: Nil).

**Disclosed Fair Values**

For all financial instruments other than those measured at fair value, their carrying value approximates fair value as they are either cash/cash equivalents and/or short-term in nature such as trade and other payables/receivables.

**8. Trade and Other Payables**

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Unsettled trades payable	-	17
Other payables	463	304
<b>Total</b>	<b>463</b>	<b>321</b>

Payables are non-interest bearing and unsecured. Unsettled trades are on the terms operating in the investment management industry which usually require settlement within two days of the date of the transaction.



## Notes to the Financial Statements (continued)

### 9. Borrowings

During the year, the \$32.20 million unsecured notes with a maturity date of 3 December 2024 were repaid in full. The Company also issued \$13.24 million unsecured notes with a five-year term, carrying an interest rate equal to the six-month BBSW plus a margin of 4.80% per annum. Interest is payable semi-annually on 11 May and 11 November. As at 30 June 2025, a total of \$159,651 in interest was payable on the notes (2024: \$72,660). The unsecured notes are due for repayment on 11 November 2029. The terms of the notes are regulated under a trust deed between the Company and Equity Trustees Limited.

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Opening balance of unsecured notes	32,092	31,906
Repayment of unsecured notes	(32,171)	-
Unsecured notes issued in the year	13,110	-
Less: issue costs	(436)	-
Add: amortisation of costs for year	153	186
<b>At reporting date</b>	<b>12,748</b>	<b>32,092</b>

### 10. Issued Capital

	30 June 2025		30 June 2024	
	No. of Shares	\$'000	No. of Shares	\$'000
Issued and paid up capital - ordinary shares	132,908,184	176,164	134,973,666	176,778

Detailed provisions relating to the rights attaching to these shares are set out in the Company's Constitution and the *Corporations Act 2001*. These are summarised below.

Each share will confer on its holder:

- the right to receive notice of and to attend general meetings of the Company and to receive all financial statements, notices and documents required to be sent to them under the Constitution and the *Corporations Act 2001*;
- the right to vote at a general meeting of shareholders (whether present in person or by any representative, proxy or attorney) on a show of hands (one vote per shareholder) and on a poll (one vote per share) subject to the rights and restrictions on voting which may attach to or be imposed on shares (at present there are none);
- the right to receive dividends;
- the right to receive, in kind, the whole or any part of the Company's property in a winding up, subject to the rights of a liquidator of the Company (with consent of members by special resolution); and
- subject to the *Corporations Act 2001* and the ASX Listing Rules, shares are fully transferable.

## Notes to the Financial Statements (continued)

## 10. Issued Capital (continued)

## Movements in Ordinary Share Capital

	No. of shares	\$'000
<b>Opening balance 1 July 2023</b>	137,882,856	178,765
DRP shares allotted	1,638,679	1,031
Purchase of shares on market for DRP	(1,638,679)	(1,031)
Shares bought back	(2,909,190)	(1,987)
<b>Closing balance 30 June 2024</b>	<b>134,973,666</b>	<b>176,778</b>
<b>Opening balance 1 July 2024</b>	134,973,666	176,778
DRP shares allotted	2,784,508	998
Purchase of shares on market for DRP	(2,784,508)	(998)
Shares bought back	(2,065,482)	(614)
<b>Closing balance 30 June 2025</b>	<b>132,908,184</b>	<b>176,164</b>

## 11. Profits Reserve and Accumulated Losses

## a) Profits Reserve

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Opening balance	16,765	23,540
Dividends paid	(6,740)	(6,775)
<b>Balance at reporting date</b>	<b>10,025</b>	<b>16,765</b>

To the extent possible under the *Corporations Act 2001* and applicable tax laws, the profits reserve is preserved for future dividend payments.

## b) Accumulated Losses

	As at 30 June 2025 \$'000	As at 30 June 2024 \$'000
Balance at the beginning of the year	(114,384)	(90,102)
Loss for the year attributable to the members of the Company	(9,071)	(24,282)
<b>Balance at reporting date</b>	<b>(123,455)</b>	<b>(114,384)</b>

## 12. Auditors Remuneration

	Year ended 30 June 2025	Year ended 30 June 2024
	\$	\$
<b>Audit and other assurance services - Deloitte Touche Tohmatsu</b>		
Audit and review of financial reports	65,500	65,500
<b>Total remuneration for audit and other assurance services</b>	<b>65,500</b>	<b>65,500</b>

## 13. Cash and Cash Equivalents

### a) Components of cash and cash equivalents

	As at 30 June 2025	As at 30 June 2024
	\$'000	\$'000
Cash at bank	203	360

### b) Reconciliation of Profit for the year to cash provided by operating activities

	Year ended 30 June 2025	Year ended 30 June 2024
	\$'000	\$'000
<b>Loss for the year attributable to shareholders after tax</b>	<b>(9,071)</b>	<b>(24,282)</b>
<b>Adjustments for:</b>		
Amortisation expense on unsecured notes	153	186
Change in value of financial assets designated at fair value through profit or loss	35,925	42,766
Income tax benefit recognised in the Statement of Profit or Loss and Other		
Comprehensive Income	(468)	(9,955)
<b>Change in assets and liabilities</b>		
Decrease in trade and other receivables	15	105
Increase/ (decrease) in trade and other payables	140	(17)
<b>Net cash provided by operating activities</b>	<b>26,694</b>	<b>8,803</b>

## 14. Key Management Personnel

### a) Key Management Personnel Compensation

The remuneration of the Company's key management personnel and their related entities for the year ended 30 June 2025 was \$110,000 (2024: \$110,000).

Other than the disclosure at Note 16 there were no shares granted during the reporting period as compensation to the Directors. Transactions with related parties have taken place at arm's length and in the ordinary course of business.

**Notes to the Financial Statements (continued)****14. Key Management Personnel (continued)****b) Related Party Shareholdings NAOS Asset Management Limited**

The Company has outsourced its investment management function to NAOS Asset Management Limited. As at 30 June 2025, NAOS Asset Management Limited holds 1,580,400 shares (2024: 1,314,363 shares) and nil bonus options (2024: nil bonus options) in the Company. Other than the disclosure at Note 16 and above there was no interest in the Company held by other entities also managed by the key management personnel.

*Holdings of Shares by Key Management Personnel*

During the year, the relevant interests of the Directors and their related parties in the shares and bonus options of the Company were as follows:

<b>Ordinary shares</b>	<b>Opening balance</b>	<b>Acquired</b>	<b>Sold</b>	<b>Closing balance</b>
<b>Year ended 30 June 2025</b>	<b>No of shares</b>	<b>No of shares</b>	<b>No of shares</b>	<b>No of shares</b>
David Rickards (Independent Chair)	402,024	59,464	-	461,488
Sarah Williams (Independent Director)	26,511	52,961	-	79,472
Trevor Carroll (Independent Director)	212,979	-	-	212,979
Warwick Evans (Director)	730,002	107,976	-	837,978
Sebastian Evans (Director)	1,339,945	269,822	-	1,609,767

<b>Ordinary shares</b>	<b>Opening balance</b>	<b>Acquired</b>	<b>Sold</b>	<b>Closing balance</b>
<b>Year ended 30 June 2024</b>	<b>No of shares</b>	<b>No of shares</b>	<b>No of shares</b>	<b>No of shares</b>
David Rickards (Independent Chair)	378,214	23,810	-	402,024
Sarah Williams (Independent Director)	24,500	2,011	-	26,511
Trevor Carroll (Independent Director)	212,979	-	-	212,979
Warwick Evans (Director)	674,626	55,376	-	730,002
Sebastian Evans (Director)	1,257,600	82,345	-	1,339,945

For the year 30 June 2025, none of the directors held any bonus options.

<b>Bonus options</b>	<b>Opening balance</b>	<b>Issued</b>	<b>Expired</b>	<b>Closing balance</b>
<b>Year ended 30 June 2024</b>	<b>No of bonus options</b>	<b>No of bonus options</b>	<b>No of bonus options</b>	<b>No of bonus options</b>
David Rickards (Independent Chair)	111,256	-	(111,256)	-
Sarah Williams (Independent Director)	-	-	-	-
Trevor Carroll (Independent Director)	63,861	-	(63,861)	-
Warwick Evans (Director)	195,161	-	(195,161)	-
Sebastian Evans (Director)	386,166	-	(386,166)	-

**c) Other Transactions within the Company**

Apart from those details disclosed in this note, no other key management personnel have entered into a material contract with the Company during the financial period and there were no material contracts involving key management personnel's interests existing at year end.

## 15. Segment Information

The Company has only one reportable segment. The Company operates predominantly in Australia and in one industry being the securities industry, deriving revenue from dividend income, interest income, and returns from the investment portfolio.

## 16. Related Party Information

Transactions with related parties have taken place at arm's length and in the ordinary course of business.

### Management Fees

In return for the performance of its duties as Investment Manager of the Company, the Investment Manager is entitled to be paid a monthly management fee rate equal to 0.0958% (excluding GST) of the gross value of the portfolio calculated on the last business day of each month representing an annualised management fee rate of 1.15% (excluding GST) per annum of the average gross value of the portfolio. At its discretion and subject to shareholder approval, the Investment Manager may elect to be paid in shares.

The following management fees were paid or payable to the Investment Manager during the year ended 30 June 2025:

- Management fees of \$957,137 (2024: \$1,453,358) (excluding RITC\*) were incurred during the year.
- Management fees payable at 30 June 2025 were \$67,065 (2024: \$105,064) (including RITC\*).

\*RITC - Reduced Input Tax Credit on GST of 75%.

### Performance Fees

In the event that the investment portfolio outperforms the Benchmark Index (being the S&P/ASX Small Ordinaries Accumulation Index (XSOAI)), the Investment Manager is entitled to an annual performance fee equal to 20% (excluding GST) of the amount the portfolio outperforms the Benchmark Index. No performance fee is payable if the portfolio underperforms the Benchmark Index. Any underperformance to the Benchmark Index is carried forward to future performance calculation periods and must be recouped before the Investment Manager is entitled to a performance fee. No performance fees were paid or payable to the Investment Manager for the year ended 30 June 2025 (2024: \$Nil).

In addition, the Company has a services agreement with the Investment Manager to provide the use of premises and facilities, company secretarial, administrative, financial and accounting services. For the year ended 30 June 2025 the fees paid to the Investment Manager were \$180,000 (2024: \$180,000).

## 17. Financial Risk Management Objectives and Policies

Risks arising from holding financial instruments are inherent in the Company's activities. These risks are managed through a process of ongoing identification, measurement and monitoring. The Company is exposed to credit risk (including price risk and interest rate risk), liquidity risk, market risk and risks relating to fair value.

Financial instruments of the Company comprise investments in financial assets held for the purpose of generating a return on the investment made by shareholders. In addition, the Company also holds cash and cash equivalents, and other financial instruments such as trade receivables and payables, which arise directly from the operations of the Company. The responsibility for identifying and controlling the risks that arise from these instruments is that of the Investment Manager of the Company under policies approved by the Board.

The method used to measure the risks reflects the expected impact on the performance of the Company as well as the assets attributable to shareholders of the Company resulting from reasonably possible changes in the relevant risk variables. Information regarding the Company's risk exposure is prepared and monitored by the Investment Manager against established investment mandate limits. These mandate limits reflect the investment strategy and market environment of the Company as well as the level of risk the Company is willing to accept. Information about these risk exposures at reporting date is disclosed below.

### a) Credit risk

Credit risk represents the risk that the Company will incur financial loss as a result of a failure by a counterparty to discharge a contractual obligation to a financial instrument. The Investment Manager monitors the credit worthiness of counterparties on an ongoing basis and evaluates the credit quality of all new counterparties before engaging them.

The maximum exposure to credit risk on financial assets, excluding investments of the Company which have been recognised in the Statement of Financial Position, is the carrying amount net of any provision for impairment of those assets.

The Investment Manager is responsible for ensuring that counterparties are of sufficient quality to minimise any individual counterparty credit risk. The majority of the Company's receivables arise from unsettled trades at year end which are settled two days after trade date. Engaging with counterparties via the Australian Securities Exchange facilitates the Company in both mitigating and managing its credit risk. The exposure to credit risk for cash and cash equivalents is considered to be low as all counterparties (National Australia Bank) have a rating of A or higher.

None of the financial assets exposed to a credit risk are overdue or considered to be impaired.

## Notes to the Financial Statements (continued)

**b) Market risk**

Market risk is the risk that the fair value of future cash flows will fluctuate due to changes in market variables such as interest rates, foreign exchange rates, equity prices and other price risks and liquidity. Market risk is managed and monitored on an ongoing basis by the Investment Manager.

By its nature, as a listed investment company that invests in tradeable securities, the Company will always be subject to market risk as it invests its capital in securities which are not risk free as the market price of these securities can fluctuate.

*(i) Interest Rate Risk*

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or the fair value of financial instruments. The unsecured notes that were issued on 11 November 2024 pay an interest equal to the 6 month BBSW plus a margin of 4.80% per annum payable half-yearly on 11 May and 11 November.

The Company's exposure to interest rate risk is set out in the following table:

	Floating interest rate \$'000	Non-interest bearing \$'000	Total \$'000
<b>30 June 2025</b>			
<b>Assets</b>			
Cash and cash equivalents	203	-	203
Receivables	-	60	60
Financial assets at fair value through profit or loss	-	63,611	63,611
<b>Total Assets</b>	<b>203</b>	<b>63,671</b>	<b>63,874</b>
<b>Liabilities</b>			
Trade and other payables	-	427	427
<b>Total Liabilities</b>	<b>-</b>	<b>427</b>	<b>427</b>
<b>Net exposure</b>	<b>203</b>	<b>63,244</b>	<b>63,447</b>
	Floating interest rate \$'000	Non-interest bearing \$'000	Total \$'000
<b>30 June 2024</b>			
<b>Assets</b>			
Cash and cash equivalents	360	-	360
Receivables	-	45	45
Financial assets at fair value through profit or loss	-	99,539	99,539
<b>Total Assets</b>	<b>360</b>	<b>99,584</b>	<b>99,944</b>
<b>Liabilities</b>			
Trade and other payables	-	321	321
<b>Total Liabilities</b>	<b>-</b>	<b>321</b>	<b>321</b>
<b>Net exposure</b>	<b>360</b>	<b>99,263</b>	<b>99,623</b>

## Notes to the Financial Statements (continued)

### 17. Financial Risk Management Objectives and Policies (continued)

#### b) Market risk (continued)

##### (i) Interest Rate Risk (continued)

The sensitivity analyses below have been determined based on the Company's exposure to interest rates at the reporting date and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period, in the case of instruments that have floating interest rates. A 250 basis point increase or decrease is used when reporting interest rate risk internally to key management personnel and represents management's assessment of the reasonably possible changes in interest rates.

	Change in basis points increase/(decrease)	Impact on operating profit / Net assets attributable to shareholders \$'000
<b>30 June 2025</b>		
AUD interest rate	250bps/(250bps)	5/(5)
<b>30 June 2024</b>		
AUD interest rate	250bps/(250bps)	9/(9)

##### (ii) Price Risk

Price risk is the risk that the fair value of investments decreases as a result of changes in market prices (other than those arising from interest rate risk), whether those changes are caused by factors specific to the individual stock or factors affecting all instruments in the market. Price risk is managed by monitoring compliance with established investment mandate limits. All securities present a risk of loss of capital. The maximum risk resulting from financial instruments is determined by the fair value of the financial instruments.

As at 30 June 2025 and 30 June 2024, a 10% sensitivity would have had an impact in the Company's Statement of Profit or Loss and Other Comprehensive Income and net assets attributable to shareholders as shown in the table below:

	Impact on operating profit / Net assets attributable to shareholders	
	-10%	+10%
	\$'000	\$'000
30 June 2025	(6,361)	6,361
30 June 2024	(9,954)	9,954

The Company's industry sector weighting of the investment portfolio as at the reporting date is as below:

	% of Portfolio	
Industry	30 June 2025	30 June 2024
Construction Materials	38.43%	27.36%
Industrials	31.83%	14.66%
Financials	23.39%	37.55%
Commercial & Professional Services	2.77%	20.41%
Information Technology	1.30%	0.02%
Materials	1.05%	-
Consumer Discretionary	0.75%	-
Communication Services	0.48%	-
<b>Total</b>	<b>100%</b>	<b>100%</b>

**Notes to the Financial Statements (continued)****17. Financial Risk Management Objectives and Policies (continued)****c) Liquidity Risk**

Liquidity risk is the risk that the Company will encounter difficulty in raising funds to meet commitments associated with financial instruments. The Company's major cash payments are the purchase of securities and dividends paid to shareholders, the levels of which are managed by the Board and the Investment Manager.

The Company's cash receipts depend upon the level of sales of securities, dividends and interest received or other capital management initiatives that may be implemented by the Board from time to time. The Investment Manager monitors the Company's cash flow requirements daily by reference to known sales and purchases of securities, dividends and interest to be paid or received. Should these decrease by a material amount, the Company can alter its cash outflows as appropriate. The assets of the Company are largely in the form of tradeable securities which (if liquidity is available) can be sold on the market if necessary.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period from 30 June 2025 and 30 June 2024 to the contractual maturity date.

	Less than 1 year \$'000	>1 year to 2 years \$'000	2 to 5 years \$'000	Total \$'000	Carrying amount \$'000
<b>30 June 2025</b>					
Trade and other payables	470	-	-	470	470
Borrowings	-	-	12,748	12,748	12,748
<b>Total</b>	<b>470</b>	<b>-</b>	<b>12,748</b>	<b>13,218</b>	<b>13,218</b>

	Less than 1 year \$'000	> 1 year to 2 years \$'000	2 to 5 years \$'000	Total \$'000	Carrying amount \$'000
<b>30 June 2024</b>					
Trade and other payables	321	-	-	321	321
Borrowings	32,171	-	-	32,171	32,092
<b>Total</b>	<b>32,492</b>	<b>-</b>	<b>-</b>	<b>32,492</b>	<b>32,413</b>

The amounts in the table are the contractual undiscounted cash flows.

**d) Fair Value Hierarchy**

AASB 13: Fair Value Measurement requires the disclosure of fair value information using a fair value hierarchy reflecting the significance of the inputs in making the measurements. The fair value hierarchy consists of the following levels:

*Level 1:*

Financial instruments are valued by reference to quoted prices in an active market(s) for identical assets or liabilities. These quoted prices represent actual and regularly occurring market transactions on an arm's length basis.

Included within level 1 of the hierarchy are listed investments. The fair values of these financial assets and liabilities have been based on the quoted closing prices at the end of the reporting period.

*Level 2:*

Financial instruments are valued using inputs other than quoted prices covered in Level 1. These other inputs include quoted prices that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices). The inputs included in this level encompass quoted prices in active markets for similar assets or liabilities and quoted prices in markets in which there are few transactions for identical or similar assets or liabilities. Financial instruments that are valued using other inputs that are not quoted prices but are observable for the assets or liabilities also fall into this categorisation.

*Level 3:*

Financial instruments that have been valued, in whole or in part, by using valuation techniques or models that are based on unobservable inputs that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data. Unobservable valuation inputs are determined based on the best information available, which might include the entity's own data, reflecting its assumptions as well as best practices carried out or undertaken by other market participants. These valuation techniques are used to the extent that observable inputs are not available.



## Notes to the Financial Statements (continued)

### 17. Financial risk management (continued)

#### d) Fair Value Hierarchy (continued)

The following table presents the Company's financial assets and liabilities measured and recognised at fair value at 30 June 2025.

#### Financial Assets at Fair Value through Profit or Loss

30 June 2025	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>Financial assets</b>				
Listed equities	63,611	-	-	63,611
<b>Total</b>	<b>63,611</b>	<b>-</b>	<b>-</b>	<b>63,611</b>

30 June 2024	Level 1 \$'000	Level 2 \$'000	Level 3 \$'000	Total \$'000
<b>Financial assets</b>				
Listed equities	99,539	-	-	99,539
<b>Total</b>	<b>99,539</b>	<b>-</b>	<b>-</b>	<b>99,539</b>

#### e) Capital Management

The Company's objectives for managing capital are:

- to maximise returns to shareholders over the long-term while safeguarding capital by investing in a concentrated portfolio, and closely monitoring the performance of the underlying investments;
- to maintain sufficient liquidity to meet the ongoing expenses of the Company; and
- to maintain sufficient size to make the operation of the Company cost efficient.

The Board manages the Company's capital through share placements, share purchase plans, option issues, unsecured notes issues, the dividend reinvestment plan, share buybacks and the distribution of dividends to shareholders. These capital management initiatives will be used when deemed appropriate by the Board. The Company is not subject to externally imposed capital requirements.

## 18. Earnings Per Share

	Year ended 30 June 2025 Cents	Year ended 30 June 2024 Cents
Basic and diluted loss per share	(6.74)	(17.91)
	<b>Shares</b>	<b>Shares</b>
Weighted average number of ordinary shares used in the calculation of basic and diluted earnings per share	134,636,659	135,583,305
	<b>\$'000</b>	<b>\$'000</b>
Net loss used in the calculation of basic and diluted loss per share	(9,071)	(24,282)

Notes to the Financial Statements (continued)

**19. Commitments and Contingencies**

There are no commitments and contingencies as at 30 June 2025 (30 June 2024: Nil).

**20. Subsequent Events**

On 21 August 2025, the Company declared an unfranked quarterly dividend of 1.25 cents per share payable on 30 September 2025.

Other than the above, there has been no other matter or circumstances occurring subsequent to the end of the year that has significantly affected, or may significantly affect the operations of the Company, the results of those operations, or the state of affairs of the Company in future financial years.

**Consolidated Entity Disclosure Statement as at 30 June 2025**

Subsection 295(3A)(a) of the *Corporations Act 2001* does not apply to the Company as the Company is not required to prepare consolidated financial statements by Australian Accounting Standards.

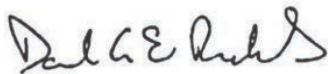
## Directors' Declaration

In accordance with a resolution of the Directors of NAOS Small Cap Opportunities Company Limited, we declare that:  
In the opinion of the Directors:

- the financial statements and notes are in accordance with the Corporations Regulations 2001 including compliance with Australian Accounting Standards and give a true and fair view of the financial position and performance of the Company for the financial year ended 30 June 2025;
- the attached financial statements are in compliance with International Financial Reporting Standards, as stated in Note 1(c) to the financial statements;
- there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable;
- the Directors have received the declarations required by section 295A of the *Corporations Act 2001*; and
- the consolidated entity disclosure statement required by subsection 295(3A) of the *Corporations Act 2001* is true and correct.

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

On behalf of the Board



**David Rickards OAM**

Independent Chair

21 August 2025

## Additional Information

The additional information required by the Australian Securities Exchange Limited Listing Rules and not disclosed elsewhere in the report.

### Investment Portfolio

As at 30 June 2025 the Company held the following investments:

AMA Group Limited	COG Financial Services Limited
AVJennings Limited	Mainfreight Limited
Big River Industries Limited	MaxiPARTS Limited
Blackstone Minerals Limited	Move Logistics Group Limited
Bravura Solutions Limited	Saunders International Limited
BSA Limited	Tuas Limited

During the financial year ended 30 June 2025, the Company had 432 (2024: 288) transactions in investment securities. Total brokerage fees incurred during the year ended 30 June 2025 were \$500,524 (2024: \$86,040).

### 20 Largest Shareholders

Details of the 20 largest ordinary shareholders along with their respective holdings as at 31 July 2025.

Shareholders	Ordinary shares held	% of issued shares
Citicorp Nominees Pty Limited	11,828,904	8.92%
Gold Tiger Investments Pty Ltd	2,175,000	1.64%
NAOS Asset Management Limited	1,580,400	1.19%
Mr James Vincent Chester Guest & Mrs Sarah Louise Guest	1,389,900	1.05%
Somoke Pty Limited	1,349,045	1.02%
Mr Kym Anthony Plotkin	1,200,000	0.91%
Beck Havas Pty Ltd	1,180,000	0.89%
Mr Michael John Blayney	1,165,414	0.88%
Angus Mac Pty Ltd	1,163,452	0.88%
Mr Reginald George Kenneth Nealie & Mrs Teresa Nealie	1,150,000	0.87%
Mr Bradley John Newcombe	1,000,000	0.75%
BNP Paribas Nominees Pty Ltd	949,168	0.72%
Mr James Vincent Chester Guest	891,764	0.67%
W W E Investments Pty Ltd	837,978	0.63%
HSBC Custody Nominees (Australia) Limited	773,598	0.58%
Certane CT Pty Ltd	658,246	0.50%
Mr Charles Akrill Mitchell	653,629	0.49%
Dr Ross Andrew Gawler	640,000	0.48%
Netwealth Investments Limited	619,989	0.47%
Deemtene Pty Limited	619,565	0.47%
<b>Total</b>	<b>31,826,052</b>	<b>24.01%</b>

## Additional Information (continued)

### Substantial Shareholders

Shareholders	Ordinary shares held	% of issued shares
Citicorp Nominees Pty Limited	11,828,904	8.92%

### Distribution of Ordinary Shares

Analysis of ordinary shares by size of shareholders as at 31 July 2025.

Category	Number of shareholders	Ordinary shares held	% of issued shares
1-1,000	357	102,318	0.08%
1,001-5,000	591	1,811,117	1.37%
5,001-10,000	443	3,501,727	2.64%
10,001-100,000	1,395	49,601,973	37.42%
100,001-9,999,999,999	237	77,552,495	58.49%
<b>Total</b>	<b>3,023</b>	<b>132,569,630</b>	<b>100%</b>

### Voting Rights

All shareholders registered on the Company's share register have the right to vote at a general meeting of shareholders (whether present in person or by any representative, proxy or attorney) on a show of hands (one vote per shareholder) and on a poll (one vote per Share) subject to the rights and restrictions on voting which may attach to or be imposed on shares (at present there are none).

### ASX Listing

Quotation has been granted for all Ordinary Shares (ASX Code: NSC) of the Company on all Member Exchanges of the Australian Securities Exchange Limited.

### Buyback

For the financial year ended 30 June 2025 the Company has bought back a total of 2,065,482 shares for a consideration of \$613,215 (2024: the Company bought back a total of 2,909,359 ordinary shares for a consideration of \$1,987,492).

### Unmarketable Parcels

As at 31 July 2025 the number of shareholdings held in less than marketable parcels was 248.

### Unquoted Securities

There are currently no unquoted securities on issue by the Company.

### Restrictions on Shares

There are currently no restrictions attached to the shares of the Company.

## Corporate Information

### Directors

David Rickards OAM (Independent Chair)  
Sarah Williams (Independent Director)  
Trevor Carroll (Independent Director)  
Warwick Evans (Director)  
Sebastian Evans (Director)

### Company Secretary

Sebastian Evans  
Rajiv Sharma

### Registered Office

Level 34  
25 Martin Place  
Sydney NSW 2000

### Investment Manager

NAOS Asset Management Limited  
Level 34  
25 Martin Place  
Sydney NSW 2000  
(Australian Financial Services Licence Number: 273529)

### Contact Details

T: (02) 9002 1576  
E: [enquiries@naos.com.au](mailto:enquiries@naos.com.au)  
W: [www.naos.com.au](http://www.naos.com.au)

### Share Registry

Boardroom Pty Limited  
Level 8  
210 George Street  
Sydney NSW 2000  
Telephone: 1300 737 760

### Auditor

Deloitte Touche Tohmatsu  
Level 46, Quay Quarter Tower  
50 Bridge Street  
Sydney NSW 2000

N  
^  
O  
S