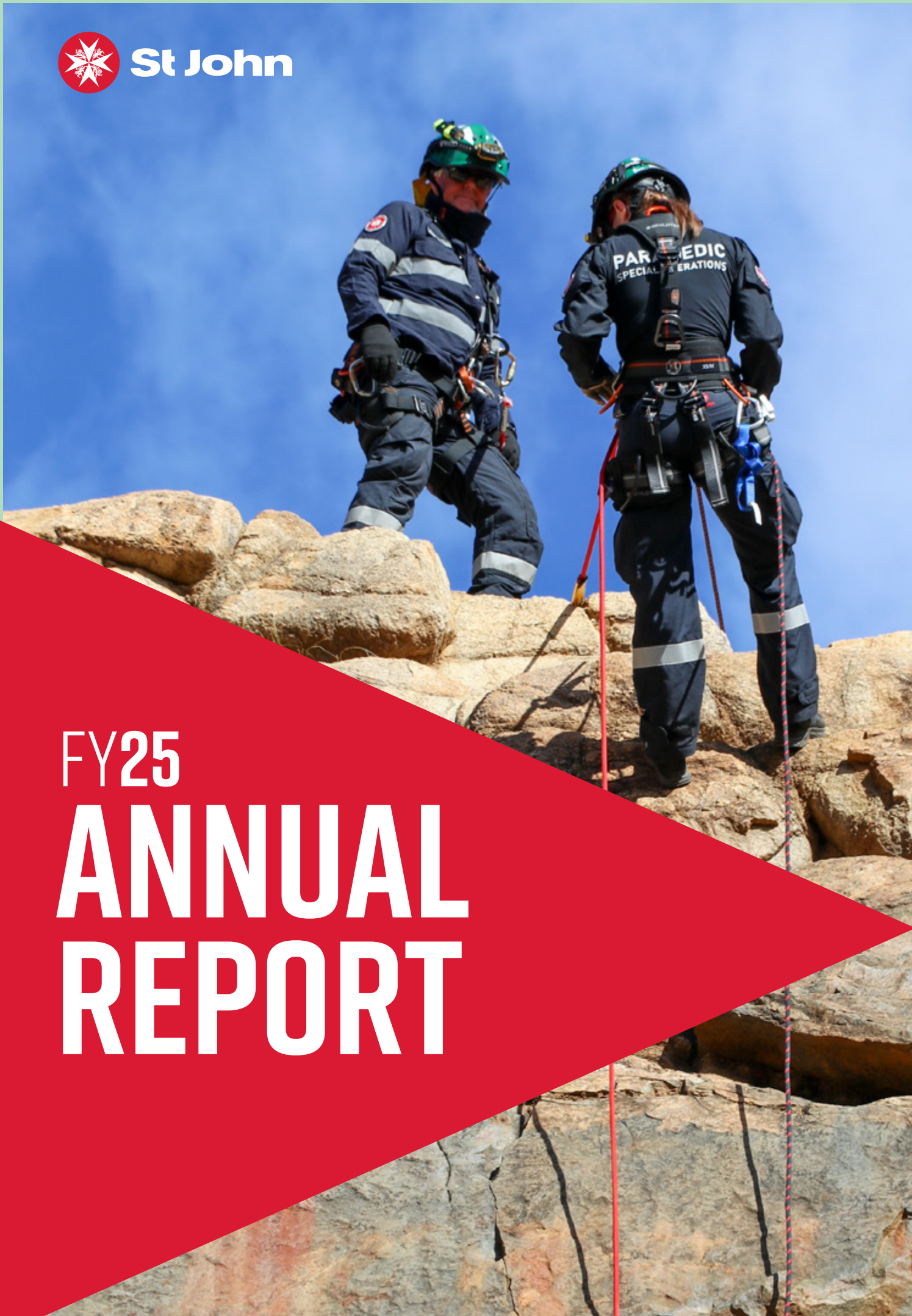




St John



FY25

ANNUAL REPORT



ACKNOWLEDGEMENT OF COUNTRY

St John Western Australia acknowledges the First Nations peoples of the many Traditional land and language groups across Western Australia as the Traditional Custodians of the Country. We pay our respects to their Ancestors and Elders, past and present.

St John WA is committed to honouring the unique cultural and spiritual relationships to the land, sea and waterways and the rich continuing contribution Aboriginal and Torres Strait Islander peoples make to our society.

OUR COMMUNITY COMMITMENT

St John WA is committed to delivering a positive impact on the safety, wellbeing and health of everyone and the environment.



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CHAIR'S FOREWORD

KAYA NIDJA BOODJA NIDJA WER WERITJ WER GAGIN. - THANK YOU FOR THIS COUNTRY AND THIS WATER.

As well as acknowledging the Traditional Owners of this land, we recognise all St John WA team members since inception in 1892 — somewhere in the order of 200,000 people who have come before us, who have proudly provided service to the WA community.

More than a century ago, St John took root in Western Australia with a simple idea: neighbours helping neighbours with practical skill and calm compassion. From those early volunteer beginnings to today's statewide system, that same idea still moves us — teach people before harm occurs, make timely care easy to reach, and be there when minutes matter.

The Board's role is stewardship — holding that promise steady while we modernise. Building on our four-point strategic direction, we focused this year on consistent standards across all services, safer and simpler ways of working, and deliberate investment in people and culture. We strengthened recognition (because what we value grows), deepened engagement through site visits and immersions, and endorsed the shift from transformation “design” to disciplined execution — aligning investments to service quality, workforce capability and long-term sustainability.

Through this year, the Board continued to oversee the 2030 Strategic Direction against the four future prompts:

- Everyone — every household, all people, diversity at the core,
- Connection — both inside St John WA and outside to those we serve, with a sharp focus on digital connection,
- Adding wellbeing to health — considering what wellbeing and health truly mean in 2030 and beyond, seeking effectiveness through St John WA's group model,
- For-the-future — in all forms of environmental, social and governance needs of the future, in particular financial sustainability.

With the Board having affirmed the long-lasting purpose statement, the Group CEO has embedded the new people-led values developed in the previous year. We build the organisation within the highly accountable group model, organised across three service streams: Preventative, Community and Emergency.

Across the 18 services provided by St John WA, it has been a year of high achievement and introspection, in equal measures. Embedding the Group model has led to greater scrutiny, highlighting areas requiring enhancement in clinical performance, culture, stakeholder engagement, risk management, compliance, conduct, financial operations, as well as elevating areas deserving celebration. The process has also identified opportunities for the future — areas where St John WA can expand into adjacent services or develop new offerings in alignment with evolving customer needs. Increased access to information has driven ongoing adaptation, and the Board recognises that further evolution of the group model is anticipated in the coming years.

The spirit and values of St John WA were evident across the state, from the country sub centres where volunteers answer late-night calls. In urgent care, where a clinician's first greeting sets a family at ease. In training rooms, where a nervous first-timer leaves confident to act. St John WA is at its best when it feels local, human and connected. The Board is immensely proud of the wide array of services the organisation provides, made possible by a full team of people and partners. More than 9000 team members — including 3837 paid employees (2753 full-time equivalent) and 5302 volunteers — have collaborated to generate wellbeing and health impact, with an operating revenue of \$569.2 million across the 18 distinct services.

Connecting in equal measure across the three service streams of Preventative, Community and Emergency, St John WA's 1.335 million consumers saw the

connected care provided to the WA community over the past year and experienced firsthand how the 18 services come together.

In Preventative, we connected and expanded reach through new learning spaces like the award-winning Coolamon Centre, providing better facilities to learn preventative health and life-saving lessons; continuing free first aid education in schools; and the launch of St John Academy operating six divisions across Perth and regional WA, attracting and supporting younger members of the community through wellbeing, health and volunteering pathways. With a waiting list of keen 12 to 17-year-olds, we are excited to see this service expand in the coming years.

The State Defibrillator Network surged toward 12,000 AEDs across 9592 locations, while more than 55,000 people registered on the First Responder App, which enabled the State Control Centre to deploy first aid qualified people to respond to an emergency in a nearby public place while an ambulance was on the way. This program completed a successful in-home trial during the year where St John WA team members could opt-in to respond to incidents such as suspected out-of-hospital cardiac arrest in homes.

Service stream two, Community, has continued to evolve, with ongoing advancements in to clinical standards across its five services. Each initiative undertaken this year reflects our dedication to deepening connections and expanding reach, with 122,164 patients helped through St John WA's on-demand urgent care model. Event Health Services marked 120 years, with 992 volunteers attending to 24,550 patients and donating 70,920 hours to West Australians. Industrial Medical Services (IMS) strengthened on-site care at workplaces across the State, collaborating with West Australian business to provide innovative solutions to occupational health and wellbeing. All of this delivered while fostering a culture of continual improvement — solidifying our journey toward ever-greater impact and quality across the organisation.

For our largest service stream, Emergency, reliability defined the year. Our metro operations worked seamlessly with a statewide network, so distance never dictates care. Programs supporting Triple Zero (000) patients found safe alternatives where appropriate — 9045 helped avoid ED entirely through the Clinical Hub in the State Health Operations Centre — while specialist capabilities (including the new Mental Health Ambulance Co-Response and Critical Care Paramedics) extend our reach across vast distances. St John WA also plays a critical part of delivering, in collaboration with the Department of Health, the WA Virtual Emergency Department (WAVED) initiative, which aims to reduce the need for hospital visits. St John WA continued to lift clinical standards, modernise fleet and ambulance depots, and strengthen leadership with clearer accountabilities, while maintaining a strong culture of safety and wellbeing. St John WA's ambulance heritage is now 103 years strong, built over 300 locations incorporating 196 sub centres and sub-branches, an impressive legacy of local partnership.

We also recognise the breadth of our partnerships, in particular the close ties with the Department of Health, WA Country Health Services (WACHS) and the Department of Fire and Emergency Services (DFES). St John WA works with 400+ contracts, with our services being funded through a blend of government support (three services), end-users or corporate partners, and self-funded charitable initiatives in the service of humanity many people connected and working together to serve Western Australia in wellbeing and health.

Financial sustainability matters in every decision. The Board has maintained a sharp focus on discipline, transparency and productivity — aligning spend to strategic plan, adopting automation to enable higher-impact work, and reinforcing that the investment of the last two years has been intentional and deliberate across workforce (structure, leadership, volunteering and safety), digital capability and the built form;

elevating both digital and physical security and safety. As a consequence of this deliberate investment — coupled with external pressures (operating revenue below expectations and increased costs including backdated enterprise bargaining outcomes) — the organisation is posting a \$27.7 million deficit this year. Importantly, the reduction in cash balances is strategic and by design: whilst still generating \$13.9 million in positive operating cashflows, we are deploying capital and operating expenditure now to secure reliability, quality and sustainability for the future. Where the organisation needed to reset or realign, we did so with care — recruiting 899 team members for a net growth of 707, and, late in the year, conducting a workforce reset affecting 43 roles to align to digital advances and economic realities. Safety remains a non-negotiable priority: St John WA's Lost Time Injury Frequency Rate (LTIFR) has reduced from 43 at the start of transformation to 17.5, with a target of less than 10 in sight.

Volunteering is a strategic focus area (one of five) in its own right. Notably, St John WA allocated more than \$20 million towards volunteering; supporting recruitment, training, equipment, uniforms, insurance, and practical assistance. This year, we advanced our 'volunteer reimagined' strategic plan focus area with the appointment of a new Head of Volunteering and welcomed new cohorts: 992 Event Health Services volunteers (Community), 3739 country ambulance volunteers and 682 Community Transport volunteers (Emergency), and 55,217 spontaneous First Responders (Preventative). Volunteering contributes positively to individual wellbeing and health, supports five services of the 18, and is an essential talent pipeline for the future. The Board appreciates every volunteer across WA and applauds the contribution they make to the wellbeing and health of others.

The Board continued to push for the highest possible standard of good governance in the year gone. The Board operated under our updated Constitution

(2023), with fit-and-proper requirements, a clear succession policy and annual performance reviews (Board, Committees, Chair and Group CEO). We strengthened recognition — including a new Rewards and Recognition Framework and awards such as Nurse of the Year — and saw encouraging progress in diversity and inclusion, First Nations workforce and volunteering, scholarships, the St John Academy, and WGEA scores.

St John WA is also committed to environmental stewardship, recognising that promoting health and wellbeing also means safeguarding the planet for future generations. Over the past year, the organisation has accelerated efforts to minimise its environmental footprint across all operations. Initiatives include transitioning to a greener fleet with low-emissions vehicles, implementing robust recycling and waste reduction programs at depots and training centres, and investing in energy-efficient infrastructure across new and existing facilities. Furthermore, St John WA continues to explore sustainable procurement practices and digital innovations that reduce paper and resource usage.

The Members of the organisation have the right to endorse the appointments of Board members at the annual general meeting. In FY24, the Board officially welcomed Monish Paul and Matt Mueller to the Board. At the AGM of 2025, the very experienced and able Andrea LeGuier, MStJ, will complete her eight-year contribution through the Board, and my tenure will also cease.

The role of the Chair of St John WA is one of privilege. Although it's a tough role overseeing and adding direction to a company of this size and scale, with a heavy workload, it has been a role that I have been honoured to hold. I am satisfied that the Board of the last three years has imprinted a high-performance, transparent, and clarity tone on the organisation and has done so, with best intentions for the St John WA

of-the-future. I wish all team members the best for this uniquely purposeful organisation and one that serves WA very well. I wish Monish Paul, as the incoming Chair, much support and care in his role, as well as all current and future Board members engaged.

The pages that follow set out the detail — the activity of our services, the progress of the June 2026 strategic plan and the financial story behind official decisions made. What I hope you feel, as I do, is pride: in a community-powered organisation that shows up every day; in the professionalism and kindness of our people; and in the steady, thoughtful way we are building for the future. To our team members — thank you. To our partners across government, industry and community — thank you. And to the people of Western Australia — thank you for the trust you place in St John WA. We remain, as ever, here to help.

**BOORNA WANGKINY NGALA, BOORDAWAN –
NGOMANGKA DJINNAK NGARNINY.**

**THE TREE SPEAKS TO US, FAREWELL – LISTEN
TO THE SILENCE AHEAD.**



**SALLY CARBON OAM, OLY, CSTJ, FAICD,
COMMANDERY LIEUTENANT**



CORPORATE GOVERNANCE

THE BOARD'S GOVERNANCE OF ST JOHN WA

St John WA recognises that strong governance is essential for St John WA's long-term performance and sustainability, and to protect and enhance the interests of members and other stakeholders. St John WA defines 'governance' as the relationship and system that directs or controls the organisation.

The Board affirms that good governance exists by having systems and processes in place that are appropriate to the organisation's circumstances to ensure the organisation is run well, within the laws, and ethically and with high integrity. The Board's role is to provide oversight of St John WA and remain accountable to the WA Order Members and its other stakeholders, including the Minister for Health in WA.

St John WA must comply with Australian Charities Not-For-Profit Commission Governance Standards (ACNC Standards) and aspires to comply with relevant best practice governance principles and standards, including the Australian Institute of Company Directors Not-For-Profit Governance Principles (3rd Edition) (AICD Principles).

OUR GOVERNANCE FRAMEWORK

The Board continues to build on its governance foundation to continually improve and ensure it complies with current regulations, market practices, and stakeholder expectations.

Our Corporate Governance Framework plays a critical role in helping the Board and the business transform towards its strategic direction and deliver its strategic

plan. It provides the structure through which business objectives are set, performance is monitored, and risks are managed. It covers various aspects such as role delineation, Board composition, Board effectiveness, risk management, organisational performance, accountability and transparency, stakeholder engagement, conduct and compliance and the culture model.

The Board, with the support of its committees, oversees the implementation of the Corporate Governance Framework. In carrying out its roles, the Board considers the interests of all stakeholders, including its members, paid and volunteer team members, regulators, partners, customers, and the wider community.

The execution of St John WA's Corporate Governance Framework aims to:

- Provide effective and responsible decision-making, assisting St John WA to deliver on its strategic plan through its purpose.
- Ensure the Board comprises of experienced and independent NEDs.
- Provide a clear delineation of the roles and responsibilities between the Board and Management.
- Ensure assets and services are managed to meet stakeholders' needs and expectations.
- Establish a robust and systematic process for managing risk and compliance.
- Create a culture where values are demonstrated by the Board and embedded in its decisions and actions.
- Provide accountability to stakeholders for the overall strategic direction, governance, and performance of St John WA.

FY25 GOVERNANCE HIGHLIGHTS

- The Board enhanced the governance structure and processes underpinning the GCEO Accountability Framework and advanced the quarterly operational reporting.
- The Board further enhanced its compliance and risk oversight by formalising Safeguarding Vulnerable People Policy, Complaints and Feedback Policy and Reward and Recognition Framework and continued its focus on strong culture of safety.
- The Board enhanced its commitment to conforming strategic financial decisions with St John WA's strategic direction, purpose and long-term sustainability by further aligning budget structure to St John WA's Group Model, and by approving Capital Management Framework and Investment Policy.
- The Board tracked performance, for year two of three, of the St John WA's Strategic Plan, via a Quarterly Strategic Report system to ensure St John WA's strategic direction is being met.
- The Board also approved a Stakeholder Engagement Policy and deepened engagement with internal and external stakeholders through immersions, site visits and meetings over the course of the year.

The overall approach to St John WA's corporate governance is detailed, along with the FY25 Corporate Governance Statement and Corporate Governance documents, including its Board Charter, Committee Charters and key policies, on the St John WA website stjohnwa.com.au/about-us/corporate-governance

THE BOARD

The Board, chaired by Sally Carbon in FY25, is the governing body of St John WA and is accountable to Members and stakeholders for the strategic direction, governance, and performance of St John WA. At the uppermost level, the Board has four distinct accountabilities:

- Role 1: Group CEO Oversight and Resourcing
- Role 2: Group Performance and Accountability.
- Role 3: Group Compliance and Risk
- Role 4: Group Strategic Direction and Corporate Sustainability.

The Board is also accountable for maintaining and continuing the philosophies of the Order of St John.

BOARD'S STRUCTURE AND OPERATION

Board Composition

The Board is structured so that its membership provides a mix of skills, knowledge, experience, and diversity to enable it to discharge its responsibilities, add value, and facilitate effective discussion and decision-making. In performing its role, the Board has eight full Board meetings, one professional development meeting and one planning day annually, plus 16 formal Committee meetings.

The Board determines its size and composition, subject to the terms of St John WA's Constitution. Under the Constitution, there must be no less than six and no more than nine Directors. The Board sets and reviews the criteria for the appointment of new Directors, considering the composition of the Board, the Board's desired skills matrix, diversity, tenure, Company's strategic direction, and the Director's performance.

The Board's composition will continue to evolve year-on-year to accommodate St John WA's strategic direction, the expectations of stakeholders, and the changing governance needs. The Board may appoint a Director, at any time, to fill casual vacancies on the Board.

Their continuing appointment is subject to approval by Members at the AGM following their appointment. The selection and appointment of Directors and the Chairperson to the Board are subject to an externally driven appointment process.

A Board Composition Matrix is updated annually and is available on the St John WA website stjohnwa.com.au/about-us/corporate-governance.

Board Committees

The Board has four standing governance Committees, a special purpose Committee and a subject matter Committee, to assist in the discharge of its responsibilities. Periodically, the Board will review the composition of each Board Committee. Each Committee operates under a charter approved by the Board, which sets out the authority, membership, and responsibilities of the Committee, together with any relevant administrative arrangements and any other matters considered appropriate by the Board. The role of Committees is to advise and make recommendations to the Board.

COMMITTEE CHAIRS AND MEMBERS

KEY FUNCTIONS

Audit and Investment Committee

Craig Heatley (Chair) Elisa Fear Monish Paul	• At least three members • Only Independent Non-Executive Directors • Chaired by an independent chair, who is not chair of the Board	• Oversight of financial reporting • Oversight of external audit, independence of external auditor and provision of non-audit services • Recommendation of annual operating budget and management reports • Oversight of strategic matters, capital management, property and investment • Approval of Insurance Program
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Risk and Compliance Committee (formerly known as Risk Compliance and ESG Committee)

Andrea LeGuier (Chair until 5 September 2025) Matt Mueller (Chair, effective 6 September 2025) Monish Paul	• At least three members • Only Independent Non-Executive Directors	• Formation of Risk Appetite Statement, oversight of risk management and risk profile • Oversight of corporate compliance • Oversight of information management and cyber security posture • Oversight of internal audit • Performance oversight of ESG framework
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Health, Safety and Culture Committee

Elisa Fear (Chair) Amanda Healy Craig Heatley	• At least three members • Only Independent Non-Executive Directors	• Defining and oversight of culture • Reward, recognition and development of people • Expectations of diversity and inclusion • Whistleblower Framework and Reports • Oversight of Vulnerable People Framework • Expectations and oversight of Wellbeing Framework • Oversight of cultural heritage and First Nations growth • Expectations, oversight and Due Diligence on work health and safety
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Nominations and Remuneration Committee

Sally Carbon (Chair) Jeffrey Williams Amanda Healy	• At least three members • Only Independent Non-Executive Directors	• Board composition, succession planning, appointment, re-appointment and removal of Directors • Fitness and propriety of Directors • Board induction, development and training • Board performance • Group CEO Appointment, Performance and Succession • Remuneration of Directors, GCEO and Chiefs, and oversight of Group-wide remuneration standards including workplace gender pay equality
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The Board has formed a special purpose Committee to discharge its oversight of clinical governance responsibilities:

COMMITTEE CHAIRS AND MEMBERS

KEY FUNCTIONS

Clinical Governance Committee

Jeffrey Williams (Chair) Andrea LeGuier Anthony Walker Nilufeur McKay	• At least three members, consisting of Independent Non-Executive Directors and subject matter experts	• Oversight of clinical leadership, culture, governance framework, risk management and compliance • Monitoring of clinical performance and safety • Oversight on incidents, variations in care, patient and client experience satisfaction
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The Board has also formed a subject-matter Committee, namely Honours and Awards Committee, for maintaining and continuing the philosophies of the Order of St John, to assist with responsibilities for the oversight of Order of St John WA's Awards nomination system, chaired by Jeffrey Williams.

BOARD PERFORMANCE

The Board's performance is subject to an annual assessment, together with a review of the performance of individual Directors, the Chairperson, Board Committees, and Committee Chairpersons. The Board's performance is evaluated against the core elements for effective governance and how the Board is adding value to St John WA.

Board performance reviews are conducted externally through assistance of an independent third-party at a minimum of three-year (3) intervals. An externally facilitated Board evaluation was conducted in FY24 to assess the Board's overall effectiveness and the performance of each Director and the Committees. In FY25 the Board conducted an internal Board performance review led by the Board Chair.

NON-EXECUTIVE DIRECTOR, GROUP CEO AND CHIEFS REMUNERATION

St John WA has a Non-Executive Director, Group CEO and Chief Remuneration Policy (Policy) in accordance with St John WA's corporate governance framework and aligned with the Australian Institute of Company Directors' Not-For-Profit Governance Principles (3rd Edition) and aims to meet the requirements of Section 211 of the Corporations Act 2001 (Cth), the Australian Charities Not-For-Profit Commission (ACNC) Act 2012 (Cth) and the ACNC Governance Standards. The Policy is treated equally and aligned with all principles to the Group-wide Remuneration Policy. The Policy describes St John WA's principles, decision-making process for remuneration for the members of the Board (Non-Executive Directors or Directors), the Group Chief

Executive Officer (GCEO), and Chief Executive Officers (Chiefs) and the remuneration elements for them.

Non-Executive Director, Group CEO and Chief Remuneration Policy Principles

The Remuneration principles of the Policy support the achievement of St John WA's purpose and strategic direction through programs that:

- Attract, motivate, and retain talented leaders.
- Promote St John WA's purpose, values, and behaviours.
- Reinforce performance, risk, and culture expectations.
- Reward for doing the right thing with regard to customers and stakeholders.
- Create sustainable value for Order Members, team members, volunteers, customers/patients, and other stakeholders
- Offer fair and reasonable remuneration.
- Are simple, flexible and contain clawback options.

Remuneration approach

The Board has approved a Non-Executive Director, Group CEO and Chief Remuneration Policy. The Board engages independent external remuneration consultants to review and benchmark the remuneration of Directors, the GCEO and Chiefs. These external reviews can occur every one, two, or three years, but no longer than three years apart. The Board completes an internal approval each year, in July, regardless of a need for change.

The Policy is positioned to achieve equity among the three governance tiers: the Board, the GCEO, and the Chiefs. The Board is accountable for Non-Executive Director, Group CEO and Chief Remuneration

Policy, and sets principles for the Group-wide Remuneration Policy.

Regarding Director remuneration, to maximise the effectiveness of remuneration within St John WA, and through external recommendation, consideration is taken to ensure the remuneration elements enable the Board to achieve all four roles, in particular, Role 4: Form a Strategic Direction and drive corporate sustainability. Likewise, the remuneration is to serve the long-term interests of its St John WA Order Members and other stakeholders, whilst also taking into account that St John WA is a charity and not-for-profit (NFP) and that it provides services through both paid and volunteer team members. St John WA Board notes remuneration is to be aligned with the organisation's size and scale and increase or decrease according to that need.

Remuneration Elements

Director Remuneration Framework:

Director remuneration recognises the governance role and accountabilities over the full year, and the time commitments required, as well as risks associated with being a Director and is considered against five key industry sectors (education, health, health services, technology and logistics). The remuneration of Directors consists of a base amount and a Committee Chairing or membership amount. Superannuation is inclusive in these amounts. Directors may take full or part amount/s at their discretion.

GCEO Accountability Framework:

The Board, through independent external reviews, approves the GCEO's Accountability Framework which is to be signed by the GCEO. The GCEO's Accountability Framework ensures alignment with St John WA's

purpose, values, strategic direction, risk appetite, stakeholders' interests, and regulatory requirements and aims to ensure the GCEO is not incentivised for behaviour that may lead to inappropriate or excessive risk-taking.

The GCEO Accountability Framework and Chiefs Remuneration can include a total fixed remuneration, short-term and/or long-term incentive remuneration components aligned to the individual's employment contract.

Current GCEO Accountability Framework consists of a total fixed remuneration and long-term incentive, determined based on an annual performance review process.

Chiefs' Remuneration:

The GCEO determines and approves each Chief's remuneration. The Board approves the Chiefs' incentive pool (either or both short or long term in nature) as per a recommendation received from the GCEO.

The current Chiefs' Remuneration includes a total fixed remuneration component and a short-term incentive as per employment contracts and is determined based on an annual performance review process, conducted by the GCEO.



FINANCIAL REPORT

ST JOHN AMBULANCE WESTERN AUSTRALIA LIMITED
Financial report for year ended 30 June 2025

DIRECTORS' REPORT

The Board of St John Ambulance Western Australia Limited ("the Company" or "St John WA") submit the Directors' Report together with the consolidated financial statements of the Company and its controlled entities ("the Group") for the financial year ended 30 June 2025. The Directors' Report is as follows:

INFORMATION ABOUT THE DIRECTORS

The names and particulars of the Directors of the Company during or since the end of the financial year ended 30 June 2025 are:



MS SALLY CARBON, OAM OLY CSTJ FAICD

OLY, BA (Ed)

Board Chair and Commandery Lieutenant

Chairperson of the Nomination and Remuneration Committee

Appointed 24 April 2012

Appointed as Chair and Commandery Lieutenant with effect from 25 October 2022.

Ms Carbon is a commercial strategist with her business of 13 years, assisting the growth and performance of Western Australian, Australian, and global businesses. She also advises other CEOs on their performance and the leadership of their businesses. Her previous executive roles span a breadth of profit and not-for-profit sectors, was a Director of Docklands Authority in Melbourne, and she has served as a Victorian ministerial advisor.

Ms Carbon has been a Non-Executive Director for 34 years, covering sport, health, education, insurance, finance, and more. She is a Fellow of the Australian Institute of Company Directors and is an Order of Australia Medal and Prime Minister Award recipient for her volunteerism. She continues education, annually, most recently completing a certificate with Harvard Business School, called Inclusive Leadership. Ms Carbon represented Australia in the sport of hockey for nine years, through two Olympics and two World Cups, winning an Olympic gold medal and World Cup gold and silver medals, and is on the Board of Hockey Australia.



MS ANDREA LEGUIER, MSTJ GAICD

Dip.Bus and Sec. Studies

Non-Executive Director

Chairperson of Risk and Compliance Committee until 5 September 2025

Member of Clinical Performance Committee

Member of Risk and Compliance Committee, effective 6 September 2025

Appointed 30 May 2017.

Ms LeGuier is the Chief Executive Officer of the Perth Eye Hospital and Subiaco Private Hospital. She has enjoyed a diverse national and international career in senior management and director roles across many industry sectors, including information technology, private education, and health. Ms LeGuier is a Graduate of the Australian Institute of Company Directors and has previously been a Non-Executive Director of Plastic Free Foundation.



MR JEFFREY WILLIAMS, KSTJ GAICD

RN
Non-Executive Director
Chairperson of Clinical Performance Committee
Member of Nominations and Remuneration Committee
Appointed 27 October 2020.

Mr Williams has been a volunteer with St John WA since he was 11 years old. He has contributed to a wide range of reforms in volunteering and event health services for St John WA at a state and national level. He is a Knight of the Order of St John. In his professional career, Mr Williams is a Registered Nurse with wide-ranging experience in Health Service Management, having held senior leadership roles in public and private health care.

He is currently the Executive Director of Women's and Newborn Health Service, North Metropolitan Health Services, and Chair of the Edith Cowan University School of Nursing & Midwifery Course Consultative Committee. Jeffrey is a Graduate of the Australian Institute of Company Directors, a Fellow of the Australasian College of Health Service Management and a Member of the Australian College of Nursing.



MS ELISA FEAR, GAICD

B.Comm, MBA
Non-Executive Director
Chairperson of the Health, Safety and Culture Committee
Member of Audit and Investment Committee
Appointed 25 October 2022.

Ms Fear has extensive financial executive experience from roles in investment banking including equity capital markets, debt, advisory, and venture capital. This is overlaid with solid commercial experience from owning and running businesses.

As well as serving on the Board of St John WA, she also is the Chair of Yourtoolkit.com Limited and is a member of the Council of Curtin University. Ms Fear is committed to providing support for women and children facing domestic violence and financial abuse and has a keen interest in organisational work health and safety. She is a Graduate of the Australian Institute of Company Directors and holds an MBA (Finance).



MS AMANDA HEALY, MAICD

D.Comm, CF
Non-Executive Director
Member of Nominations and Remuneration Committee
Member of Health, Safety & Culture Committee
Appointed 16 March 2023.

Ms Healy is an experienced professional with more than 35 years in mining and heavy industry, working in Human Resource Management, Employee Relations, Safety Management, Training, and Camp Management. For 20 years, Ms Healy has developed and run several small to medium businesses in maintenance and asset management, one of which provides employment and development opportunities for Aboriginal people in Western Australia's Pilbara.

As an Aboriginal woman from the Wonnarua Nation (Hunter Valley NSW), part of the Koori language group, Ms Healy has also created a social enterprise for sustainable income for remote Aboriginal artists. She is on the boards of and is the Chair of Enterprise Learning Projects (impact North), Kali Pathways, Madalah Foundation, and Director of the Waalitj (Wirrpanda) Foundation.



MR CRAIG HEATLEY, GAICD

B.Bus, FCA
Non-Executive Director
Chairperson of the Audit and Investment Committee
Member of Health, Safety and Culture Committee
Appointed 16 March 2023.

Mr Heatley has more than 25 years of experience in providing external audit services along with improving financial systems and controls and solving complex financial reporting challenges for companies, much of it as a partner with PwC. Working as a chartered accountant led to trotting the globe from Canada to the United Kingdom, the Middle East, and a number of countries in Africa, as well as being stationed predominantly in the United States and Australia.

As a family man who played hockey all his life, Mr Heatley's passion to help others and give back to the community led to joining not-for-profit organisations which help children often in a sporting or parenting support capacity. In addition to St John WA, he is also the President of Netball WA and West Coast Fever previously being the Chair of Red Nose Australia and NED of The Fathering Project. Mr Heatley tackles life challenges with the motto: 'The standard you walk past is the standard you accept'.



MR MATT MUELLER, GAICD

BCS, MC, FGIA

Non-Executive Director

Member of Risk and Compliance Committee until 5 September 2025

Appointed 1 February 2024.

Chair of Risk and Compliance Committee, effective 6 September 2025

Mr Mueller brings extensive expertise in technology, AI and risk governance gained through senior roles at Iluka Resources, Origin Energy and Western Power. He has also worked at Deloitte and EY advising executive teams and boards across Australia, Singapore and New Zealand, founded a US technology business, and lectured at Curtin University. He is the founder and MD of Voleno which specialises in AI, technology and risk advisory.

His non-executive positions include co-opted membership of two Curtin University Council committees (Audit, Risk and Compliance; Digital and Data Governance) and directorship of Fremantle Press. Active in community service, Mr Mueller volunteers with local AFL youth teams. He holds a BSc Computer Science (Magna Cum Laude), Master of Commerce with Distinction (Rotary Ambassadorial Scholar), and is a Graduate AICD and Fellow of the Governance Institute of Australia.



MR MONISH PAUL, MAICD

B. Bus, MBA

Non-Executive Director

Member of Risk and Compliance Committee

Member of Audit and Investment Committee

Appointed 1 February 2024.

Mr Paul is a Non-Executive Director and Advisor with proven experience in organisational strategy and performance. He has worked in senior executive roles with FTI Consulting, IBM, Deloitte, Arthur Andersen and the Australian Federal and State Public Service. Mr Paul has deep expertise in corporate strategy, operations improvement, transformation, complex technology implementation, and regulatory compliance across a range of sectors including Utilities, Government, Health & Financial Services. He also serves as a Non-Executive Director on the Boards of Western Power Corporation and Police & Nurses Limited.

Committed to community engagement, Mr Paul co-founded and governs an Indian Performing Arts School in Perth, amongst other purposeful activities he supports. His academic credentials include an MBA from the University of Western Australia and a Bachelor of Business from Curtin University of Technology, complemented by Executive Education in Digital Strategy from Harvard Business School. Mr Paul is a Member of the Australian Institute of Company Directors.

COMPANY SECRETARY

Ms Gauri Potdar has held the position of Joint Company Secretary as at 30 June 2025 and has held the position since 25 May 2023. Gauri has extensive company secretarial experience with the not-for-profits, charities and government trading enterprises. Gauri is an Associate Member of the Governance Institute of Australia (GIA) and has completed the GIA Company Secretary course. Gauri holds a Bachelor of Commerce, Post Graduate Diploma in Business Administration — Finance, and Company Secretary qualifications from India.

Mr Martyn Jenkins has held the position of Joint Company Secretary as at 30 June 2025 and has held the position since 24 February 2024. Martyn has an extensive background in finance, having led large, diverse teams in various industries, countries, and corporate structures for over two decades, with the past 10 years dedicated to senior executive roles. He is a non-executive director of Huntington's Australia Ltd, is a fellow of the Association of Certified Chartered Accountants and a graduate of the Australian Institute of Company Directors and is the Chief Finance Officer of St John WA.

DIRECTORS' MEETINGS

The following table sets out the number of Directors' meetings (including meetings of Committees of the Board) held during the year ended 30 June 2025 and the number of meetings attended by each Director while they were a Director or Committee Member. The table also includes Committee meetings attended by Directors as a guest attendee. During the year ended 30 June 2025, eight Board meetings, three Audit and Investment Committee meetings, three Risk, Compliance, and ESG Committee meetings, two Clinical Performance Committee meetings, four Health, Safety and Culture Committee meetings and three Nominations and Remuneration Committee meetings were held.

DIRECTOR	BOARD		AUDIT AND INVESTMENT COMMITTEE		RISK AND COMPLIANCE COMMITTEE (FORMERLY KNOWN AS RCESG COMMITTEE)		CLINICAL PERFORMANCE COMMITTEE		HEATH SAFETY AND CULTURE COMMITTEE		NOMINATION AND REMUNERATION COMMITTEE	
	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED	ELIGIBLE	ATTENDED
MS SALLY CARBON	8	8	-	2	-	1	-	1	-	1	3	3
MS ANDREA LEGUIER	8	7	-	-	3	3	2	1	-	-	-	-
MR JEFFREY WILLIAMS	8	8	-	-	-	-	2	2	-	-	3	3
MS ELISA FEAR	8	8	3	3	-	-	-	-	4	4	-	-
MS AMANDA HEALY	8	7	-	-	-	-	-	-	4	3	3	3
MR CRAIG HEATLEY	8	8	3	2	-	-	-	-	4	4	-	-
MATT MUELLER	8	8	-	1	3	3	-	-	-	-	-	-
MONISH PAUL	8	8	3	3	3	3	-	-	-	-	-	-

PRINCIPAL ACTIVITIES

The Group's principal activities throughout the financial year were the operation of Western Australia's emergency ambulance service, the provision of First Aid training and products and primary health care. These principal activities form part of the wider Group operations that delivers 18 services to the people of WA through three service streams: Preventative, Community and Emergency. It is through these activities that St John WA is better position to serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

PURPOSE

To serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

STRATEGIC DIRECTION

- The Board drives a Strategic Direction, currently targeting June 2030
- Reaching 'everyone' in WA
- Connection inside and outside the organisation
- Adding wellbeing to the concept of health as a line of services
- Being conscious of 'for-the-future' as much as 'for-today'

STRATEGIC PLAN

The GCEO forms a Strategic Plan, with the current version approved through to June 2026. There are five Focus Areas in this plan consisting of:

- Focus Area One: Connect and grow with our community
- Focus Area Two: Build a wellbeing and health ecosystem
- Focus Area Three: Volunteering reimaged
- Focus Area Four: The best place to work in WA
- Focus Area Five: Become an excellent organisation

Short term objectives

- Expand our reach, grow our services and enhance satisfaction.
- Deliver more wellbeing and health support and training to every corner of WA
- Enhance our volunteer experience to attract and retain team members.
- Increase our team members' connection and engagement with St John WA.
- Deliver effective and efficient performance in all business operations.

Long term objectives

- Connect with every household in WA
- Lift the wellbeing and health of the WA community
- WA's #1 volunteer organisation
- Rated as WA's premier workplace

Performance measures

- Number of connections with Community through delivering or participating in education, training and care.
- Customer Net Promoter Score
- Number of wellbeing and health services per customer.
- Number of new wellbeing programs launched.
- Percentage of revenue (competitive and charitable) reinvested in charitable activities interfacing with community.
- Volunteer Net Promoter Score.
- Average number of hours donated per volunteer each year (total # hours/ total # of volunteers).
- Team Member Net Promoter Score.
- St John WA Service Performance Index.
- Overall Reputation Score (Reptrak).

VALUES

- Lead with Heart
- Think Team
- Make it Better
- Walk the Talk

REVIEW OF OPERATIONS & FINANCIAL SUMMARY

St John WA reports as a consolidated Group, St John Ambulance Western Australia Limited, and its wholly owned subsidiary, Apollo Health Limited trading as St John Health. Combined, the Group provides an integrated system delivering prevention, local care and urgent response for Western Australians.

FY25 was purposefully different. Activity grew, access improved, and we chose to invest now—in team members, leadership, fleet, buildings, technology and security—to address legacy challenges that must be resolved for St John WA to move forward with reliability and sustainability. The reported deficit and the reduction in cash balances reflect strategic, Board-endorsed choices: directing operating and capital expenditure toward priority capability to deliver safer care, stronger systems and a better experience for patients, volunteers and team members.

Activity expanded across the service streams in FY25, with the Group generating \$569.2 million in revenue (FY24: \$528.1 million) an increase of 7.8%. Despite this increase in revenue, the Group recorded a statutory deficit of \$27.7 million (FY24 net surplus \$2.8 million) as the organisation continued to invest in people (safety, leadership and culture), technology and infrastructure at pace. Further deficit, outside this planned investment,

Key operational metrics

	FY25	FY24
First Aid training and engagement	315,585	306,685
Primary care patients	337,402	332,373
Events attended	3,149	2,907
Triple Zero (000) calls received	317,979	307,689
Emergency Ambulance (Priority 1-3)	294,771	283,349
Patient transfer occasions of care (Priority 4)	108,560	104,954

is also marked by the unplanned increase in workforce costs. The result reflects a year of high demand and purposeful reinvestment in the long-term capability of St John WA's services.

In addition to advancing the Innovate Reconciliation Action Plan — reaching 39 per cent completion by year-end and building on the successful Reflect RAP finished in December 2023 — St John WA continued to demonstrate a strong commitment to charitable and community initiatives. The organisation devoted considerable resources to programs supporting vulnerable populations, including community first aid outreach, free public defibrillator installations, and health education in schools. Volunteers remained central to St John WA's purpose, delivering thousands of hours of service at community events and emergency responses across Western Australia.

Furthermore, St John WA partnered with local organisations to deliver tailored wellbeing and health programs in remote and regional areas, ensuring equitable access to essential care. Through collaboration, engagement, and a steadfast focus on social responsibility, St John WA reaffirmed its role as a cornerstone of support, safety, and compassion for all Western Australians.

Preventative

Prevention is our first line of care: building capability before emergencies occur. Commercial activities of the stream covering three services — First aid training, mental health first aid training and first aid equipment sales — remained a state-wide staple, contributing revenue of \$24.1 million (FY24: \$24.8 million). The Preventative stream also drives core social sustainability endeavours, encompassing our continued program of free first aid training in schools, the launch of the St John Academy to stimulate the youth of WA and provide an engaging pathway into a possible healthcare vocation. St John Safe continues its program of free assessments of workplaces across WA to provide expert advice on their first aid readiness. This is in addition to managing close to 12,000 AEDs across the state and the First Responder App to activate local trained public to provide lifesaving care whilst ambulances are enroute.

Community

Our Community stream connects people to timely, local care. General practice, dental and urgent care services showed steady revenue growth to \$26.1 million (FY24: \$24.8 million). At the close of the year, the finishing touches were being made to the first standalone urgent care centre in Kelmscott, scheduled to open in August 2025. St John WA's urgent care services provide a valuable alternative pathway to hospital emergency departments, continuing to deliver quality service with 89% of patients receiving an initial consult in under 20 minutes.

Year on year, Event Health Services revenue grew by 8.5% to \$4.3 million (FY24 \$3.9 million), their continued expansion deepens St John WA's ability to keep people safe at major gatherings and community events.

Industrial Medical Services again played an important role in providing care, with access to medical professionals in workplaces across the state,

contributing \$16.8 million to Group revenue (FY24: \$16.8 million). This has been achieved with the renewal of key contracts, and improved service offerings. Business development and innovation teams continue to work with key customers on providing innovative, quality and value for money solutions for workplace medical support.

Emergency

Our Emergency stream brings highly trained people, vehicles and equipment to the patient — wherever they are in WA. Revenue from emergency ambulance services, including the new Mental Health Ambulance Co Response and other specialist services increased by 8.5% to \$489.0 million (FY24 \$450.8 million) which reflected the ongoing increase in demand for Triple Zero (000) emergency ambulance services. Total Emergency operational Full Time Equivalent (FTE) increased by 135, and onboarding of 1764 volunteers, strengthening our capacity to respond across the vast distances of WA. During the year, transformation of the Emergency stream leadership model took place, enhancing the support for front line paramedics and volunteers, with clear accountabilities and the introduction of District Operations Managers, Clinical Leads and Regional Support roles.

Across the Group, continued focus on culture and safety saw Lost Time Injury Frequency Rate (LTIFR) close at 17.5. The embedding of refreshed values and ongoing investment in wellbeing and safety systems (including the launch of an enhanced driver training program and expansion of our psychological and physical wellbeing for team members) contributed to maintaining positive workplace culture for both paid team members and volunteers.

Regional WA is serviced through a network of career, hybrid and volunteer sub centres to sustain coverage and community resilience across Western Australia's regions and is supported by metropolitan operations.

Financial summary and capital program

This year's financial profile is the hallmark of an intentional reinvestment cycle — strengthening workforce capability, digital platforms and built infrastructure — while higher expense lines reflecting externally driven increases in input costs and demand-led pressures.

Our investment program is visible on the balance sheet: property, plant and equipment closed at \$325.1 million (FY24: \$284.9 million), reflecting fleet replacement, property upgrades and clinical equipment spend totalling \$65.4 million (FY24: \$60.5 million). Cash at bank of \$78.4 million (FY24: \$130.9 million), shows a decrease in line with the investment profile and positive operating cash generation of \$13.9 million (FY24: \$39.0 million). Year-end capital commitments expanded to \$38.5 million (FY24: \$10.3 million) as projects progressed through procurement and build phases including a new state administration building and critical digital infrastructure moving to an AI-enabled private cloud architecture to build capacity, security and agility for the future demands on digital services.

Employee benefits expense increased to \$446.8 million (FY24: \$379.6 million) as we staffed to demand and strengthened clinical coverage. Depreciation on fixed assets rose to \$24.9 million (FY24: \$22.6 million) in line with asset growth, and bad and doubtful debts were \$45.3 million (FY24: \$42.0 million), reflecting increased volume and cost of living pressures on the community, but remaining at a consistent rate of 8% of revenue.

The deficit for the year included to operating expenses attributable to our digital transformation program, where

investments in project delivery, Software as a Service licensing and significant improvements in cyber security and critical infrastructure took place during the year.

FY25 saw strong progress across people, governance and environmental priorities, including Scope 1 & 2 emissions tracking, laying practical foundations for the decade ahead, starting with scheduled replacements of non-emergency vehicles with hybrid and electric vehicles.

Outlook

FY25 demanded resilience. It also confirmed the strength of our Group model: Preventative services that build capability before harm occurs, Community services that simplify access and relieve pressure upstream, and Emergency services across metro and country which save lives every day. With net assets of \$319.3 million, a clear capital program and momentum across people, governance and environmental priorities, St John WA enters FY26 focused on sustainable service quality and equitable access for the communities it serves.

The financial outlook assumes critical judgements and estimates relating to government funding for emergency ambulance services are met. Management monitors sensitivities and engages with the State on an ongoing basis. The future financial sustainability of the organisation requires the continued alignment between funding and cost of delivery, ensuring St John WA's ability to meet increasing demand. Strong engagement with our principal stakeholders, including the Department of Health, will continue to ensure St John WA is adequately supported to play its critical part in the health ecosystem of WA.



OTHER INFORMATION

Members of the Commandery of St John Ambulance Western Australia Limited are liable to contribute up to a maximum of one dollar to the Commandery if the Company is wound up. The total amount members of the Commandery are liable to contribute is \$751 (FY2024 \$664).

CHANGE IN THE STATE OF AFFAIRS

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

SUBSEQUENT EVENTS

There has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

INDEMNIFICATION OF OFFICERS AND AUDITORS

During the financial year, the Group paid a premium in respect of a contract insuring the Directors of the Company (as named on page 19 to 23) and of any related body corporate, the Company Secretaries and all Executive Officers of the Company and of any related body corporate against a liability incurred as such a Director, Secretary or Executive Officer to the extent permitted by the Corporations Act 2001. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium. The Group 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 incurred as such an Officer or Auditor.

FUTURE DEVELOPMENTS

The Group will continue to pursue its principal activities, namely operation of Western Australia's

emergency ambulance service, the provision of First Aid training and products and wellbeing and health care. These principal activities form part of the wider Group operations that delivers 18 services to the people of WA through three service streams: Preventative, Community and Emergency. It is through these activities that St John WA is better positioned to serve humanity and build resilient communities through the relief of sickness, distress, suffering and danger.

PROCEEDINGS ON BEHALF OF THE COMPANY

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

ENVIRONMENTAL REGULATION

The Group's operations are not subject to any significant environment regulation under a law of the Commonwealth or of a state or territory.

AUDITORS' INDEPENDENCE DECLARATION

The auditor's independence declaration has been given to the Directors in accordance with subdivision 60-C of the Australian Charities and Not-for-Profit Commission Act 2012 is on page 32.

This Directors' Report is signed in accordance with a resolution of Directors made pursuant to section 298(2) of the Corporations Act 2001.



SALLY CARBON

Chairperson

30 September 2025

Shark Bay night sky credit: Maxine Peter.





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The Board of the Commandery in Western Australia
St John Ambulance Western Australia Ltd
209 Great Eastern Highway
Belmont, Western Australia 6104

30 September 2025

Dear Board Members

Auditor’s Independence Declaration to St John Ambulance Western Australia Ltd

In accordance with section 60-40 of the *Australian Charities and Not-for-Profits Commission Act 2012*, I am pleased to provide the following declaration of independence to the Board of the Commandery of St John Ambulance Western Australia Ltd.

As lead audit partner for the audit of the financial statements of St John Ambulance Western Australia 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 of the *Australian Charities and Not-for-Profits Commission Act 2012* in relation to the audit; and
- Any applicable code of professional conduct in relation to the audit.

Yours faithfully


DELOITTE TOUCHE TOHMATSU


Pieter Janse van Nieuwenhuizen
Partner
Chartered Accountants



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Independent Auditor’s Report to the Members of St John Ambulance Western Australia Ltd

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of St John Ambulance Western Australia Ltd (the “Company”) and its subsidiary (the “Group”) which comprises the consolidated statement of financial position as at 30 June 2025, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated 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 declaration by the directors.

In our opinion, the accompanying financial report of the Group is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012* (the “ACNC Act”), including:

- (i). giving a true and fair view of the Group’s financial position as at 30 June 2025 and of its financial performance for the year then ended; and
- (ii). complying with Australian Accounting Standards and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the ACNC Act 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 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 Group’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 and will 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 and the ACNC Act and for 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 ability of the Group 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 Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

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

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for purposes of the Group's audit. We remain solely responsible for our audit opinion.

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

Independence

We confirm that the independence declaration required by the ACNC Act, which has been given to the Directors of the Group, would be in the same terms if given to the Directors as at the time of this auditor's report.

Deloitte Touche Tohmatsu

DELOITTE TOUCHE TOHMATSU

Pieter Janse van Nieuwenhuizen

Pieter Janse van Nieuwenhuizen

Partner

Chartered Accountants

Perth, 30 September 2025

ST JOHN AMBULANCE WESTERN AUSTRALIA LIMITED
DECLARATION BY THE BOARD OF THE COMMANDERY IN WESTERN AUSTRALIA

St John Ambulance Western Australia Limited operates in Western Australia under the guidance and control of the Board.

The Board declares that:

- (a) In the opinion of the Board, the attached financial statements are in compliance with Australian Accounting Standards, as stated in Note 3 to the financial statements.
- (b) In the opinion of the Board, the attached financial statements and notes thereto are in accordance with the Australian Charities and Not-for-Profit commission Act 2012, including compliance with accounting standards and gives a true and fair view of the financial position and performance of the Group; and
- (c) In the opinion of the Board, 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 on behalf of the Board:



SALLY CARBON
CHAIRPERSON
Date: 30 September 2025

Consolidated Statement of Profit or Loss and Other Comprehensive Income
for the financial year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
Revenues	5	569,226	528,067
Interest income		3,727	6,127
Other gains/(losses)		1,687	(5,146)
Administration expenses		(12,005)	(12,527)
Ambulance operating expenses		(12,042)	(11,509)
Bad and doubtful debts expense	6	(45,316)	(41,978)
Depreciation of property, plant and equipment	11	(24,940)	(22,609)
Depreciation of right of use asset	12	(4,916)	(5,131)
Interest expense for lease liabilities and make good provision		(629)	(1,011)
Financial charges		(3,415)	(3,644)
Marketing expenses		(5,040)	(4,826)
Professional fees		(9,115)	(8,156)
Property and equipment expenses		(32,269)	(28,304)
Employee benefits	6	(446,796)	(379,628)
Training materials		(844)	(982)
Other expenses		(4,997)	(5,991)
(Deficit)/Surplus for the Year		(27,684)	2,752
Other comprehensive income		-	-
Total Comprehensive (Loss)/Income for the Year		(27,684)	2,752

Notes to the financial statements are included on pages 41 to 67.

**Consolidated Statement of Financial Position
as at 30 June 2025**

	Note	2025 \$'000	2024 \$'000
Current Assets			
Cash at bank	19	78,361	130,940
Restricted cash	7, 19	2,045	2,005
Inventories	8	6,121	6,178
Trade and other receivables	9	66,337	50,104
Other current assets	10	15,003	17,349
Total Current Assets		167,867	206,576
Non-Current Assets			
Property, plant and equipment	11	325,127	284,848
Right of use assets	12	16,938	13,763
Total Non-Current Assets		342,065	298,611
Total Assets		509,932	505,187
Current Liabilities			
Trade and other payables	14	12,763	14,339
Provisions	15	72,336	62,535
Other current liabilities	16	69,752	51,761
Lease liabilities	17	4,518	4,077
Total Current Liabilities		159,369	132,712
Non-Current Liabilities			
Provisions	15	17,652	15,176
Lease liabilities	17	13,641	10,345
Total Non-Current Liabilities		31,293	25,521
Total Liabilities		190,662	158,233
Net Assets		319,270	346,954
Equity			
Retained surpluses		319,270	346,954
Total Equity		319,270	346,954

Notes to the financial statements are included on pages 41 to 67.

**Consolidated Statement of Changes in Equity
for the financial year ended 30 June 2025**

	Note	2025 \$'000	2024 \$'000
Retained Surpluses			
Balance at the start of the year		346,954	344,202
(Deficit)/Surplus for the year		(27,684)	2,752
Total Comprehensive (Loss)/Income for the Year		(27,684)	2,752
Balance at the end of the Year		319,270	346,954
Total Retained Surpluses		319,270	346,954
Total Equity		319,270	346,954

Notes to the financial statements are included on pages 41 to 67.

**Consolidated Statement of Cash Flows
for the financial year ended 30 June 2025**

	Note	2025 \$'000	2024 \$'000
Cash Flow from Operating Activities			
Receipts from operating activities		229,151	189,650
Ambulances services revenue		326,193	313,498
Payments for operating activities		(541,471)	(464,145)
Net Cash Provided by Operating Activities	19(b)	13,873	39,003
Cash Flows from Investing Activities			
Proceeds from the sale of property, plant and equipment		2,183	2,325
Payments for surrender of lease		-	(3,889)
Payments for property, plant and equipment		(65,367)	(60,479)
Interest income		1,655	6,127
Net Cash Used in Investing Activities		(61,529)	(55,916)
Cash Flow from Financing Activities			
Repayment of lease liabilities		(4,337)	(4,135)
Lease interest payment		(546)	(926)
Net Cash Used in Financing Activities		(4,881)	(5,061)
Net Movement in Cash and Cash Equivalents		(52,539)	(21,974)
Cash and Cash Equivalents at the Beginning of the Financial Year		132,945	154,919
Cash and Cash Equivalents at the End of the Financial Year	19(a)	80,406	132,945

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

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Notes to the financial statements are included on pages 41 to 67.

1. General Information

These financial statements are consolidated financial statements of St John Ambulance Western Australia Limited (the “Company”) and its subsidiary (together, the “Group”). Details about the Group’s subsidiary is included in Note 13.

St John Ambulance Western Australia Limited is a company limited by guarantee incorporated in Australia. The address of its registered office and principal place of business is as follows:

209 Great Eastern Highway Belmont, Western Australia, 6104
Phone: (08) 9334 1222
Web Site: www.stjohnwa.com.au

The Company’s principal activities are the provision of ambulance services, primary and ancillary care and first aid training within the state of Western Australia.

2. Application of New and Revised Accounting Standards

(a) New Standards and Interpretations Adopted

The Group has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board that are relevant to their operations and are effective for the current financial reporting period beginning 1 July 2024.

The following new and revised Standards and Interpretations effective for the current reporting period which are relevant to the Group are;

- AASB 2020-1, AASB 2020-6 and AASB 2020-6 Classification of liabilities as current or non-current, including non-current liabilities with covenants;
- AASB 2023-1 Supplier finance arrangements; and
- AASB 2022-5 Lease liability in a sale and leaseback.

The application of these amendments has not resulted in any significant changes to the Group’s accounting policies nor any material effect on the measurement or disclosure of the amounts reported for the current or prior periods.

(b) Accounting Standards and Interpretations Issued but not yet Effective

Certain amendments to accounting standards have been published that are not mandatory for 30 June 2025 reporting periods and have not been early adopted by the Group. These amendments are not expected to have a material impact on the Group in the current or future reporting periods and on foreseeable future transactions.

In addition, at the date of authorisation of the financial statements the following IFRS Accounting Standards were on issue for which equivalent Australian Accounting Standards have not been issued:

Standard/ Amendment	Effective Date	Nature of the change and expected impact
IFRS 18 Presentation and Disclosure in Financial Statements	1 January 2027	This Standard will not change the recognition and measurement of items in the financial statements, but will affect presentation and disclosure in the financial statements, including introducing new categories and subtotals in the statement of profit or loss, requiring the disclosure of management defined performance measures, and changing the grouping of information in the financial statements.

The Company is in the process of determining the impact of these standards on the Group’s future financial statements and does not plan to adopt these standards before their effective dates.

3. Material Accounting Policies

Statement of Compliance

The consolidated financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (AASBs) and other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and the Australian Charities and Not-for-Profit Commission Act 2012 and the Charitable Collections Act (WA) 1946.

These consolidated financial statements reflect the financial position of St John Ambulance Western Australia Limited (Company) and its consolidated entity (Group). The financial position of the Company includes the combined financial position of metropolitan and country ambulance operations as well as Primary Health Services. Country operations include the amalgamated financial position of 91 country sub centres staffed by volunteers, 22 hybrid country sub centres operated by combined volunteers and paid team members and four regional support funds (refer note 27).

For the purposes of preparing the financial statements, the Group is a not-for-profit entity.

The financial statements were authorised for issue by the Directors on 30 September 2025.

Going Concern

The Board have, at the time of approving the financial statements, a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Thus, they continue to adopt the going concern basis of accounting in preparing these consolidated financial statements.

Basis of Preparation

The consolidated financial statements have been prepared on the basis of historical cost. Historical cost is based on the fair values of the consideration given in exchange for goods and services.

Fair values for measurement and/or disclosure purpose in these consolidated financial statements is determined on such a basis, except leasing transactions, that are within the scope of *AASB 16 Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in *AASB 102 Inventories* or value in use in *AASB 136 Impairment of Assets*.

All amounts are rounded to the nearest thousand dollars, unless otherwise indicated and are presented in Australian dollars.

The following material accounting policies have been adopted in the preparation and presentation of the financial statements:

(a) Basis of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities controlled by the Company. Control is achieved when the Company:

- has power over the investee;
- is exposed, or has rights, to variable returns from its involvement with the investee; and
- has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit and loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

3. Material Accounting Policies (continued)

(a) Basis of Consolidation (continued)

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company. Total comprehensive income of subsidiaries is attributed to the owners of the Company.

When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

(b) Cash and Cash Equivalents

Cash comprises of cash on hand and demand deposits. Cash equivalents are short-term (generally with original maturity of twelve months or less), highly liquid investments that are readily convertible to known amounts of cash which are subject to an insignificant risk of changes in value.

(c) Employee Benefits

Provision is made for benefits accruing to employees in respect of salaries and wages, annual leave and long service leave when it is probable that settlement will be required, and they are capable of being measured reliably.

Provisions made in respect of salaries and wages, annual leave and long service leave expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement.

Provisions made in respect of annual and long service leave which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made in respect of services provided by employees up to reporting date.

Defined contribution plans

Contributions to defined contribution superannuation plans are recognised as an expense when employees have rendered services entitling them to the contribution.

(d) Financial Instruments

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

Impairment of financial assets

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

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

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

3. Material Accounting Policies (continued)

(e) Income Tax

The Company is a public benevolent institution and is exempt from income tax from 1 July 2000 under Subdivision 50-B of the Income Tax Assessment Act 1997.

The subsidiary Apollo Health Ltd is a not-for-profit entity and is exempt from income tax.

(f) Inventories

Inventories are valued at the lower of cost and net realisable value. Cost comprises direct materials and where applicable, direct labour costs and those overheads that have been incurred in bringing the inventories to their present location and condition. Cost is calculated using the first in first out method. Net realisable value represents the estimated selling price less estimated costs of completion and costs necessary to make the sale.

(g) Leases

The Group as a lessee

The Group assesses whether a contract is or contains a lease, at inception of the contract. The Group recognises a right-of-use asset and a corresponding lease liability with respect to all lease arrangements in which it is the lessee, except for short-term leases (defined as leases with a lease term of 12 months or less) and leases of low value assets (such as tablets and personal computers, small items of office furniture and telephones). For these leases, the Group recognises the lease payments as an operating expense in the Property and Equipment line, on a straight-line basis over the term of the lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased assets are consumed.

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

The right-of-use assets are presented as a separate line in the consolidated statement of financial position.

As a practical expedient, *AASB 16 Leases* permits a lessee not to separate non-lease components and instead account for any lease and associated non-lease components as a single arrangement. The Group has not used this practical expedient. For contracts that contain a lease component and one or more additional lease or non-lease components, the Group allocates the consideration in the contract to each lease component on the basis of the relative stand-alone price of the lease component and the aggregate stand-alone price of the non-lease components.

Concessionary leases

The Group leases a number of buildings from Government and other third parties with significantly below-market terms and conditions principally to enable it to further its objectives. The Group is dependent on these leases to further its objectives as it utilises the buildings to run its operations to deliver its services. The Group is restricted on the use of the buildings as agreed with the counterparties and may not utilise it for other purposes including sub-leasing to other entities. The Group has elected to measure these leases at cost.

3. Material Accounting Policies (continued)**(h) Property, Plant and Equipment**

Land is measured at cost.

Plant and equipment, buildings and leasehold improvements are stated at cost less accumulated depreciation and impairment.

Depreciation is calculated using the following basis:

Buildings and Leasehold Improvements – Between 10 to 40 years straight-line method

Plant and Equipment - Between 3 to 10 years straight-line method

Ambulances and Other Vehicles - Between 4 to 8 years straight-line method

Land is not depreciated

(i) Revenue

Revenue is measured based on the consideration to which the Group expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Group recognises revenue when it transfers control of a product or service to a customer.

The Group recognises income from its main revenue streams as follows:

- Ambulance services revenue
- First aid training and services
- Primary health services
- Government grants and capital funding

Ambulance Services Revenue

Ambulance services revenue consists of the following sub-streams

- i) Ambulance transport fees: Ambulance Transport revenue is recognised at the point in time when the performance obligation has been met, being when the service has been provided to the customer. It is recognised at the amount that reflects the consideration to which the Group expects to be entitled in exchange for transferring services to the customer; and
- ii) Ambulance Services Agreement Revenue: Revenue from Services under the Ambulance Services Agreement is also recognised in line with AASB 15 Revenue from Contracts with Customers. The provision of the ambulance services is a stand-ready performance obligation and as the customer simultaneously receives and consumes the benefits provided the revenue is recognised over time. The method applied for over time recognition is based on time and reflects the pattern of performance of the service. The transaction price consists of both fixed and variable consideration elements with the latter dependent on both the level of activity (cases) in the period, achieving certain KPIs and the continuing investment in the infrastructure of the Group. The variable revenue recognised is assessed and constrained should there be a significant risk of reversal of the revenue in future periods. There is not considered to be a significant financing component in this revenue stream as the period between the recognition of revenue under the straight-line method and the payment is always less than one year.

First aid training and services

First aid training and services income is recognised at the point in time when the service has been completed at amounts that reflect the consideration to which the Group expects to be entitled in exchange for providing the service.

Primary health services

Primary health revenue is recognised net of doctor and dentist fees at the point in time when the service has been completed at amounts that reflect the consideration to which the Group expects to be entitled in exchange for providing the service.

3. Material Accounting Policies (continued)**(i) Revenue (continued)****Government grants and funding arrangements**

When the Group receives government grants and funding, it performs an assessment to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. In cases where there is an 'enforceable' contract with a customer with 'sufficiently specific' performance obligations, the transaction is accounted for under *AASB 15 Revenue from Contracts with Customers* where income is recognised when (or as) the performance obligations are satisfied. In all other cases (where the contract is not 'enforceable' or the performance obligations are not 'sufficiently specific'), the transaction is accounted for under *AASB 1058 Income of Not-for-Profit Entities* where the Group:

- Recognises the asset in accordance with the requirements of other relevant applicable Australian Accounting Standards (e.g. AASB 9 Financial Instruments, AASB 16 Leases, AASB 116 Property, Plant and Equipment and AASB 138 Intangible Assets)
- Considers whether any other financial statement elements should be recognised ('related amounts') in accordance with the relevant applicable Australian Accounting Standard including:
 - contributions by owners (*AASB 1004 Contributions*)
 - a lease liability (*AASB 16 Leases*)
 - revenue, or a contract liability arising from a contract with a customer (*AASB 15 Revenue from Contracts with Customers*)
 - a financial instrument (*AASB 9 Financial Instruments*)
 - a provision (*AASB 137 Provisions, Contingent Liabilities and Contingent Assets*)
- Recognises income immediately in profit or loss for the excess of the initial carrying amount of the asset over any related amounts recognised.

Grants that are receivable as compensation for expenses or losses already incurred or for the purpose of giving immediate financial support to the Group with no future related costs are recognised as income of the period in which it becomes receivable.

Grants whose primary condition is that the Group should purchase, construct or otherwise acquire non-current assets (including property, plant and equipment) are recognised as a financial liability in the statement of financial position and transferred to profit or loss on a systematic and rational basis over the useful life of the related assets.

The grant received from the Federal Government for the provision of Urgent Care centres has given rise to a financial liability, due to its terms, which reduces over the period of the grant agreement. The income will be recognised as grant income progressively in the Statement of Profit or Loss and Other Comprehensive Income as the grant agreement conditions are satisfied.

Volunteer services

The Group has decided not to recognise volunteer services within the financial statements (as permitted by AASB 1058), given the fair value of these services is not reliably measured in financial terms. Volunteer services provide value by delivering vital country ambulance, community transport, event health and first aid training resources, contributing an abundance of knowledge, time and attributes connecting communities and furthering St John's services to humanity.

(j) Impairment of Assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists; the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, Group assets are also allocated to individual cash-generating units, or otherwise they are allocated to the smallest group of cash-generating units for which a reasonable and consistent allocation basis can be identified.

3. Material Accounting Policies (continued)**(j) Impairment of Assets (continued)**

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

For assets held by the Group that are not primarily held to generate net cash inflows, recoverable amount is assessed with reference to the asset's continuing service potential. In such cases, impairment indicators are considered to arise where there is evidence of a reduction in the capacity of the asset to provide the intended services (for example, physical damage, obsolescence, or significant adverse changes in service delivery requirements). Where this occurs, the recoverable amount is measured as the current-replacement-cost of the asset or another appropriate measure of service potential.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

When an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty

In the application of the Group's accounting policies, which are described in note 3, management is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgments. Actual results may differ from these estimates.

Critical judgements*Performance obligations and variable consideration - Ambulance Services Agreement*

Note 3(i) describes the revenue recognition in relation to the provision of ambulance services to Western Australia, which is identified as one performance obligation. The contract outlines multiple services that the Group is required to deliver in the performance of the contract. In applying AASB 15, management exercises judgement in determining that the agreement comprises a single performance obligation satisfied over time, as the Group delivers ongoing ambulance services that the Department simultaneously receives and consumes. On assessing these services management has applied judgement in determining that they are not distinct in the context of the contract as whole and therefore represent one performance obligation. In making their judgement, management considered the detailed criteria for the recognition of revenue set out in AASB 15 *Revenue from Contracts with Customers*.

Revenue recognition under the Ambulance Services

Judgement is also required in assessing whether variable consideration (for demand exceeding baseline) and Further Services Fees (for activity exceeding the maximum payment) are constrained. This involves evaluation of the likelihood of significant revenue reversals based on alignment between funding notices and actual demand, historical settlement practices, and enforceability of entitlements.

Impairment indicators for Emergency Ambulance operations CGU

The Group tests assets for impairment under AASB 136 Impairment of Assets when indicators of impairment are present. In applying AASB 136 Impairment of Assets to the operations of the Company significant judgement is applied in respect of the application of the standard and related guidance to the Emergency Ambulance operations Cash Generating Unit ("CGU").

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)**Critical judgements (continued)***Impairment indicators for Emergency Ambulance operations CGU (continued)*

As a not-for-profit operation the Emergency Ambulance operations employ the use of various specialised assets that are not held primarily for their ability to generate net cash inflows but are instead held for continuity of service capacity.

Impairment indicators for Emergency Ambulance operations CGU (continued)

As a consequence, the financial performance of the Emergency Ambulance operations CGU may be lower than ordinarily expected in a commercial environment due to the not-for-profit nature of the operation and its charitable mission. The accounting standard includes provisions to ensure impairments are not inappropriately recognised for non-cash generating assets held by not-for-profit entities when they still embody future economic benefits of a value equal to, or greater than, their carrying amounts. Judgement has been applied in the application of this guidance to the specific circumstances of the Emergency Ambulance operations CGU to determine that indicators of impairment for the CGU would relate to reductions in the service capacity of the assets used as opposed to the financial performance of the assets.

Revenue recognition for Apollo Health Limited

The Medical and Health Practitioners working at Apollo Health Limited are engaged under a revenue sharing agreement, where the Group considers itself to be working in the capacity of an agent for the purposes of revenue recognition for Primary Health Services. Consequently, Primary Health Services revenue is recognised net of doctor and dentist fees at the point in time when the service has been completed.

Key Sources of Estimation Uncertainty

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.

The following are the key assumptions concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year:

Revenue recognition

To determine if a grant contract should be accounted for under AASB 1058 *Income of Not-for-Profit Entities* or AASB 15 *Revenue from Contracts with Customers*, the Group has to determine if the contract is 'enforceable' and contains 'sufficiently specific' performance obligations. When assessing if the performance obligations are 'sufficiently specific', the Group applies significant judgement in this regard by performing a detailed analysis of the terms and conditions contained in the grant agreements, the allocation of funding between projects, review of accompanying documentation and holding discussions with relevant parties.

Variable consideration in relation to the Ambulance Services Agreement funding arrangements

The over-time revenue from the Ambulance Services Agreement includes fixed and variable consideration. The Group has assessed the conditions attached to the variable consideration component for the period 1 July 2024 to 30 June 2025 and determined there are no constraints applicable to the variable consideration in this period.

Assessment of Funding Adequacy – Ambulance Services Agreement

Under the Ambulance Services Agreement with the State of Western Australia that commenced on 1 January 2023, where annual activity exceeds that anticipated by the State there is a component of revenue that is at risk subject to assessment by the State of St John's compliance with its obligations under the contract until such time as that assessment has occurred.

The Group has considered the long-term viability of the Ambulance Services Agreement in light of rising service demand, workforce pressures and inflationary costs. Key sources of estimation uncertainty in relation to such an assessment include:

- Assumptions that annual funding uplifts will reflect demand growth and inflationary costs, which could vary if negotiations with the State differ from expectations.

4. Critical Accounting Judgements and Key Sources of Estimation Uncertainty (continued)

Key Sources of Estimation Uncertainty (continued)

Assessment of Funding Adequacy – Ambulance Services Agreement (continued)

- Preservation of entitlement to Further Services Fees when activity exceeds the contractual maximum, subject to negotiation outcomes.
- Sufficiency of revenues (including variable consideration) to recover service delivery costs over the contract term, amid rising demand and workforce pressures.

Based on current assumptions and funding negotiations with the State of Western Australia, no onerous contract provision is required. A failure of funding to adequately match demand with cost-of-service delivery could lead to material financial strain and require an onerous contract provision. Sensitivity to these estimates is monitored by management, with ongoing discussions with the State.

Impairment of receivables

Ambulance transport receivables have been provided for based on historical experience. The exact adjustment to the amount receivable cannot be ascertained with any certainty and thus assumptions/estimates have been made about the demographics and the location in which the service was provided.

Recognition of contingent liabilities

Contingent liabilities have the potential to expose the Company to financial obligations which are not otherwise recognised in financial statements. A contingent liability represents a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company. Contingent Liabilities will only be recognised in the financial statements where the amount of the obligations can be measured with sufficient reliability.

If an event occurs which triggers or crystallises a liability or provision, the contingent liability is replaced with a reportable liability or provision in the statement of financial position.

Note 25 details the company's current position on contingent liabilities as at 30 June 2025.

Annual leave and long service leave provisions

In determining the liability to the Group for employee leave entitlements the following factors have been based on estimates:

- On-costs – superannuation and workers compensation
- Probability of employee turnover
- Future pay and allowance increases

Provision for future claims under the National Redress Scheme

Applications under The National Redress Scheme can be made any time before 30 June 2027. The company applied various actuarial assumptions to estimate the possible obligation for future claims under the scheme. No change has been made to these assumptions in the reporting period.

5. Revenues

The following is an analysis of the Group's revenue for the year.

Revenue from Contract with Customers**Point in Time Revenue**

	2025 \$'000	2024 \$'000
Ambulance transport fees	192,769	180,739
Membership fees	2,816	1,359
DFES helicopter fees	4,459	4,195
First aid training and services income	24,094	24,789
Event health services	4,255	3,920
Primary health services	26,132	24,780

Over Time Revenue

Ambulance services agreement revenue ⁽ⁱ⁾	291,758	265,835
Medical health services	16,825	16,771

Total Revenue from Contract with Customers

	563,108	522,388
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Other Revenue

Donations and bequests ⁽ⁱⁱ⁾	2,096	2,027
Urgent care facilities grant funding ⁽ⁱⁱⁱ⁾	1,617	1,811
Other revenue	2,405	1,841

Total Other Revenue

	6,118	5,679
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Total Revenues

	569,226	528,067
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- Revenue recognised includes an element for reversal of nil (2024: \$2.2 million) of variable consideration in relation to performance obligations satisfied in previous periods.
- Donations received are utilised for specific philanthropic objectives as well as general operating activities.
- Federal Government grant funding received for the construction and operation of three urgent care centres. \$0.4 million (2024 \$1.1 million) revenue has been recognised in the reporting period that was included in the contract liability balance at the beginning of the period.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

6. Surplus for the Year

	2025 \$'000	2024 \$'000
The surplus from ordinary activities includes the following items:		
Gain/(loss) on sales of property, plant and equipment	1,681	(2,553)
Gain/(loss) on lease surrender	6	(2,593)
Other gains/(losses)	1,687	(5,146)
Interest income	3,727	6,127
Short-term and low value lease expenses	2,040	1,137
Bad and Doubtful Debts Expense:		
Bad debts expense	45,946	41,155
-Net impairment losses (reversed)/provided for	(630)	823
Total Bad and Doubtful Debts Expense	45,316	41,978
Employee Benefit Expense:		
Personnel salaries and wages	358,080	311,634
Defined contribution plan	39,045	31,434
Other employee expenses	49,671	36,559
Total Employee Benefit Expense	446,796	379,628

Lease commitments for short-term and low value leases are disclosed in note 18.

7. Restricted Cash

	2025 \$'000	2024 \$'000
The Bertie and Olga Charitable Trust	2,045	2,005
Total	2,045	2,005

The Company is the Trustee of the Bertie & Olga Cohen Charitable Trust. The funds contained within the Trust have been brought to account as restricted cash to be distributed according to the terms of the Trust.

8. Inventories

	2025 \$'000	2024 \$'000
Inventories at cost	6,121	6,278
Provision for expiring stock	-	(100)
Total	6,121	6,178

Inventories recognised as an expense during the year 30 June 2025 amounted to \$17.0 million (2024 \$18.9 million), and have been included in Ambulance Operating Expenses, Training Materials and Other Expenses in the statement of profit and loss and other comprehensive income.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

9. Trade and Other Receivables

	2025 \$'000	2024 \$'000	2023 \$'000
Ambulance transport receivables	22,424	21,347	17,991
Allowance for losses	(8,408)	(9,007)	(7,519)
	14,016	12,340	10,472
Sundry receivables	52,756	38,230	13,114
Allowance for losses	(435)	(466)	(1,131)
	52,321	37,764	11,983
Net goods and services tax		-	532
Total	66,337	50,104	22,987

The Group applies the AASB 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables and contract assets have been grouped based on shared risk characteristics and days past due. The contract assets relate to unbilled work in progress and have substantially the same risk characteristics as the trade receivables for the same types of contracts. The Group has therefore concluded that the expected credit loss rates for trade receivables are a reasonable approximation of the loss rates for the contract assets.

The following table details the risk profile of trade receivables based on the group's provision matrix. The expected loss rates are based on the payment profiles of sales over a 2-year period to 30 June 2025 and historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group considers inflationary pressures in the regions that it sells its goods and services to be the most relevant factors and accordingly adjusts the historical loss rates based on expected changes in these factors.

Days Past Due	0 – 30 Days %	31 – 60 Days %	61 – 90 Days %	91+ Days %
Individual Ambulance	22.6	39.1	66.3	100
Government Contracts	-	-	-	-
Corporate & Other	-	-	0.3	32.5

Trade receivables written off during the period are still subject to enforcement activity for a period of 2 years.

Movement in the Allowance for Impairment Losses

	2025 \$'000	2024 \$'000
Balance at the start of the year	9,473	8,650
Net impairment losses (reversed)/provided for	(630)	823
Balance at the end of the year	8,843	9,473

The Group measures the loss allowance for trade receivables at an amount equal to lifetime ECL. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor, adjusted for factors that are specific to the debtor and general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

9. Trade and Other Receivables (continued)

As at 30 June the aging analysis of Individual Ambulance receivables was below:

	2025 \$'000	2024 \$'000
0 – 30 days	9,229	9,585
31 – 60 days	6,230	5,281
61 – 90 days	3,153	3,663
91+ days past due	2,240	1,720
Receivable carrying value	20,852	20,249
Allowance for expected credit loss	(8,408)	(9,007)
Gross carrying value	12,444	11,242

As at 30 June the aging analysis of Government Contracts receivables was below:

	2025 \$'000	2024 \$'000
0 – 30 days	30,695	24,838
31 – 60 days	123	18
61 – 90 days	98	95
91+ days past due	9,887	117
Receivable carrying value	40,803	25,068
Allowance for expected credit loss	-	-
Gross carrying value	40,803	25,068

As at 30 June the aging analysis of Corporate & Other receivables was below:

	2025 \$'000	2024 \$'000
0 – 30 days	9,025	7,133
31 – 60 days	2,475	4,108
61 – 90 days	797	1,867
91+ days past due	1,228	1,152
Receivable carrying value	13,525	14,260
Allowance for expected credit loss	(435)	(466)
Gross carrying value	13,090	13,794

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

10. Other Current Assets

	2025 \$'000	2024 \$'000	2023 \$'000
Prepayments	4,743	3,843	6,206
Accrued interest	3,196	1,124	642
Contract assets	7,064	12,382	4,621
Total	15,003	17,349	11,469

Contract assets relate to ambulance transport revenue, Health Department contract for services revenue, industry medical services and primary health services revenue. The reduction in contract assets is the result of the conversion of transport revenue to receivables over the course of the year offset by increased assets relating to industry medical services the result of additional contracts brought on during the year.

11. Property, Plant and Equipment

	Leasehold and Freehold Land at Cost \$'000	Buildings and Leasehold Improvements at Cost \$'000	Plant and Equipment at Cost \$'000	Ambulance and Vehicles at Cost \$'000	Assets Under Construction \$'000	Total \$'000
Gross Carrying Amount						
Balance as at 1 July 2023	39,260	159,227	93,962	110,550	26,122	429,121
Additions	-	-	-	-	62,171	62,171
Transfer from capital work in progress	7,055	3,350	13,862	18,369	(42,636)	-
Disposals	-	(5,032)	(720)	(15,777)	-	(21,529)
Balance as at 30 June 2024	46,315	157,545	107,104	113,142	45,657	469,763
Additions	-	-	-	-	65,721	65,721
Transfer from capital work in progress	3,342	11,517	7,144	19,788	(41,791)	-
Disposals	-	-	(1,177)	(12,791)	-	(13,968)
Balance as at 30 June 2025	49,657	169,062	113,071	120,139	69,587	521,516
Accumulated Depreciation						
Balance as at 1 July 2023	-	46,534	56,727	75,696	-	178,957
Disposals	-	(674)	(677)	(15,300)	-	(16,651)
Depreciation expense	-	5,624	6,987	9,998	-	22,609
Balance as at 30 June 2024	-	51,484	63,037	70,394	-	184,915
Disposals	-	-	(1,209)	(12,257)	-	(13,466)
Depreciation expense	-	5,551	7,641	11,748	-	24,940
Balance as at 30 June 2025	-	57,035	69,469	69,885	-	196,389
Net Book Value						
as at 30 June 2024	46,315	106,061	44,067	42,748	45,657	284,848
as at 30 June 2025	49,657	112,027	43,602	50,254	69,587	325,127

Urgent Care Grant Funded Assets with Special Conditions

Property, plant and equipment with a net book value of \$3.9million (2024: \$5.6 million) has been pledged as security against the financial liability of the Group in relation to the Federal Government grant provided for the Urgent Care centres. The Group is not allowed to pledge these assets as security for other borrowings or to sell them to another entity without the approval of the Federal Government.

12. Right of Use Assets

	2025 \$'000	2024 \$'000
Cost		
Balance at 1 July	29,388	30,959
Additions	8,487	7,495
Surrender of Leases	(473)	(9,066)
Balance at 30 June	37,402	29,388
Accumulated Depreciation and Impairment		
Balance at 1 July	(15,625)	(13,374)
Surrender of Leases	77	2,880
Depreciation expense	(4,916)	(5,131)
Adjustment	-	-
Impairment	-	-
Balance at 30 June	(20,464)	(15,625)
Carrying amount at 30 June	16,938	13,763

- (i) The right of use assets relate to several buildings that are leased by the Group and the associated make good provisions. The average lease term for the current financial year is 5.0 years (2024: 5.0 years).
- (ii) Depreciation expense of \$4.9 million (2024: \$5.1 million) and interest expense on lease liabilities and make good provisions of \$0.6 million (2024: \$1.0 million) were recognised in profit and loss in 2025.
- (iii) The maturity of lease liabilities is presented in note 17.

13. Subsidiary

Details of the Group's subsidiary at the end of the reporting period are as follows:

Name of Subsidiary	Principal Activity	Place of Incorporation and Operation	Proportion of Ownership Interest and Voting Held by the Group	
			2025	2024
Apollo Health Limited	Provision of primary and ancillary health services	Australia	100%	100%

14. Trade and Other Payables

	2025 \$'000	2024 \$'000
Trade payables	7,591	9,884
Other payables	3,324	3,153
Net goods and services tax	1,848	1,302
Total	12,763	14,339

The average credit term offered to the Group is 30 days interest free from date of invoice. The Group pays all accounts by the due date but normally within 14 days from the receipt of invoices. The Group has financial risk management policies in place to ensure that all payables are paid within the credit terms.

15. Provisions**Movement in Provisions**

	Annual Leave \$'000	Long Service \$'000	Future Claims \$'000	Other \$'000	Make Good \$'000	Total \$'000
Carrying Amount at 01 July 2023	32,203	30,338	2,630	10	2,779	67,960
Additions	29,606	6,252	102	-	457	36,315
Release	(22,807)	(3,757)	(102)	-	-	(26,564)
Carrying Amount at 30 June 2024	39,002	32,833	2,630	10	3,236	77,711
Additions	34,803	8,889	-	-	96	43,718
Release	(27,574)	(3,867)	-	-	(70)	(31,441)
Carrying Amount at 30 June 2025	46,231	37,855	2,630	10	3,262	89,988
Total at 30 June 2025	46,231	37,855	2,630	10	3,262	89,988
Current	46,231	26,095	-	10	-	72,336
Non-Current	-	11,760	2,630	-	3,262	17,652
Total at 30 June 2024	39,002	32,833	2,630	10	3,236	77,711
Current	39,002	23,523	-	10	-	62,535
Non-Current	-	9,310	2,630	-	3,236	15,176

The current provision for annual leave and long service leave entitlements represents employee benefits that are expected to be taken within 12 months.

The provision for potential future claims is related to the Group's total outstanding exposure under the National Redress Scheme. The amount relates to an actuarial estimation of likely future reported civil claims and future payments as a result of past events where the Group may be found responsible.

16. Other Current Liabilities

	2025 \$'000	2024 \$'000	2023 \$'000
Accrued expenses	34,157	18,245	12,404
Accrued expenses – property, plant and equipment	2,262	1,909	218
Unearned income	8,796	9,544	10,997
Contract liability	24,537	22,063	1,110
Total	69,752	51,761	24,729

Unearned income includes grant funding (including primary health grants), specified donations and benefit fund fees.

Contract liabilities include revenues under the Ambulance Services Agreement, first aid course fees and primary health rental revenue. The increase in contract liabilities is the result of additional liabilities related to the Ambulance Services Agreement which is billed in advance of service delivery.

17. Lease Liabilities

	2025 \$'000	2024 \$'000
Maturity Analysis:		
Year 1	5,185	4,659
Year 2	4,392	2,871
Year 3	3,267	1,982
Year 4	2,364	1,892
Year 5	2,181	1,248
Onwards	2,841	3,866
	20,230	16,518
Less: Unearned interest	(2,071)	(2,096)
	18,159	14,422
Analysed as:		
Current	4,518	4,077
Non-current	13,641	10,345
	18,159	14,422

The Group does not face a significant liquidity risk with regard to its lease liabilities. Lease liabilities are monitored within the Group's finance function.

18. Commitments for Expenditure

	2025 \$'000	2024 \$'000
Capital Expenditure Commitments		
Land and buildings		
Not longer than 1 year	38,544	10,306
Longer than 1 year and not longer than 5 years	-	-
Longer than 5 years	-	-
	38,544	10,306
Total Commitments for Capital Expenditure	38,544	10,306
Lease Commitments		
Radio Sites		
Not longer than 1 year	254	96
Longer than 1 year and not longer than 5 years	856	252
Longer than 5 years	-	-
	1,110	348
Residential Properties		
Not longer than 1 year	1,306	1,189
Longer than 1 year and not longer than 5 years	145	87
Longer than 5 years	-	-
	1,451	1,276
Commercial Properties		
Not longer than 1 year	-	214
Longer than 1 year and not longer than 5 years	-	39
Longer than 5 years	-	2
	-	255
Total Commitments for Lease Expenditure	2,561	1,879

19. Notes to the Statement of Cash Flows

For the purpose of the Statement of Cash Flows, cash includes cash on hand and in banks and investments in short term deposits, net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2025 \$'000	2024 \$'000
a) Reconciliation of Cash and Cash Equivalents		
Cash	49,881	32,757
Term deposit investments (short term)	28,480	98,183
Cash at bank	78,361	130,940
Restricted cash	2,045	2,005
Total Cash and Cash Equivalents	80,406	132,945
b) Reconciliation of Surplus to Net Cash Flow		
(Deficit)/Surplus	(27,684)	2,752
Depreciation expense – property, plant and equipment	24,940	22,609
Depreciation expense – right of use assets	4,916	5,131
Amortisation and impairment expense	-	-
(Gain)/loss on sale of property, plant and equipment	(1,681)	2,553
(Gain)/loss on surrender of lease	(6)	2,593
Interest income	(3,727)	(6,127)
Interest expense – lease liabilities and make good	629	1,011
Decrease/(Increase) in assets:		
Inventories	58	15
Receivables	(16,233)	(27,649)
Prepayments	(901)	2,363
Accrued interest	-	(482)
Contract assets	5,318	(7,761)
(Decrease)/Increase in liabilities		
Payables	(1,576)	7,267
Leave provisions	7,229	6,799
Other provisions	4,951	2,588
Accrued expenses	15,913	5,841
Unearned revenue	(1,487)	(1,544)
Contract liabilities	3,214	21,044
Net cash from operating activities	13,873	39,003

a) Financing Facilities

An unsecured bank overdraft facility was available at the end of the year for \$4.0 million (2024: \$4.0 million), the facility was not used during the year. The facility is reviewed annually.

For financing facilities relating to leases refer to note 17 and note 20.

b) Non-cash Financing and Investing Transactions

Additions to right of use assets during the year amounting to \$8.5 million (2024: \$7.5 million) were financed by new leases of \$8.5 million (2024: \$7.1 million) and nil make good provisions (2024: \$0.4 million).

Accruals for Property, Plant and Equipment costs amount to \$2.3 million (2024: \$1.9 million).

19. Notes to the Statement of Cash Flows (continued)**c) Reconciliation of Liabilities Arising from Financing Activities**

The table below details changes in the Group's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Group's statement of cash flows as cash flows from financing activities.

	1 July 2024 \$'000	Cash flows \$'000	New leases \$'000	Other \$'000	30 June 2025 \$'000
Lease liabilities	14,422	(4,881)	8,478	140	18,159
Total liabilities arising from financing activities	14,422	(4,881)	8,478	140	18,159

	1 July 2023 \$'000	Cash flows \$'000	New leases \$'000	Other \$'000	30 June 2024 \$'000
Lease liabilities	18,822	(5,061)	7,086	(6,425)	14,422
Total liabilities arising from financing activities	18,822	(5,061)	7,086	(6,425)	14,422

The Group classifies interest paid as cash flows from financing activities

20. Financial Instruments**a) Financial Risk Management**

The Group has a policy of being conservative in financial risk management. The Group does not enter into or trade financial instruments, including derivative securities. Excess funds are placed in term deposits with banks in order to achieve a modest rate of return.

Standard trade reference checks are undertaken to assess counterparty risk prior to extending trade credits.

Trade debtors and trade creditors are monitored on an ongoing basis to mitigate risk exposures.

b) Capital Risk Management

The Group manages its capital to ensure that the Group will be able to continue as a going concern while fulfilling its objective of providing first aid, primary health and ambulance services within Western Australia.

The Group's overall strategy remains unchanged from 2024. The capital structure of the Group consists of equity which wholly consists of retained surpluses.

The Group is not subject to externally imposed capital requirements.

Operating cash flows are used to maintain and expand the Group's capital requirements.

c) Material Accounting Policies

Details of the material accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument are disclosed in note 3 to the financial statements.

20. Financial Instruments (continued)**d) Interest Rate Risk Management**

The Group's market risk exposure is primarily to interest rate movements related to amounts of interest income derived from bank deposits. Any change in interest rates will impact the interest income for the Group as well as the incremental borrowing rate associated with leases will in turn impact the Group's finance costs. The interest rate risk is inherently managed through the Group's investment and borrowing policies.

There has been no change to the Group's exposure to market risks or the manner in which these risks are managed and measured.

e) Liquidity Risk Management

Ultimate responsibility for liquidity risk management rests with the senior management team, who has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate cash reserves, leases and banking facilities by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Note 19 (c) sets out details of undrawn facilities that the Group has at its disposal to further reduce the liquidity risk.

f) Credit Risk Management

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. The Group has credit approval processes in place to scrutinise commercial applications for credit prior to providing services on credit terms.

Trade receivables relating to ambulance transport consist of a large number of customers. Individual receivables are written off 75 days from the date of invoicing and are sent to debt collection agencies for recovery.

In addition, the Group is exposed to credit risk in relation to bank guarantees held for several leased properties. The total exposure to the Group as at 30 June 2025 is \$2.1m (30 June 2024: \$1.9m).

The credit risk on liquid funds is limited because the counterparties are banks with high credit ratings assigned by international credit rating agencies.

The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 20 (g).

20. Financial Instruments (continued)**g) Categories of Financial Instruments and their Fair Values**

This note provides information about the categories of the Group's financial instruments and how the Group determines fair values of various financial assets and financial liabilities.

The Group has no financial instruments that are required to be measured at fair value on a recurring basis.

The Board considers that due to the short-term nature of the financial assets and financial liabilities carried at amortised cost in the financial statements, their carrying values are considered to be the same as their fair values.

	2025	2024
	Carrying Amount	Carrying Amount
	\$'000	\$'000
Financial Assets		
Trade and other receivables	66,337	50,104
Cash and cash equivalents	80,406	132,945
Accrued interest	3,196	1,124
Total Financial Assets	149,939	184,173
Financial Liabilities		
Trade and other payables	10,915	13,037
Accrued expenses	34,157	18,245
Accrued expenses - property, plant and equipment	2,262	1,909
Total Financial Liabilities	47,334	33,191

Non-financial assets of nil (2024: \$nil) and non-financial liabilities of \$1.9 million (2024: \$1.3million) have been excluded from the Trade and other receivables and Trade and other payables respectively.

20. Financial Instruments (continued)**h) Maturity Profile of Financial Instruments**

The maturity profile of financial assets and financial liabilities held by the Group are detailed on the following pages. The tables below have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the Group can be required to pay.

The following table details the Group's exposure to interest rate and liquidity risk as at 30 June 2025:

2025	Weighted Average Interest Rate	Variable Interest Rates (at call) \$'000	Fixed Maturity Dates		Total \$'000
			Less than 1 Year \$'000	Greater than 1 year \$'000	
Financial Assets					
Trade and other receivables	-	-	66,337	-	66,337
Cash and cash equivalents	3.89%	78,361	2,045	-	80,406
Accrued interest	-	-	3,196	-	3,196
	-	78,361	71,578	-	149,939
Financial Liabilities					
Trade and other payables	-	-	10,915	-	10,915
Accrued expenses	-	-	34,157	-	34,157
Accrued expenses – property, plant and equipment	-	-	2,262	-	2,262
	-	-	47,334	-	47,334

The following table details the Group's exposure to interest rate and liquidity risk as at 30 June 2024:

2024	Weighted Average Interest Rate	Variable Interest Rates (at call) \$'000	Fixed Maturity Dates		Total \$'000
			Less than 1 Year \$'000	Greater than 1 years \$'000	
Financial Assets					
Trade and other receivables	-	-	50,104	-	50,104
Cash and cash equivalents	3.49%	32,757	100,188	-	132,945
Accrued interest	-	-	1,124	-	1,124
	-	32,757	151,416	-	184,173
Financial Liabilities					
Trade and other payables	-	-	13,037	-	13,037
Accrued expenses	-	-	18,245	-	18,245
Accrued expenses – property, plant and equipment	-	-	1,909	-	1,909
	-	-	33,191	-	33,191

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

21. Key Management Personnel

The aggregate compensation made to Board members and other members of key management personnel of the Group is below:

	2025 \$'000	2024 \$'000
Short-term employee benefits – Board Members	961	711
Short-term employee benefits – Management Personnel	4,714	4,301
Post-employment benefits	321	344
Other long-term benefits	78	93
Termination benefits	-	1,356
Total	6,074	6,805

Key Management Personnel remuneration principles are detailed in the Directors' Report and reflect a mix of fixed and variable (at risk) remuneration. Board members receive a fixed fee based on independent market evaluation and reflects fees appropriate for a comparably sized and complex organisation. Board members receive additional fees for holding the position of Chair or member of board committees.

22. Remuneration of Auditors

	2025 \$	2024 \$
Audit of the financial report	315,000	260,000
Total	315,000	260,000

The auditors for the Group are Deloitte Touche Tohmatsu.

23. Related Party Transactions

There were no transactions with other related parties of the Group during the financial year.

There were no balances outstanding at the end of the reporting period due to or from related parties (2024: nil).

Balances and transactions between the Company and its subsidiary, which is a related party of the Company, have been eliminated on consolidation and are not disclosed in this note.

Refer to note 21 for information regarding key management personnel.

24. Subsequent Events

There has not been any matter or circumstance occurring subsequent to the end of the financial year that has significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

25. Contingent Liabilities

From time to time, the Group is party to various legal claims as well as inquiries from regulators and government bodies that arise in the ordinary course of business. Consideration is given to such matters, and contingent liabilities are disclosed when management reaches a stage where a reasonable evaluation of likely outcome can be supported. As at 30 June 2025, the Directors have determined that there are no such matters (2024: Nil).

Notes to the Consolidated Financial Statements for the financial year ended 30 June 2025

26. Parent Entity Information

The accounting policies of the parent entity, which have been applied in determining the financial information shown below, are the same as those applied in the consolidated financial statements except as set out below. Refer to note 3 for a summary of the material accounting policies relating to the Group.

Investments in Subsidiaries

Investments in subsidiaries are accounted for at cost. Dividends received from subsidiaries are recognised in profit or loss when its right to receive the dividend is established (provided that it is probable that the economic benefits will flow to the Parent and the amount of income can be measured reliably).

	2025 \$'000	2024 \$'000
Financial Position		
Assets		
Current assets	182,655	216,323
Non-Current assets	324,307	279,642
Total Assets	506,960	495,965
Liabilities		
Current liabilities	144,335	116,564
Non-Current liabilities	43,357	32,448
Total Liabilities	187,692	149,012
Equity		
Retained surpluses	319,270	346,953
Total Equity	319,270	346,953
Financial Performance		
(Deficit)/surplus for the year	(27,684)	2,752
Other comprehensive income	-	-
Total comprehensive income	(27,684)	2,752

	2025 \$'000	2024 \$'000
Capital Expenditure Commitments by the Parent Entity		
Property, Plant and Equipment		
Not longer than 1 year	37,936	10,306
Longer than 1 year but not longer than 5 years	-	-
Longer than 5 years	-	-
	37,936	10,306
Commitments by the Parent Entity		
Not longer than 1 year	1,560	1,552
Longer than 1 year but not longer than 5 years	1,001	381
Longer than 5 years	-	2
	2,561	1,935

27. St John Country Sub Centres

The following St John sub centre locations and support funds have been consolidated with the metropolitan operations in the consolidated financial statements:

St John Sub Centres with Volunteers:		91
Augusta	Irwin Districts	Newdegate
Beverley	Jerramungup	Northampton
Boddington	Jurien Bay	North Midlands
Boyup Brook	Kalbarri	Onslow
Bridgetown	Kambalda	Pemberton
Brookton	Katanning	Perenjori
Bruce Rock	Kellerberrin	Pingelly
Brunswick	Kent	Quairading
Bullsbrook	Kojonup	Ravensthorpe
Capel	Kondinin	Rocky Gully
Carnarvon	Kulin	Sandstone
Cervantes	Kununoppin	Shark Bay
Chapman Valley	Lake Grace	Southern Cross
Chittering/Gingin	Lake King	Tambellup
Christmas Island	Lancelin	Tom Price
Coolgardie	Laverton	Toodyay
Corrigin	Leeman Greenhead	Varley
Cranbrook	Leinster	Victoria Plains
Cue	Leonora	Wagin
Cunderdin	Manjimup	Walpole
Dalwallinu	Meekatharra	Warooka
Dandaragan	Menzies	Wickepin
Darkan	Moora	Wickham-Roeboorne
Denmark	Morangup	Williams
Donnybrook	Morawa	Wongan Hills
Dowerin	Mt Barker	Wundowie
Dumbleyung	Mt Magnet	Wyalkatchem
Dunsborough	Mullewa	Wyndham
Exmouth	Nannup	Yalgoo
Gnowangerup	Narembeen	York
Goomalling		
St John Sub Centres with Paid Team Members:		22
Albany	Esperance	Margaret River
Australind	Geraldton	Merredin
Broome	Harvey	Narrogin
Bunbury	Hedland	Newman
Busselton	Kalgoorlie	Norseman
Collie	Karratha	Northam
Dawesville	Kununurra	Pinjarra
East Bunbury		
St John Regional Support Funds:		4
Great Southern Regional Support Fund	Wheatbelt Regional Support Fund	
Midwest Regional Support Fund	Southwest Regional Support Fund	



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