



Mars is for quitters

**ANNUAL  
REPORT  
2025**



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For more information on Calix’s governance and sustainability, please visit our full reporting suite:



FY25 Sustainability Report



FY25 Corporate Governance Statement



**Important note:** This Report has been prepared by Calix Limited. It contains summary information about Calix Limited and its subsidiaries, and their activities current as at 26 August 2025. It should be read in its entirety, together with the Forward-Looking Statement Disclaimer at the back of this report.

# SOLVING GLOBAL CHALLENGES IN INDUSTRIAL DECARBONISATION AND SUSTAINABILITY

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## ACKNOWLEDGEMENT OF COUNTRY

Calix acknowledges the First Nations and Indigenous People of the land on which we live and work, and recognises their deep, ongoing connection to the land, waters and community. We pay our respects to their Elders past and present and extend that respect to all First Nations and Indigenous People.



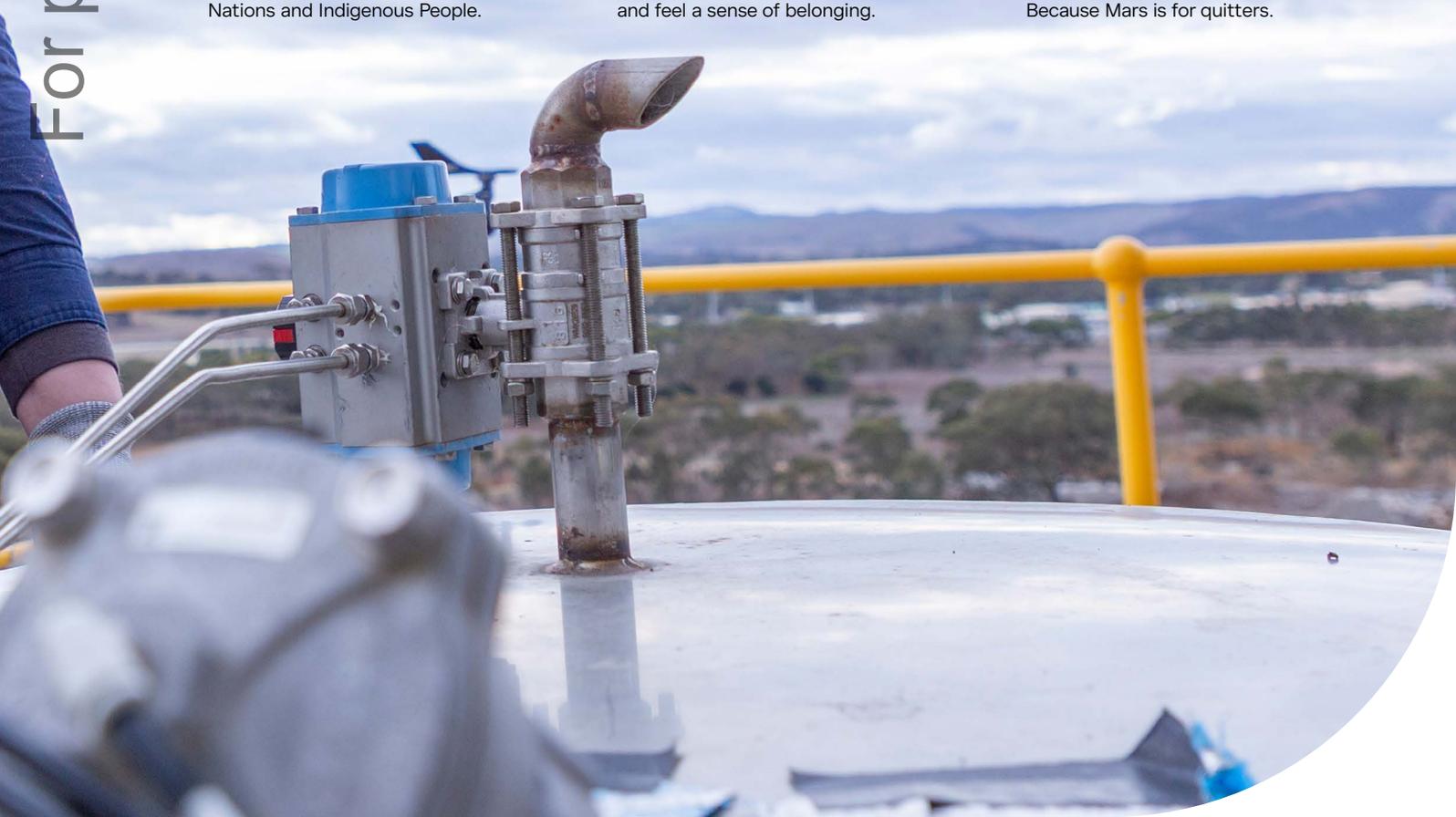
## SOCIAL INCLUSION STATEMENT

Calix is committed to fostering fairness and belonging. We believe everyone should feel safe, respected and valued for who they are. Inclusivity is one of our core values and we actively work to create an environment where all people can feel safe and thrive, contribute meaningfully and feel a sense of belonging.



## SUSTAINABILITY STATEMENT

At Calix, sustainability means meeting our own needs without compromising the ability of future generations to meet their own needs. Sustainability sits at the core of Calix's purpose: solving global challenges in industrial decarbonisation and sustainability. Because Mars is for quitters.



# ABOUT CALIX

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Calix Limited is a technology company building businesses to solve global challenges in industrial decarbonisation and sustainability.

Calix's patented core platform technology is being developed to deliver indirect heating of raw materials to enable efficient, precise, flexible and renewably powered metal and mineral processing and capture of unavoidable industrial emissions.

Calix is applying its core platform technology to the cement, steel, magnesia, alumina, critical minerals and direct air capture industries.

Leveraging its core platform technology and a global network of partners, Calix is urgently developing multiple businesses that deliver positive global impact. Because there's only one Earth.

**Mars is for quitters**

# Mars is for quitters

## SOLVING GLOBAL CHALLENGES

Electrification of industrial processing | Capture of unavoidable emissions | Sustainable environmental solutions



~100

EMPLOYEES



32

PATENT FAMILIES



2005

COMPANY FOUNDED



2018

COMPANY LISTED ON ASX



2020

BECAME UNGC PARTICIPANT

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7 COUNTRIES    4 CONTINENTS    11 OPERATIONAL SITES

### CALIX SITES AND LOCATIONS

#### The Calix Technology Centre Bacchus Marsh, Victoria, Australia

- Two electric calciners for customer material testing and project and technology development.
- A commercial calciner for the production of up to 25,000 tonnes per year of magnesium oxide for water treatment and other environmental solutions.
- A multi-purpose laboratory to support Calix's research and development capabilities, helping to speed up project development and drive new innovative applications.

#### Magnesium Carbonate Mine, Myrtle Springs, South Australia

A raw material magnesium carbonate mine.

#### Magnesia, Australia

Magnesium oxide hydration facilities in Victoria and Queensland.

#### Leilac-1, Lixhe, Belgium

A pilot demonstration facility for CO<sub>2</sub> separation from lime and cement.

#### IER, USA

Six manufacturing facilities producing water treatment products for North American customers.

## ONE PLATFORM TECHNOLOGY, MULTIPLE OPPORTUNITIES

CEMENT & LIME

IRON & STEEL

LITHIUM & CRITICAL MINERALS

ALUMINA

DIRECT AIR CAPTURE

WATER

# TECHNOLOGY

## Innovating for Earth

Calix's core platform technology is designed to enable electrification of industries, separation and capture of unavoidable carbon dioxide (CO<sub>2</sub>) emissions, and efficient industrial processing solutions.

Its patented indirect heating approach separates the heat source from the chemical reaction to create multiple potential benefits for metals and mineral processing.

## A new way to heat stuff up

### Energy optionality

Designed to deliver high temperature metals and minerals processing with electricity, conventional and/or alternative fuels.

### Flexible electrification

Flexible operations compatible with variable renewable energy sources and potential grid balancing applications.

### Capture of unavoidable emissions

Unavoidable process emissions, such as the CO<sub>2</sub> from the making of cement and lime, remain uncontaminated by heating gases, enabling them to be captured for use or storage.

### Value-added mineral products

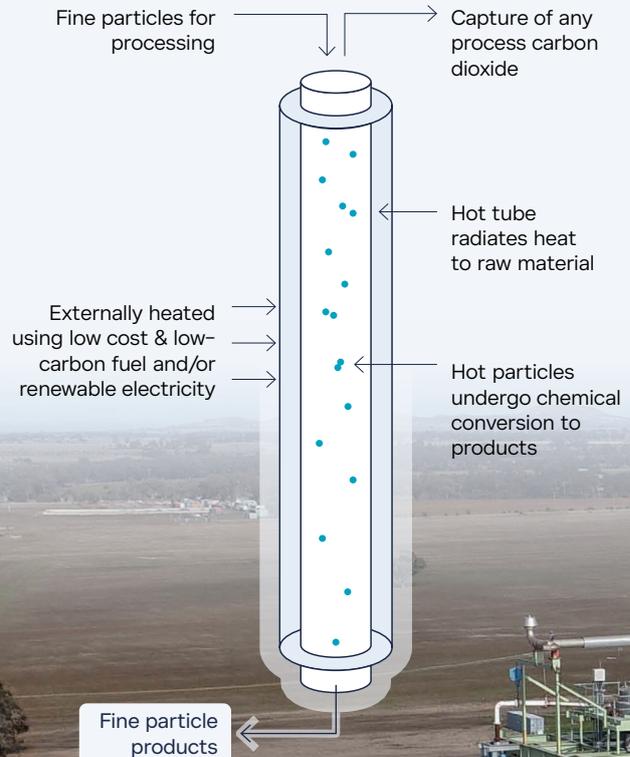
Calix's platform technology is well suited to the processing of fines or dust that may otherwise be discarded as waste. Processing at the mine site may reduce material transport volumes and add value to refined mineral products.

### Minimal hydrogen use

For green iron and steel and other reduction reactions, hydrogen is used only as a reductant. It is not combusted as a fuel and unused hydrogen may be recycled.

### Highly-active materials

Flash heating can produce high surface area materials with enhanced chemical or bioactivity.



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32

PATENT FAMILIES COVERING CORE TECHNOLOGY & APPLICATIONS



# COMPANY STRUCTURE

One platform technology, multiple opportunities.

Calix is developing multiple businesses to deliver positive global impact. A licensing, joint venture (JV) and spin out model, with subsidiary businesses focused on a specific application and target market, aims to accelerate commercialisation and enable a flexible funding model to support growth.

Platform output	Carbon Capture		Sustainable Processing			Magnesia
Business subsidiary			Joint Venture			
Applications	 Cement & Lime	 Direct Air Capture	 Lithium	 Alumina	 Iron & Steel	 Water
Market size	1.4 BTpa CO <sub>2</sub> <sup>1</sup>	Targeting > 1 BTpa CO <sub>2</sub> <sup>2</sup>	US\$7 Bpa <sup>3</sup>	US\$45.5 Bpa <sup>4</sup>	US\$640 Bpa <sup>5</sup>	~US\$100m <sup>6</sup>
Partners	   					
Revenue model	Licence fees (\$ per tonne CO <sub>2</sub> )		Licence fees (as a % of customer revenues / market size)			Growing direct / distributor sales

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- GCCA 2050 Net Zero Global Industry Roadmap
- Heirloom statement in press release <https://fox40.com/news/local-news/san-joaquin-county/heirloom-carbon-technologies-tracy-co2/>
- Estimated as 50% of total lithium market as measured by lithium carbonate equivalent (LCE) derived from spodumene – <https://www.mckinsey.com/industries/metals-and-mining/our-insights/australias-potential-in-the-lithium-market>
- Alumina global market revenue estimated at <https://www.precedenceresearch.com/press-release/alumina-market#:~:text=The%20global%20alumina%20market%20size,combination%20of%20aluminum%20and%20oxygen>
- Estimated as US\$400 per tonne of iron @ 1.6BTpa <https://www.statista.com/statistics/589979/metal-content-of-the-global-iron-ore-production/>
- US magnesium hydroxide market value as estimated by management. The caustic replacement market is likely to be several multiples of this.

# Calix celebrates 20 years of innovation

In 2005, Calix's founders, Connor Horley and Mark Sceats, embarked on the development of a revolutionary idea for a new type of kiln. It became apparent they were developing a technology that had the potential to be applied across a multitude of industries to help solve some of the world's greatest challenges in decarbonisation and sustainability.

Through a combination of rigorous research and development, targeted investments and funding, and the ingenuity and passion of a dedicated team, the potential of the Company's core platform technology is beginning to be realised. From a single application in wastewater treatment, Calix has developed layered intellectual property (IP), including 32 patent families, trademarks, copyrights and trade secrets to protect its core technology and applications. Calix is developing and deploying its patented technology solutions alongside a global network of leading industry partners, targeting multi-billion dollar addressable market opportunities in some of the world's largest industrial sectors.

## Calix founded

As Connor Horley & Mark Sceats developed a new type of kiln, Calix was established as a private company.

## First continuous calciner built

The first continuous calciner – the CFC 850 – built at Bacchus Marsh, Australia.

## First commercial scale calciner built

The first commercial scale calciner – the CFC15000 – was completed at Bacchus Marsh, Australia.

## Calix listed on the ASX

Calix completed an Initial Public Offering listing on the Australian Securities Exchange (ASX).

2005

2007

2011

2012

2013

2016

2018

2019

## First pilot calciner tested

The first pilot calciner was built to test what was possible.

## Acquisition of magnesite mine

Calix acquired a magnesite mine in Myrtle Springs, South Australia to source materials for its magnesia applications.

## Calix formed Leilac-1 consortium for cement & lime

With support from the European Union (EU), Calix joined with key industry & academic partners to develop Low Emissions Intensity Lime And Cement (Leilac).

## Leilac-1 pilot opened at Heidelberg Materials (FWB: HEI) in Lixhe, Belgium

The Leilac-1 plant opened on time & on budget, proving the technology application for cement & lime at pilot scale.

## Calix acquired IER

Calix acquired a USA-based Magnesium Hydroxide Liquid company, Inland Environmental Resources (IER).

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### First electric calciner 'BatMn' built

Located at the Calix Technology Centre, the BatMn reactor demonstrated an electric & renewably powered installation of the Calix technology.

### Carbon Direct Capital Management invested in Leilac

Global decarbonisation investor, Carbon Direct Capital Management invested €15m for a 6.98% equity stake in Leilac.

### Leilac announced Direct Air Capture application with Heirloom licence

Leilac signed binding & perpetual licence & collaboration agreements with Direct Air Capture (DAC) company, Heirloom Carbon Technologies Inc.

### ZESTY awarded up to \$44.9m grant for Green Iron Demonstration Plant

Calix executed a grant agreement of up to \$44.9 million from ARENA – subject to matching funding being secured – to build a 30,000 tonnes per annum hydrogen direct reduced iron (H<sub>2</sub>-DRI) ZESTY Green Iron Demonstration Plant.

2020

2021

2022

2023

2024

2025

### Leilac-2 project formed to scale cement & lime technology

The Leilac-2 project, with support from the EU and a consortium of industry partners, began work on a first commercial demonstration facility.

### Leilac signed its first global licence agreement

Leilac signed a perpetual global licence agreement for the use of its decarbonisation technology with Heidelberg Materials.

### Pilot testing of Calix's Zero Emissions Steel Technology (ZESTY) commenced

Pilot scale testing of ZESTY commenced with support from the Australian Renewable Energy Agency (ARENA) & the Heavy Industry Low-carbon Transition Cooperative Research Centre (HILT-CRC).

### Calix & PLS (ASX: PLS) formed UJV for sustainable lithium

Calix & PLS (formerly Pilbara Minerals) formed an Unincorporated Joint Venture (UJV) for an innovative 'mid-stream' refining process for sustainable lithium.

### IER expanded in the USA

IER boosted its capacity with new hydration facilities in Ripon, Wisconsin & Lufkin, Texas supporting sales growth in new & existing regions.

### ZESTY produced green iron at pilot scale

Extensive pilot scale testing & studies demonstrated ZESTY's potential to produce green iron from a range of iron ores.

### Construction commenced for sustainable lithium project with PLS

The Mid-Stream Demonstration Plant aiming to produce a low-carbon intensity lithium salt with PLS commenced construction at the PLS Pilgangoora Operation.

### Novel electric calciner built

The calciner, known as 'Thor's Hammer' & located at the Calix Technology Centre, demonstrates a novel way to deliver electric heating for metals & minerals processing.

### Leilac & Heidelberg Materials formed JV for Leilac-2

The JV includes a suite of agreements that cover the construction, operation & future ownership of the Leilac-2 Demonstration Plant.

### Project ZETA formed to build near-zero emissions lime plant

Located in South Australia & supported by the Australian Government, Project ZETA aims to demonstrate an electric lime plant that captures process CO<sub>2</sub>.

### Calix won Net-Zero Industries Award at COP29

ZESTY was announced as the winner of the global Net-Zero Industries Award for Outstanding Project at a ceremony at COP29 in Baku, Azerbaijan.

# CREATING SHARED VALUE AND IMPACT

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## OPERATING ENVIRONMENT

**Net-zero commitments**

**Decarbonisation legislation, policy & funding**

**Public demands**



## OUR KEY RESOURCES

**People & Intellectual Property (IP)**

**Raw materials**

**Renewable energy**

**Financial**

**Partnerships**

**Global licence agreements**



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**OUR VALUES**

**Sense of urgency**

We embrace the rate of change necessary to make a sustainable future a reality.

**Positive impact**

We are driven to use our unique skills to create truly sustainable industrial practices.

**Innovation**

Innovation reflects our ability to think from first principles, to challenge each other, and adapt quickly to new opportunities.

**Resolute**

We are purpose-driven and determined to make a positive difference for the long-term.

**Inclusive**

A fair, safe and inclusive culture provides the foundation for driving innovation and business success.

**Teamwork**

We are a down-to-earth, caring, honest, innovative and dedicated team of people working together to solve global challenges.



**SUSTAINABILITY APPROACH**

**Value-added mineral products**

**Greenhouse gas emissions avoided, captured or removed**

**Reduced toxins & pollutants**

**Reduced waste**

**Energy efficient operations**

**Safe & sustainable products**



**CREATING SHARED VALUE FOR**

**People**

**COMMUNITIES**

Helping balance economic, social & environmental sustainability in support of a just transition to net zero

**SHAREHOLDERS**

Targeting shareholder returns through delivery to large addressable markets

**OUR PEOPLE**

Enabling impactful work and personal development in a fair & inclusive environment

**Partners**

Developing cost-effective low-carbon mineral processing for:

- Cement & lime
- Iron & steel
- Lithium & critical minerals
- Alumina
- Direct Air Capture
- Water

**Planet**

Targeting local & global environmental benefits including:

- Climate change mitigation
- Sustainable mineral production
- Effective water & wastewater treatment
- Sustainable development

# LETTER FROM THE CHAIR AND CEO

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—  
Alison Deans  
Non-Executive Chair

Dear Shareholders

As we mark 20 years since Calix's founding, it's timely to reflect on the remarkable progress we have made, and the huge potential we see ahead.

From a novel idea for a new type of kiln to 'heat stuff up', we are now a globally recognised platform technology developing potential solutions for some of the world's largest metals and minerals markets.

From cement and lime to iron and steel, alumina and critical minerals like lithium, our aim is to change the way the foundational materials of modern society are made. This is no small task, but a huge opportunity, with the potential to add value to mineral products, deliver more resource and energy-efficient production for our customers, and help mitigate over 20% of global carbon dioxide emissions. At the same time, we have created a growing Magnesia line of business that is helping deliver more sustainable and cost-effective water and wastewater treatment.

Throughout this journey, our purpose and values have remained constant. We are resolute in our mission to urgently develop profitable and innovative businesses that deliver positive impact.

In the 2025 Financial Year (FY25), the Company's firm focus was on cost management, revenue growth, extending our cash runway and delivering commercial milestones as we navigated some turbulent regulatory and operating conditions, some consequent project delays, and a challenging funding environment for cleantech businesses. Against this backdrop, we are pleased to report our progress in the Calix Limited Annual Report for FY25.

#### Commercial milestones achieved

Calix achieved notable commercial milestones during FY25. Considerable effort throughout the financial period also culminated in the after-balance date execution of a **grant agreement of up to \$44.9m from ARENA to help fund a ZESTY Green Iron Demonstration Plant.**<sup>1</sup> The grant is subject to matching funding being secured and provides up to 50% of the project budget. The execution of the grant agreement to build a 30,000 tonne per annum H<sub>2</sub>-DRI demonstration plant follows extensive pilot-scale testing and thorough technical and commercial assessment of the ZESTY Green Iron Demonstration Plant project.

Like Leilac, ZESTY is intended to be an industry-wide solution. The demonstration plant is designed to enable toll processing of iron ores from all commercial partners and ore producing regions. We aim to build on this endorsement and use it to help catalyse further funding for ZESTY at a subsidiary or project level. The ZESTY Green Iron Demonstration Plant project is now proceeding to detailed design as we aim to demonstrate a globally leading technology that can help Australia capitalise on its green iron opportunity.

1. Calix ASX Announcement, [ARENA funding for ZESTY Demonstration Plant](#), Jul 2025

We commenced FY25 with the announcement of a signed grant agreement for up to \$15 million from the Australian Government's Carbon Capture Technologies Program to support Project ZETA – a near-zero emissions lime plant in South Australia – subject to matching funding being secured.<sup>1</sup> The grant would fund up to 50% of our first commercial low emissions lime application. The captured process CO<sub>2</sub> from the plant is intended to be sold for use by the Solar Methanol 1 Project funded under the German–Australian Hydrogen Innovation and Technology Incubator (HyGATE) initiative.<sup>2</sup> **Our FY25 milestone target – a completed preliminary front-end engineering design (pre-FEED) study for the project – was achieved during the financial period.**

Our project to demonstrate a novel process to make a low-carbon intensity lithium salt at the mine site, developed with PLS, remains on budget, with **construction completion of the lithium Mid-Stream Demonstration Plant planned for the December 2025 quarter.** A short delay resulted from a decision to pause the project in October 2024 given the lithium market conditions.<sup>3</sup> A \$15 million grant from the Western Australian (WA) Government<sup>4</sup> enabled construction to restart in February 2025.<sup>5</sup> The combination of grant funding from the WA and Australian Governments, alongside direct investment in the project by Calix and PLS, is enabling Calix to demonstrate its electric calcination technology to the lithium market in a capital efficient manner.

Leilac was selected for the award of two ~US\$1.5 million grants by the U.S. Department of Energy (DOE) to deliver pre-FEED studies. The projects aim to develop a low emissions cement plant with Titan Cement and a low emissions lime plant with MLC (formerly Mississippi Lime Company).<sup>6</sup> Since being selected for the two U.S. DOE funding awards, the Trump administration commenced a broad review of its grant programs, including those supporting Leilac's projects. Whilst the outcome of funding reviews remains uncertain, the selection of two Leilac projects for grant funding by the U.S. DOE, with Titan Cement, Amazon and MLC as partners, further demonstrated the potential for the Leilac technology to be a leading solution in the modernisation of the cement and lime industries. However, given the delay and uncertainty imposed by this review, **Leilac's FY25 milestone target, to achieve three paid studies, was not achieved.**

The ongoing delays to cement, lime and DAC projects in the U.S. have followed the delay to the Leilac-2 project – in that case due to a decision by Heidelberg Materials to relocate the project to an alternative host plant. These delays have had a cumulative impact to slow Leilac's development. Pleasingly, **initial site works at Leilac-2 were commenced** in FY25, however, construction remains subject to permitting and successful financing of the project.

In FY25, the first paid studies within the Sustainable Processing line of business were undertaken. Although relatively small, these studies are designed to pave the way for larger studies across varied applications of the technology. **The FY25 milestone target, to achieve one additional lithium paid study and one additional alumina study, was not achieved.** That said, significant progress was made, and new opportunities are being developed.

### Increased revenues, with contributions from all lines of business

Product and services revenues in FY25 were \$28.2 million, up 17% from \$24.2 million in the 2024 Financial Year (FY24). This result was largely driven by revenue growth in our Magnesia line of business, both in the U.S. and Australia, as the benefits of new customer contracts and expanded production capabilities began to be realised. Leilac's engineering services revenue also grew, despite pausing U.S. projects. For the first time, Calix earned revenues across all lines of business, with Sustainable Processing recording its first revenues for the Group.

### Operating cost base reduced

In FY25, Calix implemented cost reduction measures equating to a 23% reduction in its operating cost base in 2H FY25 (\$17.1 million) relative to 1H FY25 (\$22.3 million). Annualised cost savings of approximately \$6.0 million from January 2025 were predominantly achieved by discontinuing non-priority or non-revenue generating activities and streamlining teams across the Group. A further annualised saving of approximately \$2.0 million was implemented in June 2025 as Leilac reduced its cost base, pending the outcome of the U.S. DOE's reviews of funding programs that were expected to support its U.S. projects.

Calix's FY25 operating costs include some one-off costs that were incurred during the financial period associated with the organisational restructuring and cessation of certain activities.

Calix finished FY25 with 108 employees, down from 155 at the beginning of the financial period. The reduction in headcount was a difficult but necessary decision to enhance the financial sustainability of our core operating business in a challenging external environment. We have retained our core capability to deliver our priority projects and will review resourcing requirements should further revenue generating projects be secured and/or project pauses in the U.S. be resolved. We are grateful to those who have left the Group during FY25 and thank them for their contributions to the Company.

### Reduced capex required from Group funding in FY26

Following a \$10.3 million investment in FY25, a significant reduction in capital requirements for Calix's balance sheet is expected in the 2026 Financial Year (FY26). Of the funds invested in FY25, \$6.6 million was allocated to the lithium Mid-Stream Demonstration Plant being developed with PLS, while Calix recognised a \$15.1 million gain from its participation in the UJV. The plant remains on target to complete construction in FY26.

In FY26, we aim to support further revenue growth in the Magnesia line of business with a planned expansion of our operations in Queensland, building on the award of significant long-term contracts for the Sunshine Coast and Gold Coast regions.

Capital required for our other projects is expected to be funded at the subsidiary or project level. This includes capital expenditure for the major procurement and construction stages of the Leilac-2, ZESTY Green Iron Demonstration Plant and ZETA projects, which remain subject to this funding being secured.

## The execution of the grant agreement to build a 30,000 tonne per annum H<sub>2</sub>-DRI demonstration plant follows extensive pilot-scale testing and thorough technical and commercial assessment of the ZESTY Green Iron Demonstration Plant project.

1. Calix ASX Announcement. Calix announces \$15m grant for zero emissions plant. Jul 2024  
 2. Calix ASX Announcement. Calix to partner in project for sustainable fuels from CO<sub>2</sub>. Jan 2023  
 3. Calix ASX Announcement. Calix & PLS Midstream Project Update. Oct 2024  
 4. Calix ASX Announcement. Calix announces Mid-Stream Project WA govt grant award. Jan 2025  
 5. Calix ASX Announcement. Calix announces Mid-stream project restart. Feb 2025  
 6. Calix ASX Announcement. Calix announces US Dept of Energy Pre-FEED grant awards. Jan 2025

### Cash runway extended

In FY25, we completed an institutional placement and share purchase plan that provided the Group with the balance sheet and 18-month cash runway to continue to pursue our capital strategy for Leilac and ZESTY! We sincerely thank our shareholders, both old and new, for their support. Calix's focus on immediate revenue generation and cost management sees it continue to have an 18-month cash runway.

### Calix's platform technology recognised on the global stage

FY25 brought significant global recognition for Calix's technology solutions for heavy industry. Perhaps most notably, ZESTY received the global Net-Zero Industries Award for Outstanding Project at COP29 in Baku, Azerbaijan. The Calix platform technology was also the winner of the Decarb Connect Next Gen award for Decarbonizing Industrial Heat and Electrification, while ZESTY was further recognised by the HILT CRC for its collaborative project with partners Fortescue, Roy Hill, Liberty Steel, Grange Resources, University of Adelaide and Swinburne University.

Two credible and influential reports also highlighted the immense promise of our platform technology.

The U.S. DOE's Transformative Pathways for U.S. Industry vision study highlighted the potential of the Leilac technology for both carbon capture and electrification in cement, with Leilac's 'indirect heating' approach modelled as providing at least 15% of U.S. cement production by 2050 in one of its two potential near zero pathways.<sup>2</sup>

For iron and steel, The Superpower Institute modelled ZESTY as part of its Green Iron Plan for Australia. The results found that ZESTY's energy flexibility and high compatibility with variable sources of renewable electricity could enable substantial cost savings for green iron projects when compared with 'inflexible' green iron technologies.<sup>3</sup>

These awards and reports provide credible and public third-party validation of the potential of our platform technology. They also help to increase awareness of the potential of our Australian grown technology in major markets across the globe.

### Market headwinds, and tailwinds

FY25 was notable for its macro-economic uncertainty. Election cycles in the U.S., EU and Australia brought the prospect of political change, which in the U.S. manifested in ongoing funding reviews and regulatory reviews by the new administration, and unpredictable trading conditions as tariffs were introduced. The uncertainty around support for decarbonisation initiatives from the U.S. administration added to the challenging funding environment for cleantech, impacting both valuations and capital availability.

Despite these challenges, FY25 saw important progress in the development of our target markets, as well as important policies maintained, strengthened or introduced.

Perhaps most notably, in the U.S., Calix's magnesia-based water treatment products were exempt from tariffs imposed by the Trump administration,<sup>4</sup> and the key 45Q tax credit for carbon capture was enhanced. China added cement, steel and aluminium to its emission trading system (ETS), making it the largest ETS scheme by volume in the world. Policy tailwinds also continued to strengthen in Europe and Australia, and we are pleased to provide further information on market trends for FY25 in our line of business reports.

### Continuing to enhance the safety and sustainability of our operations

Sustainability sits at the heart of why we exist, with the safety of our people being paramount. We recorded one lost time safety incident in FY25, resulting in two days off work. While this reflects solid performance, we continue to treat every incident and near miss as a chance to strengthen our safety culture. We made improvements to our safety management system, helping us reduce risk and prevent recurrence.

Whilst we work to deliver significant impact to our target industries, we also continue to make progress towards the sustainability of our own operations. In FY25, this included creating outcome-based targets that reflect our sustainability ambitions and priorities, advancing our sustainability strategy and ability to measure our impact.

For more information on our progress on safety and sustainability in FY25, please read our accompanying [Sustainability Report](#).

Calix is committed to high standards of corporate governance and transparency. In FY25, we completed our current phase of board renewal and farewelled Peter Turnbull and Dr Mark Sceats from the Calix Limited Board of Directors (the Board). We again thank both directors for their dedication and service as directors over many years. We are delighted that our founder, Mark, continues in his role as Chief Scientist, and that his passion and ingenuity continue to drive our innovation at Calix.

For more information on our corporate governance framework, policies and practices for effective decision-making and accountability, please see our accompanying [Corporate Governance Statement](#).

### Targeting further revenue growth and commercial milestones in FY26

Having extended our cash runway and secured important matched funding grants for our projects, Calix is well positioned for FY26.

In the Magnesia line of business, recent contract wins in Queensland, alongside the expansion of our production capacity in the U.S., provide the platform for continued growth in revenue and gross profit.

In our Sustainable Processing line of business, we expect to complete construction of our lithium Mid-Stream Demonstration Plant in the December 2025 quarter. Completion will mark another important milestone in the commercialisation of our platform technology.

With the execution of an agreement with ARENA to provide a matched funding grant of \$44.9 million for up to 50% of the project funding for the ZESTY Green Iron Demonstration Plant, work will progress to demonstrate and commercialise the technology for the iron and steel industry. We will begin detailed design engineering of the ZESTY Green Iron Demonstration Plant and continue to develop subsidiary funding options for the additional capital required for the construction of the plant.

**Calix's focus on immediate revenue generation and cost management sees it continue to have an 18-month cash runway.**

#### REVENUE GROWTH

↑ 17%

#### OPERATING COSTS REDUCED

↓ 23%

2H VS 1H FY25

**18-month**

CASH RUNWAY

1. Calix ASX Announcement. Calix SPP closes to complete \$22.1m equity raise, Feb 2025

2. U.S. DOE. Transformative Pathways for U.S. Industry: Unlocking American Innovation, Jan 2025

3. The Superpower Institute. A Green Iron Plan for Australia: Securing prosperity in a decarbonising world, May 2025

4. Calix ASX Announcement. Calix water treatment products exempt from US tariffs, Apr 2025

## For the first time, Calix earned revenues across all lines of business, with Sustainable Processing recording its first revenues for the Group.

In Leilac, subject to permitting and additional subsidiary or project finance being secured, we aim to commence the procurement and construction phase of the Leilac-2 project with Heidelberg Materials in Germany. We also aim to complete the FEED stage for Project ZETA in South Australia, and secure project-level funding to unlock the ongoing funding support from the Australian Government.

Across all lines of business, we will continue to focus on immediate revenue and cashflow generation opportunities. In both Sustainable Processing and Leilac, our teams are targeting paid engineering and services revenue, as well as continuing to build our business development pipelines across our target markets.

### Realising the opportunity

On behalf of the Board, we would like to express our deep thanks to the whole Calix team. In FY25, market conditions, project pauses, and reductions in costs and headcount presented challenges. We enter FY26 with a clear focus on our key priorities, and we thank our talented and passionate team for their dedication and determination as we continue to pursue our goals. We also thank our customers and partners, who share our mission and are working collectively to address some of the greatest global challenges of the 21st century.

Finally, we sincerely thank you, our shareholders, for your continued support. As fellow shareholders, we share your hopes and expectations for this remarkable Company. We appreciate that a combination of market conditions and project delays have led to missed commercial milestones in FY25 and, together with challenging market conditions for clean tech companies, this has resulted in a disappointing share price performance for the Company. We are grateful for your support, and we hope you continue to share our conviction in the opportunity ahead of us, and the long-term value it can create for shareholders, industry and the planet.

As we mark 20 years since Calix's founding, we look back on a tenacious journey of technology innovation and commercial development, and we look ahead to the potential of the technology across multiple major global markets. To this end, we hope you enjoy reading more about our progress in FY25 in this report, and we look forward to keeping you updated during the year ahead.



**Alison Deans**  
Non-Executive Chair



**Phil Hodgson**  
Managing Director &  
Chief Executive Officer



**Phil Hodgson**  
Managing Director &  
Chief Executive Officer

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# FY25 FINANCIAL HIGHLIGHTS

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FY25 PRODUCT &  
SERVICES REVENUE

**\$28.2m**

(FY24: \$24.2m)

FY25 REVENUE, INTEREST  
& OTHER INCOME

**\$33.9m**

(FY24: \$30.5m)

MAGNESIA PRODUCT &  
SERVICES REVENUE

**\$24.3m**

(FY24: \$21.0m)

LEILAC SERVICES  
REVENUE

**\$3.8m**

(FY24: \$3.2m)

FY25 GRANT FUNDING &  
TAX INCENTIVES

**\$4.9m**

FY25 GROSS PROFIT

**\$10.7m**

(FY24: \$10.3m)

INVESTMENT IN PROPERTY,  
PLANT & EQUIPMENT

**\$10.3m**

FY25 GROSS  
MARGIN

**39%**

(FY24: 43%)

GAIN ON CONTRIBUTION  
OF THE PLS UJV

**\$15.1m**

CASH ON HAND

**\$23.0m**

(30 June 2024: \$43.0m)



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## GROWING REVENUES

Calix achieved record revenues in FY25 with contributions from all lines of business. Revenue and gross profit growth was achieved in the Magnesia line of business as the benefits of new customer contracts and expanded production capacities began to be realised. In Leilac and Sustainable Processing, services revenue reflects a focus on the creation of self-funded projects prior to the commencement of licensing royalties.



## REDUCED COST BASE

In FY25, Calix implemented cost reduction measures equating to a 23% reduction in its operating cost base in 2H FY25 (\$171 million) relative to 1H FY25 (\$22.3 million). Annualised cost savings of approximately \$6 million from January 2025 were predominantly achieved by discontinuing non-priority or non-revenue generating activities and streamlining teams across the Group. A further annualised saving of approximately \$2 million was implemented in June 2025 as Leilac reduced its cost base, pending the outcome of the U.S. DOE reviews of funding programs that were expected to support its U.S. projects. Calix's FY25 operating costs include some one-off costs that were incurred during the financial period associated with the organisational restructuring and cessation of certain activities.



## EXTENDED CASH RUNWAY

An institutional placement and share purchase plan completed in FY25 provided the Group with the balance sheet to continue to pursue its funding strategy for Leilac and ZESTY. Under this strategy, the substantial procurement and construction stages of projects such as Leilac-2 in Germany, the ZETA lime project in Australia, and the ZESTY Green Iron Demonstration Plant are intended to be funded via project financing or subsidiary funding rounds for these projects to progress. Calix's recent capital investment activity is substantially complete, and a significant reduction in capital for Calix's balance sheet is expected in FY26. Calix's reduced cost base and ongoing focus on the efficiency of its operations continue to support an 18-month cash runway.

# FY25 OPERATIONAL HIGHLIGHTS

## JULY 2024

### Project ZETA formed to build near-zero emissions lime plant

Supported by a matching funding grant of up to \$15 million from the Australian Government's Carbon Capture Technologies Program, Project ZETA commenced, aiming to construct a world-first, renewably powered carbon capture and use demonstration plant in South Australia. Subject to matching funding being secured, Project ZETA intends to produce near-zero emissions lime and supply captured industrial CO<sub>2</sub> emissions to the German-Australian HyGATE funded Solar Methanol 1 Project for use in e-methanol production.

## OCTOBER 2024

### Mid-Stream Demonstration Plant Project paused

Calix & PLS deferred construction works not already under contract for the Mid-Stream Demonstration Plant Project to produce a low carbon intensity lithium salt at the PLS Pilgangoora Operation. The Project was paused pending more supportive market conditions or further government support for the project continuation.

## OCTOBER 2024

### ZESTY recognised at HILT CRC 2024 Annual Conference

Together with Calix's partners, Fortescue, Roy Hill, LIBERTY Steel Group, Grange Resources, the University of Adelaide and Swinburne University of Technology, Calix received the 'Best Contribution to Industry-Research Collaboration Award' at the HILT CRC 2024 Annual Conference: De-risking Decarbonisation.

## NOVEMBER 2024

### Calix won global Net-Zero Industry Award at COP29 for ZESTY

Calix's ZESTY was recognised at an award ceremony in Baku, Azerbaijan at the United Nations Climate Change Conference, COP29, winning the global Net-Zero Industry Award for Outstanding Project. The award recognised ZESTY's success to date and the potential of Calix's technology to deliver an industry-wide, lowest cost solution to produce green iron and steel.

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## SUSTAINABLE PROCESSING BUSINESS GENERATED ITS FIRST REVENUES

The Sustainable Processing line of business generated its first revenues in FY25 after undertaking paid studies for commercial-in-confidence partners. Additional paid studies are targeted for FY26.



# 2024



# 2025

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## JANUARY 2025

### Leilac selected for two U.S. DOE grant awards

Two Leilac cement and lime projects were selected for grant funding awards by the U.S. DOE for pre-FEED studies. The selected projects include a project with Titan Cement, Amazon and Virginia Tech to study the full-scale deployment of the Leilac technology to a cement plant in Roanoke, Virginia, and a project with MLC to study the potential production of net-zero lime in St Louis, Missouri. Subsequently, the awards were paused pending a funding review by the Trump administration.

## FEBRUARY 2025

### \$15 million grant award enabled construction to resume on Mid-Stream Demonstration Plant Project

The Mid-Stream Demonstration Plant Project developed with PLS recommenced construction following the execution of a \$15 million grant from the WA Government. The grant funding reduced the respective construction cost share of the UJV parties, commensurate with the construction cost split previously announced. The Project aims to complete construction in the December Quarter 2025.

## FEBRUARY 2025

### Calix recognised at Decarb Connect North America Awards

Calix won the 'Decarbonizing Industrial Heat and Electrification' category at the Decarb Connect North America Next Gen Awards in Texas. The awards recognise breakthrough technology with the potential to accelerate industrial decarbonisation for hard-to-abate sectors. Decarb Connect highlighted the potential of Calix's core platform technology to revolutionise industrial heating in heavy industries.

## APRIL 2025

### Project ZETA completed pre-FEED study

Calix completed a pre-FEED study for Project ZETA – the construction of a near-zero emissions lime demonstration plant in South Australia. The plant aims to sell near-zero emissions lime to the local market and captured industrial CO<sub>2</sub> emissions to the HyGATE funded Solar Methanol 1 Project. Project ZETA remained on time and on budget and remains subject to matching funding being secured.

## MAY 2025

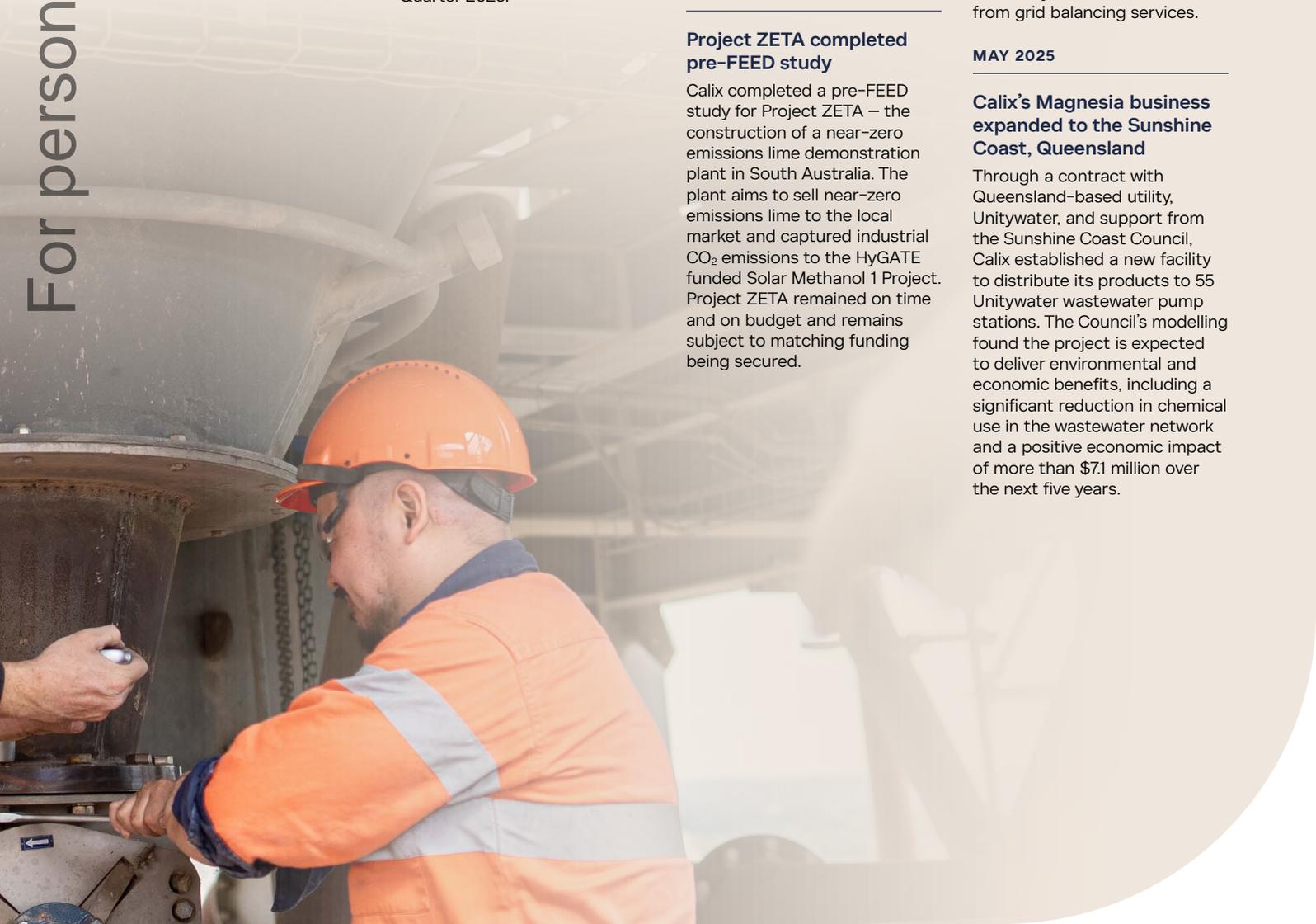
### Hybrid fuel & grid balancing technology concept launched

Leilac presented a novel technology development and application at the American Cement Association Conference. A hybrid-fuel technology design aims to allow energy intensive industrial processes, like calcination of cement and lime, to rapidly switch between electricity and a second fuel source without interrupting production. Potential benefits include reduced operating costs from access to periods of low-cost electricity and new revenues from grid balancing services.

## MAY 2025

### Calix's Magnesia business expanded to the Sunshine Coast, Queensland

Through a contract with Queensland-based utility, Unitywater, and support from the Sunshine Coast Council, Calix established a new facility to distribute its products to 55 Unitywater wastewater pump stations. The Council's modelling found the project is expected to deliver environmental and economic benefits, including a significant reduction in chemical use in the wastewater network and a positive economic impact of more than \$71 million over the next five years.





## BUSINESS UPDATES

# LEILAC

Leilac aims to deliver flexible pathways for cement and lime producers to reduce costs and emissions, while enhancing productivity, resilience and competitiveness.

## FUTURE-PROOFING CEMENT & LIME

### Business overview

Leilac is applying Calix's patented indirect heating technology to the cement and lime industries with the aim of providing future-proof solutions that reduce both emissions and costs.

Leilac's technology is proven at pilot scale to separate unavoidable CO<sub>2</sub> process emissions – ready for use or storage – without additional chemicals or energy-intensive processes required by conventional carbon capture technologies.

The technology is also designed to create energy flexibility. This may enable the adoption of lower cost and lower carbon alternative fuels. Hybrid-fuel designs aim to further reduce energy costs by taking advantage of periods of low or negative electricity prices and may in the future be able to unlock new revenue streams for cement and lime plants from the provision of grid balancing services without interrupting production.

### Market trends

In the EU, the European Commission's Clean Industrial Deal included a proposed Industrial Decarbonisation Bank, aiming for €100 billion in funding. The EU Innovation Fund continues to provide decarbonisation project cost contributions of up to 60%, including for electrification and Carbon Capture, Use and Storage projects. €40 billion of Innovation Funding is expected to be distributed between 2020 and 2030.<sup>1</sup>

During FY25, EU carbon permits varied between €60–€84 per tonne<sup>2</sup> and are projected to reach ~€150 by 2030.<sup>3</sup> Free carbon permit allowances for heavy industry under the EU ETS will begin to be phased out in 2026 with 48.5% removed by 2030 and 100% by 2034.<sup>4</sup> As free permits are removed and the EU Carbon Border Adjustment Mechanism (CBAM) is phased in, cement and lime producers in the EU and importing into the EU will need to pay the prevailing price for any carbon emissions.

Subject to final ratification, the EU will require 50 million tonnes per annum of carbon dioxide storage capacity by 2030, legislated under the Net-Zero Industry Act, to be delivered by oil and gas companies.<sup>5</sup> This is a first target under the EU's Industrial Carbon Management Strategy, which subsequently targets carbon dioxide storage capacities of 280 million tonnes per year and 450 million tonnes per year by 2040 and 2050 respectively.<sup>6</sup>

Key funding support remained in the U.S. as the 45Q tax credit was preserved and enhanced under the 'One Big Beautiful Bill Act.' The use of captured CO<sub>2</sub> either from industry or the atmosphere will now receive the same credit as CO<sub>2</sub> that is permanently stored – US\$85 per ton of carbon captured from industry and US\$180 per ton of carbon removed from the atmosphere.<sup>7</sup> However, other funding programs, such as those administered by the U.S. DOE, remain under review by the Trump administration.

China added cement to its ETS, while ETS policies and frameworks continued to be developed across the Asia Pacific, including in India, Malaysia, Indonesia, Thailand, Vietnam and Japan.<sup>8,9</sup>

1. European Commission. Clean Industrial Deal.
2. Trading Economics. EU Carbon Permits
3. Bloomberg New Energy Finance. Europe's New Emissions Trading System Expected to Have World's Highest Carbon Price in 2030 at €149, BloombergNEF Forecast Reveals. March 2025
4. EY Global. European Parliament approves EU Emission Trading System reform and new EU Carbon Border Adjustment Mechanism. Apr 2023.
5. European Commission. Commission identifies the EU oil and gas producers to provide new CO<sub>2</sub> storage solutions for hard-to-abate emissions in Europe. May 2025
6. European Commission. COMMUNICATION FROM THE COMMISSION TO THE EUROPEAN PARLIAMENT, THE COUNCIL, THE EUROPEAN ECONOMIC AND SOCIAL COMMITTEE AND THE COMMITTEE OF THE REGIONS Towards an ambitious Industrial Carbon Management for the EU. Feb 2024
7. Carbon Capture Coalition. Senate Passes Budget Reconciliation Package, Retains Mission-Critical Elements of Federal Section 45Q Tax Credit. July 2025
8. ICAP Carbon Action. 2024
9. Carbon Herald. Japan To Mandate Emissions Trading. For All Companies Emitting Over 100,000 Tons Of CO<sub>2</sub>. 22 November 2024

## FY25 achievements

In FY25, Leilac reported revenue from engineering services of \$3.8 million (FY24: \$3.2 million) and took steps to reduce its cost base and streamline its organisational structures. The Leilac-2 and ZETA demonstration projects are intended to be financed through a combination of grant funding that has been awarded and the required matching funding, which is still to be secured, through a subsidiary round or at a project level. Beyond these demonstration projects, Leilac intends to deploy its technology in commercial projects that are fully funded, in a capital-light model that requires no funding contribution from Leilac or Calix.

### Leilac-1

The Leilac-1 pilot plant located at Heidelberg Materials' cement plant in Lixhe, Belgium was upgraded, while testing campaigns in FY25 and extending into FY26 continued to develop and derisk the Leilac technology. A new calciner tube suitable for electric heating was installed and commissioned, paving the way for potential hybrid fuel operations. Successful operations campaigns demonstrated the performance, stability and flexibility of the core Leilac technology.

### Leilac-2

The Leilac-2 project aims to demonstrate a replicable and retrofittable module capable of efficiently capturing up to 100,000 tonnes per year of unavoidable process carbon dioxide emissions and enable the full use of lower cost and lower carbon alternative fuels in cement making. Following the relocation of the project to Heidelberg Materials' Ennigerloh cement plant in FY24, Leilac advanced site-specific design and recommenced the permitting process in FY25. Initial site works were commenced in preparation for construction, which remains subject to permitting and project financing or funding into the Leilac subsidiary. Given some uncertainty concerning the remaining time required to complete permitting, there is increased likelihood this will push completion of the project into 2027.

Leilac and Heidelberg Materials have executed a JV for the construction, operation and future ownership of the Leilac-2 plant.<sup>1</sup> Heidelberg Materials and Leilac have previously signed a global licence agreement covering all plants where the Leilac technology is used, and in FY25 continued to explore future scale up and deployment options for the technology.

## Project ZETA

Project ZETA commenced after the execution of a grant agreement of up to \$15 million from the Australian Government, which remains subject to securing matching funding.<sup>2</sup> The project aims to build a near-zero emissions lime plant in South Australia using a combination of electric heating and process CO<sub>2</sub> capture. Captured CO<sub>2</sub> emissions are intended to be sold to the Solar Methanol 1 project. In FY25, the project successfully completed its pre-FEED stage and remains on time and on budget. Commencement of construction remains subject to matching funding, which is intended to be secured at the subsidiary or project level.

### Cement, lime and DAC projects in the U.S.

Two Leilac cement and lime projects were selected for grant funding by the U.S. DOE for pre-FEED studies,<sup>3</sup> before being paused following a funding review by the Trump administration.<sup>4</sup> These include a project with Titan Cement, Amazon and Virginia Tech to study the deployment of the Leilac technology to a cement plant in Roanoke, Virginia, and a project with MLC to study the potential production of net-zero lime in St Louis, Missouri. Leilac continues to explore development and funding options for these projects, irrespective of the outcome of the U.S. DOE funding review.

Leilac and Heirloom progressed the engineering and design of DAC projects during the reporting period, up until the pause prompted by the on-going review by the DOE.

Leilac broadened its potential technology offering to the cement and lime industry in FY25, following ongoing technology development and evolving market conditions. In addition to enabling the low-cost capture of process CO<sub>2</sub>, Leilac aims to help its customers reduce their energy costs, increase their production capacity and generate new revenues from grid balancing services. Importantly, each of these benefits are designed to be combined to meet each customer's specific needs and create robust business cases that are not dependent on decarbonisation incentives or grant funding.

## FY26 priorities

- Complete Leilac-2 permitting and funding, and commence construction
- Generate revenues from engineering and customer material testing services
- Complete FEED for Project ZETA



## ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

**“Carbon Capture and Storage plays a major role in decarbonizing the industry sector in the context of 1.5°C and 2°C pathways, especially in industries with higher process emissions, such as cement.”** SR1.5. Chapter 2. IPCC. 2018.

Cement and lime are vital ingredients to the modern world. Over 4 billion tonnes of cement are produced globally each year with urbanisation and infrastructure development creating ongoing growth in global demand. At the same time, cement and lime are amongst the largest sources of industrial greenhouse gas emissions, the majority of which are an unavoidable result of the production process. Cost-effective solutions to produce alternative materials and/or low-carbon cement and lime are essential to enable sustainable economic development.

Leilac aims to enable a three-tiered approach that delivers economic benefits for producers and a resilient, competitive and low-carbon cement and lime industry:

- Avoiding fossil fuel emissions by enabling the use of alternative fuels and electricity
- Capturing unavoidable process carbon dioxide emissions
- Removing residual and legacy emissions through DAC

This integrated pathway is designed to support a flexible and low-cost transition that aligns with economic and environmental goals.



1. Calix ASX Announcement. Calix announces Leilac and Heidelberg Materials JV for L-2. Jun 2024

2. Calix ASX Announcement. Calix announces \$15m grant for zero emissions plant. July 2024

3. Calix ASX Announcement. Calix announces US Dept of Energy Pre-FEED grant awards. Jan 2025

4. Calix ASX Announcement. Calix update on Leilac US Projects. June 2025

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## MINERAL PROCESSING FOR THE ELECTRIC AGE

### Business overview

Calix's patented core platform technology uses indirect heating to process raw minerals into low carbon mineral and metal products. Efficient, precise and flexible electric heating, fully compatible with variable renewable energy sources, replaces combustion of fossil fuels, including in the calcination step for alumina and lithium. Calix's ZESTY – proven at pilot scale – pairs electric heating with green hydrogen as a reductant to replace coal in the production of green iron and, ultimately green steel.

Processing minerals at the mine site is designed to create a new approach to sustainable mineral and metal production. By refining, concentrating or converting minerals at their source, including fines material that may otherwise be discarded as waste, Calix's Sustainable Processing applications aim to enhance ore recovery, eliminate processing steps, reduce waste and transport costs, rationalise supply chains, and unlock logistically challenging ore deposits.

### Market trends

In Australia, the Australian Government's Future Made in Australia package committed \$22.7 billion over the next decade to maximise the economic and industrial benefits of the move to net zero. Green metals and critical minerals processing were identified as priority industries that are aligned with the government's National Interest Framework.

In FY25, the Australian Government introduced the following investment and legislation to support green metals and critical minerals projects:

- \$1.7 billion Future Made in Australia Innovation Fund, with \$750 million dedicated to supporting green metal projects
- \$1 billion Green Iron Investment Fund
- \$2 billion Green Aluminium Production Credit
- Hydrogen Production Tax Incentive, equating to support of approximately \$110/tonne of producing H<sub>2</sub>-DRI
- Critical Minerals Production Tax Incentive

This targeted Australian Government support is in addition to the Safeguard Mechanism, \$15 billion National Reconstruction Fund, \$1.9 billion Powering the Regions Fund, and \$4 billion Critical Minerals Facility. A CBAM is also under review.

In Europe, free allowances for heavy industry to the EU ETS will be phased out 48.5% by 2030 and 100% by 2034, following full implementation of the EU CBAM in 2026.<sup>1</sup>

In Asia Pacific, China added steel and aluminium to its ETS.<sup>2</sup> ETS policies and frameworks continued to be developed across Asia Pacific, including in India, Malaysia, Indonesia, Thailand, Vietnam and Japan.<sup>3</sup> Japan also introduced a subsidy for clean energy vehicles built with low-emissions steel.<sup>4</sup>

### BUSINESS UPDATES

# SUSTAINABLE PROCESSING

Enabling low carbon, low waste and value-added metal and mineral products.

1. European Commission. Carbon Border Adjustment Mechanism  
 2. International Carbon Action Partnership. China officially expands national ETS to cement, steel and aluminum sectors. April 2025.  
 3. International Carbon Action Partnership. Carbon Action. 2024  
 4. Reuters. Green steel needs incentives to work and Japan has a plan. Feb 2025

## FY25 achievements

Across its key target markets of lithium, iron and steel, and alumina, Calix's Sustainable Processing line of business continued to progress its commercial demonstration projects and build its business development pipeline.

### Lithium: Mid-Stream Demonstration Plant Project with PLS

In partnership with PLS, Calix is applying its electric calcination technology to convert spodumene from alpha phase to beta phase as a critical step in a process to produce a concentrated lithium salt at the mine site. Together, Calix and PLS aim to demonstrate an innovative 'mid-stream' process that reduces the carbon intensity, waste transport and cost associated with lithium production, while also capturing more value from the mineral resource.

In FY25, Calix and PLS made significant progress towards completing the construction of a demonstration plant designed to produce approximately 3,000 tonnes per year of lithium-phosphate salt product from a feedstock of approximately 27,000 tonnes per year of spodumene – including lower grade fine spodumene concentrate.

Construction of the project at PLS's Pilgangoora Operation was paused in October 2024 due to depressed lithium prices and market conditions.<sup>1</sup> A \$15 million grant from the WA Government<sup>2</sup> enabled construction of the project to recommence in February 2025<sup>3</sup>. The project has previously received support from the Australian Government and remains on budget, with construction expected to be completed in the December Quarter 2025.

In FY25, Calix invested \$6.6 million in capex in the Mid-Stream Demonstration Plant Project and realised a gain of \$15.1 million that resulted from its free-carried equity in the Project.

## Green iron and steel

Calix's ZESTY continued to progress from pilot to commercial demonstration throughout FY25. Following successful pilot-scale testing and the completion of a FEED study for a 30,000 tonne per annum green iron demonstration plant in FY24, Calix executed a grant agreement for up to \$44.9 million from ARENA in July 2025 to help fund the project. Accessing the grant funding from ARENA is contingent upon the Company securing matching funding for the remaining 50% of the project costs. The Company intends to finance the balance of the project through third party equity or debt at the subsidiary level.

ZESTY received significant awards and global recognition during FY25. Most notably, ZESTY received the global Net-Zero Industries Award for Outstanding Project at COP29 in Baku, Azerbaijan in November 2024. The Calix platform technology was also the winner of the Decarb Connect Next Gen award for 'Decarbonizing Industrial Heat and Electrification' in February 2025, while ZESTY was further recognised by the HILT CRC with the 'Best Contribution to Industry-Research Collaboration Award' together with partners, including Fortescue, Roy Hill, Liberty Steel, Grange Resources, University of Adelaide and Swinburne University in October 2024.

A Green Iron Plan for Australia, published by The Superpower Institute in May 2025, found that ZESTY's energy flexibility and high compatibility with variable renewably powered electricity sources could enable substantial cost savings for green iron projects compared with 'inflexible' H<sub>2</sub>-DRI technologies.<sup>4</sup>

## Alumina

Calix's Zero Emissions ALumina (ZEAL), technology aims to produce low-carbon smelter grade alumina with electric calcination. In addition to potentially enabling zero scope 1 emissions in the energy-intensive calcination step in alumina production, ZEAL also aims to provide multiple other benefits to alumina producers, including the potential to reduce costs and improve product quality. In FY25, Calix collaborated with the HILT CRC to further develop its technology for deployment to existing and future alumina refineries.

## FY26 priorities

- Deliver first calcination of spodumene with the lithium Mid-Stream Demonstration Plant
- Complete financing for the ZESTY Demonstration Plant and commence Engineering, Procurement, and Construction Management
- Generate revenue from paid customer studies



## ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

To reach the Sustainable Development Goals on climate change and clean energy, hard-to-abate sectors of our industry that traditionally rely on carbon-intensive heating sources and feedstocks must become compatible with clean alternatives.

Calix's technology is designed to enable the electrification of mineral and metal processing, in turn providing sustainable and economical pathways for the transition to clean energy sources, including renewable electricity.

From electrification, to enabling green steel through hydrogen reduction, to reducing the waste and CO<sub>2</sub> footprint of mineral and metal processing with innovative refining solutions, Calix is focused on enabling sustainable industrial processing.



1. Calix ASX Announcement. Calix & PLS Midstream Project Update. Oct 2024

2. Calix ASX Announcement. Calix announces Mid-Stream Project WA govt grant award. Jan 2025

3. Calix ASX Announcement. Calix announces Mid-stream project restart. Feb 2025

4. The Superpower Institute. A Green Iron Plan for Australia. May 2025

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## BUSINESS UPDATES

## MAGNESIA

Safe, sustainable and cost-effective solutions for water treatment, aquaculture and wastewater management.

## WASTEWATER TREATMENT

## Business overview

Calix's magnesium-based products provide safe and sustainable solutions for wastewater treatment that minimise the release of hazardous chemicals and materials into water systems.

Calix's ACTI-Mag and ALKA-Mag products provide more cost-effective wastewater alkalinity control than caustic soda or lime, helping to reduce chemical use and maintain water quality for downstream use. They also help reduce odour, prevent blockages and prolong the life of wastewater networks.

Calix's AQUA-Cal+ product is a safe and sustainable water conditioner for aquaculture that helps to stabilise alkalinity, reduces levels of ammonia, nitrate and toxic metals, and provides a source of essential magnesium and calcium.

Calix's Magnesia line of business is supported by a magnesite mine in South Australia, a Magnesium Carbonate Calciner in Victoria to produce Magnesium Oxide, and Magnesium Oxide hydration facilities in Victoria, Queensland, and in six locations in the U.S. to produce Magnesium Hydroxide Liquid (MHL).

## Market trends

The effective and sustainable treatment of water is imperative to improved public health outcomes, economic activity and protecting natural ecosystems.

Increased regulation of nitrogen removal in wastewater is creating support for solutions that boost alkalinity and maintain effective microorganism activity. For the potable water market, strengthened regulation on residual lead and copper requires alternative pH control solutions to minimise the corrosivity of water within the distribution system.



## FY25 achievements

The Magnesia line of business recorded revenue of \$24.3 million in FY25, up 16% from \$21 million in FY24. Margins were also up from 38.4% in FY24 to 39.6% in FY25, while total revenue growth accelerated during the second half of FY25. These results were driven by sales growth in both the U.S. and Australia.

In Australia, Calix secured a significant new contract with Unitywater to service the Sunshine Coast region.<sup>1</sup> Calix also renewed and increased its contract with the City of Gold Coast. Together, these contracts have secured long-term engagements with two of the largest consumers of MHL in Australia. Increased product volumes are being supported by Calix's dosing units, which increases capacity on-site. With support from the Sunshine Coast Council, Calix established a new operational facility in Caloundra West, Queensland and will further increase its operational capacity in Queensland in FY26 to continue to support its growth.

In the U.S., new hydration facilities in Rippon, Wisconsin and Lufkin, Texas came online following construction and commissioning in FY24, adding production capacity and market reach to Calix's U.S. operations. The new facilities helped to underpin revenue growth and sales in new regions.

Calix's water treatment products sold in the U.S. are exempt from tariffs introduced by the Trump administration.<sup>2</sup> Magnesia imported from Canada and used as a feedstock by Calix in the U.S. is excluded from the imposed tariffs as it is compliant with the United States–Mexico–Canada Agreement (USMCA), which is valid until 2036, subject to a review process in 2026. Over half the magnesia consumed in the U.S. is imported, with the majority of imports sourced from China.<sup>3</sup>

In line with the Group's strategy to focus on immediate revenue generation and reduce costs, the Magnesia line of business paused activity in non-revenue generating sectors in FY25. This included pausing work on the development of bioactive materials for use in marine coatings and agriculture, and the development of a magnesium metal project. These markets remain prospective opportunities for Calix's magnesium products and processing technology, and Calix retains the intellectual property and capability to continue their development.

## FY26 priorities

- Growth in revenue and gross profit
- Continuous improvement in Safety, Health & Environmental outcomes



## ALIGNMENT WITH THE SUSTAINABLE DEVELOPMENT GOALS

Existing water treatment products, such as caustic soda, can have significant environmental impacts. To reach the Sustainable Development Goals, solutions that enable the sustainable use of water are needed.

Calix's magnesium-based products offer effective solutions to help protect freshwater systems, our oceans and human health by preventing detrimental pathogens, nutrients and other types of pollution from entering the environment. They also offer economical and sustainable alternatives to conventional environmentally damaging practices.



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1. Unitywater. Mineral used to treat heartburn also helps reduce sewage odour. Jul 2025

2. Calix ASX Announcement. Calix water treatment products exempt from US tariffs. April 2025

3. USGS. Mineral Commodity Summaries 2025. Pg 112

# OUR APPROACH TO SUSTAINABILITY

Sustainability is the guiding force behind the Company's strategy—shaping its innovations and operations. Calix is developing solutions designed to economically and sustainably decarbonise some of the world's largest and most carbon-intensive industrial sectors, including cement, steel, alumina and critical minerals industries.

Calix also continues to make progress towards the Company's internal corporate sustainability ambitions, including defining outcome-based targets, and advancing its sustainability strategy, capabilities and ability to measure its progress and impact.



# Sustainability sits at the core of Calix's purpose: solving global challenges

## Sustainability governance

The Board is responsible for the oversight of all sustainability matters, with support from the Board committees, including the Sustainability Committee. This includes the Company's sustainability strategy, policies and initiatives, and climate and regulatory-related risk management, in addition to embedding Environmental, Social and Governance considerations across the Company.

Calix's Executive Management Team is responsible for developing the sustainability strategy and integrating it into business activities and decision-making across the organisation. The Sustainability Manager and Sustainability & Health, Safety & Environment Manager direct the day-to-day execution of the strategy, collaborating with other functions to ensure initiatives are aligned with the Company's goals and effectively implemented.

Collectively, the Board, management, Calix's sustainability resources and the Calix team are collaborating to ensure the Company's sustainability strategy drives long-term, shared value creation for shareholders and other stakeholders.

## United Nations Global Compact

Calix has been a participant of the United Nations Global Compact (UNGC) since 2020. The Company is committed to embedding the Ten Principles of the UNGC on human rights, labour, environment and anti-corruption into Calix's operations. By embracing the Ten Principles, we strive to make a positive impact, be a catalyst for change and contribute to a sustainable future for all. The multi-year strategy of the UNGC drives business awareness and action to support the achievement of the Sustainable Development Goals by 2030.

Calix continues to report its progress against the UNGC's Ten Principles through an annual Communication on Progress,

including in 2025.

## Calix's sustainability ambitions

Calix is working towards achieving five key sustainability ambitions within its operations:

1. Advance sustainable technology development
2. Ensure safe and controlled operations
3. Reduce emissions in line with the 1.5°C pathway
4. Address the sustainability of the materials and resources we use in our operations
5. Foster fairness and belonging

## FY25 sustainability reporting

Calix's Sustainability Report has been published alongside the Company's Annual Report and Corporate Governance Statement. This year's Sustainability Report provides an overview of how the Company has furthered its commitments to people and the planet, including progress towards achieving the Company's sustainability ambitions. The report is available in the Company's [investor centre](#) on its website.

Calix acknowledges the requirement to comply with the Australian Sustainability Reporting Standards (ASRS S1 and S2), where relevant to its sustainability reporting. The Company is actively strengthening its governance, strategy, risk management, measurement, metrics and targets to enable reporting readiness ahead of the 2028 Financial Year disclosure deadline established by the Australian Government Treasury.

# OUR APPROACH TO CORPORATE GOVERNANCE

Calix is committed to high standards of corporate governance and transparency with a focus on acting with integrity, mitigating risks and enhancing the Company's long-term sustainability. This commitment supports the delivery of Calix's strategy, while meeting prevailing best practice governance standards.

## The Calix Limited Board of Directors

The Board is responsible for overseeing the overall operation and stewardship of Calix, including the Company's strategies and financial objectives, monitoring progress against these objectives, and monitoring compliance with regulatory requirements and ethical standards. In performing these responsibilities, the Board aims to continue to build sustainable value for **shareholders** and operates in accordance with the duties and obligations required by the Calix Limited Constitution and by law.

## Board renewal

Throughout the 2024 and 2025 financial years, significant board renewal was achieved resulting in the Board now being comprised of four experienced non-executives and one executive director, further enhancing the governance of the Company. The retirements of Peter Turnbull and Dr Mark Sceats, the appointments of Dr Sarah Ryan and Peter Dixon as non-executive directors, and the appointment of Alison Deans to the role of Chair concludes the current phase of board renewal.

The Board will continue to maintain a proactive approach to board succession and renewal to ensure its size and composition remain appropriate to support the continued delivery of Calix's growth strategies.

## ASX Principles and Recommendations

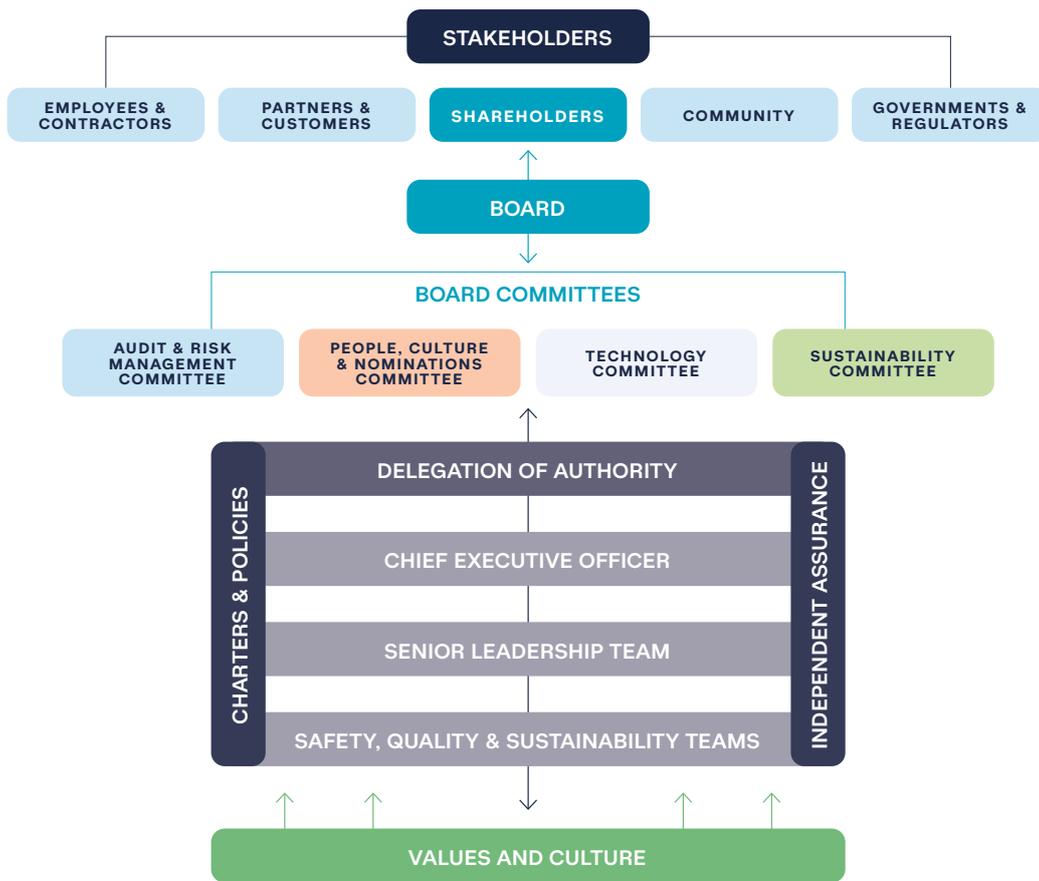
Calix's compliance with the fourth edition of the ASX Corporate Governance Principles and Recommendations and a checklist cross-referencing these Principles and Recommendations against the relevant disclosures are outlined within ASX Appendix 4G. Calix's current ASX Appendix 4G has been lodged with the ASX and is also available in the [investor centre](#) on the Company's website.

## Corporate Governance Statement

In addition to the ASX Appendix 4G, Calix published a [Corporate Governance Statement](#) alongside the Company's [Annual Report](#) and [Sustainability Report](#). This year's Corporate Governance Statement provides an overview of Calix's corporate governance framework, policies and practices for effective decision-making and accountability.

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### Calix Limited Governance Framework



# FY26 PRIORITIES

## FY26 commercialisation targets

Priorities in the commercialisation of Calix’s platform technology include:

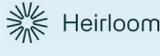
- Completing construction of the lithium Mid-Stream Demonstration Plant developed with PLS in the December Quarter 2025.
- Progressing the commercialisation of Calix’s ZESTY for the iron and steel industry, including detailed design engineering of the ZESTY Green Iron Demonstration Plant.
- Developing funding options at the subsidiary level for the additional capex required for the construction of the ZESTY Green Iron Demonstration Plant, having executed a grant agreement for \$44.9 million with ARENA that is subject to matching funding.
- Commencing construction of Leilac-2 with Heidelberg Materials in Ennigerloh, Germany, subject to permitting and additional subsidiary level finance being secured.
- Completing the FEED for Project ZETA – a near-zero emissions lime demonstration plant in South Australia – with ongoing funding support from the Australian Government that is subject to matching funding.

## FY26 targeted revenue growth

- Continue revenue and gross profit growth in Calix’s Magnesia business, following production capacity expansion in the 2024 and 2025 financial years.
- Generate revenue from paid customer studies in Sustainable Processing and Leilac.

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## INDICATIVE PROJECT & REVENUE TIMELINE

BUSINESS	PROJECT / PRODUCT	PARTNERS	INDUSTRY	TIMELINE	
				2023	2024
 <b>Leilac</b>	LEILAC-2		Cement	Secured grant funding	
	ZETA		Lime & Cement	Secured grant funding	
	LEILAC FULL SCALE		Cement	Multiple targeted paid engineering studies	
	HEIRLOOM		Direct Air Capture	Paid engineering	
 <b>Sustainable Processing</b>	PLS UJV		Lithium & Critical Minerals	Secured capital & grant funding	
	zesty		Iron & Steel	Secured grant funding (i)	
	zeAl		Alumina		
 <b>Magnesia</b>	MAGNESIUM HYDROXIDE LIQUID		Water		

\*Project timelines are indicative only. Please refer to ASX releases for latest project timelines.

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Engineering EPCm Commissioning & Operations

TIMELINE (CALENDAR YEAR)

2025

2026

2027

2028

Potential delays subject to permitting

Targeted financing / working capital cover

Target first licence revenues (subject to successful permitting and commissioning)

Targeted project equity financing

Target first product revenues

US DoE Review

Target first licence revenues

US DoE Review

Target first licence revenues

Target first JV revenues (subject to lithium pricing)

Secured grant funding (ii)

Target sub-level funding / financing, paid engineering

Target first tolling revenues

Secured paid test work

First feasibility studies

Growing direct sales

# Our mission is urgent and the opportunity before us vast, as we aim to revolutionise the way industry makes things

For people only

Backed by rigorous research and development, global partnerships, targeted investments and funding, and a purpose-driven and passionate team, we are developing a portfolio of economical and sustainable solutions for the world's largest, most carbon-intensive, hard-to-abate, industrial sectors.

We are grateful to our many supporters and collaborators. And we are grateful to our people for their talents, ingenuity, commitment and determination.

With a shared belief that development must balance social, economic and environmental sustainability, our scientists, engineers and technical specialists are dedicating themselves to solving some of humanity's greatest global challenges.

It's a story of innovation and resilience that stretches 20 years and counting...

**Mars is for quitters**



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**“The vision for the future is to convert every combustion process now to an electric process. I think it’s about, let's say, saving the planet. We just can't afford combustion anymore. So actually, climate change is just another event that needs the world of innovation to move. But time is ticking.”**

Calix Founder & Chief Scientist, Dr Mark Sceats

# DIRECTORS' REPORT

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## DIRECTORS' REPORT

The directors present their report on Calix Limited and its controlled entities ("the Group" or "Calix") consisting of Calix Limited ("the Company") and entities under its control as of, or during the year ended, 30 June 2025 ("FY25").

### Directors

The following persons were directors of the Company during the whole of FY25 and up to the date of this report, unless otherwise stated:

- Alison Deans
- Peter Turnbull, AM (Retired 30 September 2024)
- Peter Dixon
- Helen Fisher
- Dr Sarah Ryan
- Dr Phil Hodgson
- Dr Mark Sceats (Retired 22 November 2024)

### Company Secretary

The Company Secretary during FY25 and up to the date of this report was Darren Charles, B Com FCPA. He is also the Chief Financial Officer of Calix.

### Principal activities

Calix Limited (ASX: CXL) is a technology company building businesses to solve global challenges in industrial decarbonisation and sustainability.

Calix's patented core platform technology is being developed to deliver indirect heating of raw materials to enable efficient, precise, flexible and renewably powered metal and mineral processing and capture of unavoidable industrial emissions.

Calix is developing and applying its platform technology to the magnesia, cement and lime, iron and steel, alumina, critical minerals and direct air capture (DAC) industries.

### Technology

Calix's platform technology is a reinvention of the kiln process with multiple potential benefits:

- Energy optionality: Designed to deliver high temperature metals and minerals processing with electricity, conventional and/or alternative fuels.
- Flexible electrification: Flexible operations compatible with variable renewable energy sources and potential grid balancing applications.
- Capture of unavoidable emissions: Unavoidable process CO<sub>2</sub> emissions, such as those from the making of cement and lime, remain uncontaminated by heating gases, enabling them to be simply captured for use or storage.
- Value-added mineral products: Calix's platform technology is well suited to the processing of fines or dust that may otherwise be discarded as waste. Processing at the mine site may reduce material transport volumes and add-value to refined mineral products.
- Minimal hydrogen use: For green iron and steel and other reduction reactions, hydrogen is used only as a reductant. It is not combusted as a fuel and unused hydrogen may be recycled.
- Highly-active materials: Flash heating can produce high surface area materials with enhanced chemical or bioactivity.

### Operations

The Group has operations, customers and distribution partners across Australia, New Zealand, Asia, Europe and the United States of America ("U.S.").

Its activities in FY25 were focused across three business segments, being: Leilac (CO<sub>2</sub> mitigation), Sustainable Processing, and Magnesia. These "lines of business" are supported by research and development, engineering, operations, marketing, and finance and administration teams.

The Group's business activities are underpinned by:

- The Calix Technology Centre, Bacchus Marsh, Victoria, Australia:
  - > Two electric calciners for customer material testing and project and technology development.
  - > A commercial calciner for the production of up to 25,000 tonnes per year of magnesium oxide for wastewater treatment and aquaculture.
  - > A multi-purpose laboratory to support Calix's research and development capabilities, helping to speed up project development and drive new innovative applications.
- Magnesium Carbonate Mine, Myrtle Springs, South Australia: A raw material magnesium carbonate mine.
- Magnesia, Australia: Magnesium oxide hydration facilities in Victoria and Queensland.
- IER, U.S.: Six manufacturing facilities producing water treatment products for North American customers.
- Leilac-1, Lixhe, Belgium: A pilot demonstration facility for lime and cement.

### Operating results

Product and services revenues in FY25 were \$28.2 million, up 16.5% from \$24.2 million in the 2024 Financial Year ("FY24"). This result was largely driven by revenue and margin growth in the Magnesia line of business, both in the U.S. and Australia, as the benefits of new customer contracts and expanded production capabilities began to be realised. Leilac's engineering services revenue also grew, despite the Group's decision in the second half of the year to pause work on U.S. projects as the U.S. Department of Energy ("DOE") continues funding reviews. For the first time, Calix earned revenues across all lines of business, with the Sustainable Processing line of business recording its first revenues for the Group.

In FY25, Calix implemented cost reduction measures equating to a 23% reduction in its operating cost base in 2H FY25 (\$17.1m) relative to 1H FY25 (\$22.3m). Annualised cost savings of approximately \$6 million from January 2025 were predominantly achieved by discontinuing non-priority or non-revenue generating activities and streamlining teams across the Group. A further annualised saving of approximately \$2 million was implemented in June 2025 as Leilac reduced its cost base, pending the outcome of the U.S. DOE's reviews of funding programs that were expected to support its U.S. projects. Calix's FY25 operating costs include some one-off costs that were incurred during the financial period associated with the organisational restructuring and cessation of certain activities.

The lithium Mid-Stream Demonstration Plant Project, developed in an Unincorporated Joint Venture with PLS (ASX: PLS) (formerly Pilbara Minerals), accounted for \$6.6 million of the Group's capital expenditure in FY25, while Calix reported a gain from its free-carried equity of \$15.1 million in FY25. This follows the gain reported in FY24 of \$12.2 million.

Calix finished the Financial Year with 108 employees, down from 155 at the beginning of the financial period. The Group has retained its core capability to deliver its priority projects and will review its resourcing in the U.S. should those DOE revenue generating projects recommence.

### Financial position

The Group held \$23.0 million in cash and cash equivalents at 30 June 2025 (30 June 2024: \$43.0 million) and had a surplus of \$11.5 million of total current assets over total current liabilities (30 June 2024: \$27.0 million).

In FY25, the Company completed an institutional placement and share purchase plan that provided the Group with an 18-month cash runway, allowing it to continue to pursue its capital strategy for Leilac and its Zero Emission Steel Technology ("ZESTY"). Calix's focus on immediate revenue generation and cost management has ensured that it continues to have an 18-month cash runway.

## DIRECTORS' REPORT

### Market conditions

While global decarbonisation commitments continue to support a transition from carbon-intensive industrial processes to low-carbon alternatives, current headwinds are influencing the pace of technology adoption.

In FY25, election cycles in the U.S., European Union and Australia brought political and macro-economic uncertainty. In the U.S., this manifested in ongoing funding and regulatory reviews by the new administration, and unpredictable trading conditions as tariffs were introduced.

Trade tariffs imposed by the Trump administration had no direct material impact on Calix, as the Canadian sourced feedstock material used in Calix's U.S. water treatment products complied with a country-of-origin test under the US-Mexico-Canada Agreement, valid until 2036, but subject to a joint review in July 2026.<sup>1</sup> However, other policy changes and uncertainty in the U.S. had a negative impact on Calix in FY25. An ongoing review of funding administered by the U.S. DOE led to projects in cement, lime and DAC being paused, reducing expected revenues in FY25 and delaying anticipated commercial milestones. The uncertainty around support for decarbonisation initiatives from the U.S. administration added to the challenging funding environment for cleantech, impacting both valuations and capital availability.<sup>2</sup>

In Australia, several funding programs relevant to Calix's target markets were introduced under the Future Made in Australia package, including support for the production of green hydrogen, green metals and critical minerals. Despite this, numerous related projects were paused or cancelled, including green hydrogen projects needed to support hydrogen-direct reduced iron ("H<sub>2</sub>-DRI") production in Australia.<sup>3</sup> Challenging lithium market conditions led to a pause in Calix's lithium Mid-Stream Demonstration Project with PLS, prior to grant funding support from the Western Australian Government enabling the project to recommence.<sup>4</sup>

### Going concern

The financial report has been prepared on a going concern basis.

### Significant changes in the state of affairs

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

### Dividends

No dividends were paid or were payable during the year (2024: \$NIL).

### After balance date events

On 23 July 2025, Calix executed a \$44.9 million matching funding grant agreement with the Australian Renewable Energy Agency ("ARENA"), with funds to be used for up to 50% of the costs to build a ZESTY Green Iron Demonstration Plant. Accessing the grant funding from ARENA is contingent upon the Company securing matching funding for the remaining 50% of the project costs. The Company intends to finance the balance of the project through third party equity or debt at the subsidiary level.

No other matters or circumstances have arisen since the end of the 2025 financial year which significantly affected, or may significantly affect, the operations of the Group, the results of those operations, or the state of affairs of the Group in future years.

### Environmental regulation

The Group's operations are subject to local, state and federal environmental legislation and regulations in both the testing and operational areas. The Board is responsible for regular monitoring of environmental exposure and compliance with environmental regulations and is not aware of any breaches of these regulations during the year.

The Group is committed to achieving a high standard of environmental performance.

### Indemnification and insurance of officers

During FY25, the Company paid an insurance premium to insure the directors, officers and senior managers against certain liabilities that may be incurred whilst they perform their duties for the Company. This may include liabilities and costs associated with defending civil or criminal proceedings brought against the individuals in their capacity as officers of the entities in the Group.

### Options, warrants and rights

At the date of this report, there were no unissued ordinary shares of the Company under option, no warrants on issue and 3,641,635 share options and 1,403,339 Performance Rights on issue. Refer to Note 20 of the financial statements for further details of the share options outstanding at balance date.

The details of options, warrants and rights issued to Key Management Personnel as remuneration are set out in the Remuneration Report.

### Proceedings on behalf of the company

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the Group or intervene in any proceedings to which the Group is a party, for the purpose of taking responsibility on behalf of the Group for all or any part of those proceedings.

### Auditor

KPMG continues in office in accordance with section 327 of the *Corporations Act 2001*.

### Non-audit services

The Group may decide to employ the auditor on assignments additional to their statutory audit duties where the auditor's expertise and experience with the Company and/or Group are important.

The Group has not paid any amounts nor had any amounts payable to the auditors for non-audit services during FY25.

### Auditor independence

A copy of the auditor's independence declaration as required under section 307c of the *Corporations Act 2001* is set out on page 48.

### Rounding off

The Group is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors' Reports) instrument 2016/191 and in accordance with that instrument, amounts in the consolidated financial statements and directors' report have been rounded off to the nearest thousand dollars unless otherwise stated.

This report is signed in accordance with a resolution of the Board.



**Alison Deans**

Non-Executive Chair  
Calix Limited

Sydney, Australia 26 August 2025

1. Calix ASX Announcement. [Calix water treatment products exempt from US tariffs](#). Apr 2025

2. CTVC by Sightline Climate. [Our 2025 climate tech investor pulse check](#)

3. Institute for Energy Economics and Financial Analysis. [Australia needs to get smarter with green hydrogen](#). July 2025

4. Calix ASX Announcement. [Calix announces Mid-stream project restart](#). Feb 2025

# REMUNERATION REPORT

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## LETTER FROM THE CHAIR OF THE PEOPLE, CULTURE AND NOMINATIONS COMMITTEE



Dear Shareholders,

On behalf of the Board of Directors of Calix Limited (the Board), I am pleased to present the Remuneration Report for the year ended 30 June 2025 (FY25).

The Remuneration Report sets out information on the remuneration of the directors of Calix Limited (Calix) and its controlled entities and other Key Management Personnel (KMP), as well as a summary of the performance outcomes for FY25 and the resultant remuneration outcomes.

### New incentive scheme

As noted in my letter in last year's Remuneration Report, the key objectives of Calix's remuneration policies are to ensure alignment between Calix employees and the interests of shareholders, while also ensuring our remuneration structures are fair and reasonable.

To that end, as FY25 commenced, we implemented a new incentive scheme which is designed to better align rewards with Calix's performance outcomes and strategic objectives. It reflects feedback from our shareholders and market best practice by placing a stronger emphasis on equity-based incentives and long-term value creation, while maintaining appropriate focus on annual short-term goals. Importantly, the new incentive scheme is intended to support the retention and motivation of key talent, while directly linking remuneration outcomes to measurable performance and sustainable growth in shareholder value.

### Incentive scheme overview and outcomes

This year's Remuneration Report provides detailed information on the new incentive scheme introduced this year. In addition, we include detail on the legacy scheme because awards granted in prior years under the legacy scheme, continued to vest in FY25. Further information on the vesting criteria for the legacy scheme is set out below.

For Short Term Incentive ("STI") element of the new incentive scheme, a 'KPI Scorecard' is used to summarise the Company's performance each year against defined Key Performance Indicators (KPIs). The KPIs are intended to encapsulate the Company's financial and strategic objectives, including revenue growth, operational efficiency, customer traction, technology progress and the performance against the Company's safety, health, quality and sustainability targets. The full details of the assessment against the outcomes are outlined in the report below and summarised as follows:

- Corporate KPI – partially met
- Leilac KPI – partially met
- Sustainable Processing KPI – partially met
- Magnesia KPI – partially met

Following an assessment undertaken by the Board, with support from the People, Culture and Nominations Committee (PCNC), the KPI Scorecard outcomes for FY25 has been determined as 3.3 out of 10. This outcome is used to determine the short-term incentive (STI) awards for KMP and senior executives.

The Long-Term Incentive (LTI) element of the new incentive scheme uses a long-term financial performance metric in the form of the Relative Total Shareholder Return ("TSR") with the TSR of Calix shares to be measured against the TSR of a benchmark index over a 3 year performance period: For FY25 the period is from 1 July 2024 to 30 June 2027. Details of how this element of the scheme will work are also set out in the Remuneration Report.

### Executive Team base pay

During FY25, all members of Calix's Executive Team voluntarily elected to not increase their base pay. In addition to this, a small group (including the Company's Managing Director) voluntarily elected to forego a portion of their base pay for a period of time. These decisions were initiated by the executives and subsequently communicated to the Board. They were made in recognition of the particular challenges the Company experienced during the reporting period and underscore the Executive Team's commitment to the Company. The Board intends to repay the cash foregone in the FY25 year by these executives during FY26 and subject to the Company achieving certain KPIs during the FY26 year.

### Board fee-to-equity proposal

At the 2024 Annual General Meeting (AGM) the Board proposed a temporary change to their fee structure whereby the Company's directors would receive a portion of their fees as equity. While the proposal received over 99% support of the votes cast at the meeting, the proposal was subsequently deferred, due to conflicts for the Directors arising from the capital raising undertaken by Calix in December 2024. The Board intends to propose the change again at the 2025 AGM for FY26 director fees.

### Remuneration changes in FY26

As we look ahead to the 2026 Financial Year and beyond, the PCNC remains focused on ensuring our remuneration practices continue to support the Company's strategic goals, attract and retain top talent, and align with the interests and expectations of our shareholders. A small group of Calix's Executive Team continue to voluntarily receive reduced base pay. Consistent with the treatment of cash remuneration foregone in FY25, the Board intends to repay the cash foregone in FY26 subject to the Company achieving certain KPIs during the FY26 year.

With the exception above, following an annual review undertaken by the PCNC, it has been determined that there will be minimal changes to the remuneration outcomes for the Executive Team for the FY26 year, including no change to the Managing Director's compensation package from FY25. We will continue to review and refine our remuneration structures to ensure they remain fit for purpose in a dynamic and competitive global environment.

We thank our shareholders for their continued engagement and feedback, which have been instrumental in shaping our approach.

On behalf of the Company's Directors, we look forward to welcoming you and receiving your feedback at our 2025 AGM.

**Peter Dixon**

Chair

People, Culture and Nominations Committee

## REMUNERATION REPORT

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## REMUNERATION REPORT (AUDITED)

### Introduction

The information provided in the Remuneration Report for the year ended 30 June 2025 ("FY25") has been audited as required by section 308(3C) of the *Corporations Act 2001 (Cth)*.

This Remuneration Report sets out the remuneration information for directors of Calix Limited and its controlled entities ("the Group" or "Calix") consisting of Calix Limited ("the Company") and entities under its control and other Key Management Personnel ("KMP"). For the purposes of this report, KMP of the Group is defined as those people who have authority and responsibility for planning, directing and controlling major activities of the Company and the Group, directly or indirectly, including any director of the Company.

### Remuneration governance

#### Board oversight

The Calix Board of Directors ("the Board") is responsible for the overall operation and stewardship of Calix. In performing these responsibilities, the Board aims to continue to build sustainable value for shareholders and operates in accordance with the duties and obligations required by the Calix Constitution and by law.

As stated in the Company's Board Charter, the Board approves Calix's remuneration policies and framework, satisfying itself that Calix's remuneration policies are aligned with the Company's purpose, values, strategic objectives and risk appetite. Furthermore, the Board determines whether the remuneration and conditions of service of senior executives are appropriate and consistent with the approved remuneration policies and framework.

#### People, Culture and Nominations Committee

The Board has established committees as part of its governance framework to assist in the execution of its duties and to ensure important and complex issues are given the detailed consideration they require.

The People, Culture & Nominations Committee ("PCNC") assists the Board by monitoring and advising on matters including

- Calix's key people, culture and organisational culture strategies, including recruitment, retention, and succession planning;
- board and board committee appointments, development and succession planning;
- Calix's remuneration policy and its application, including as it applies to directors and senior executives' remuneration packages and performance reviews; and
- Calix's performance against its policies associated with People and Culture.

#### Advice from independent external advisers

As outlined in the PCNC Charter, the PCNC is authorised to engage, at Calix's expense, outside legal or other professional advice or assistance on any matters within its terms of reference. Additionally, the PCNC is authorised to seek any information it requires from any officer or employee of Calix.

To inform decision-making in FY25, the PCNC engaged PwC to provide advice and assistance with the development of the revised remuneration and incentive scheme for KMP and senior executives that has been adopted for FY25. During the financial year, PwC was paid \$35,700 (excluding GST) for the remuneration recommendations relating to the FY25 schemes and \$22,000 (excluding GST) for accounting support on determining the fair value of FY24 Zero Exercise Priced Options, and other than this remuneration related advice, did not provide any other kind of advice to the Company during the financial year. For advice on remuneration recommendations, PwC were engaged directly by and reported their recommendations to the Chair and members of the PCNC. The PCNC is satisfied that the information received from PwC was free from undue influence by the KMP's to whom the recommendation relates and the Board reached this conclusion on the basis of the independence of the engagement process and the governance processes in place in relation to the development and reporting of the recommendation.

#### Executive KMP service agreements

The key terms for the employment of the MD & CEO with Calix are as follows:

1. Nature and term of employment: full-time employment
2. Termination for cause: if convicted of an offence, becomes bankrupt, breach of contract or commits wilful misconduct
3. Termination on notice: six months by either party (or payment in lieu)

For other executive KMP, the key terms of employment are as follows:

1. Nature and term of employment: full-time employment
2. Termination for cause: breach of contract or gross misconduct
3. Termination on notice: three months by either party (or payment in lieu)

## REMUNERATION REPORT (AUDITED)

### Remuneration governance *continued*

#### Share ownership requirements

The Company's Minimum Shareholding Policy for Directors stipulates that all directors of Calix should have and maintain a shareholding in Calix (directly or indirectly) that meets or exceeds the following minimum values, which are calculated using the share price at the time of purchase:

- 25% of the director's year 1 base director fee (after tax) – one year after their initial appointment; and
- 50% of the director's year 1 base director fee (after tax) – within two years after their initial appointment.

The Minimum Shareholding Policy for directors was approved by the Board on 22 March 2023 and a copy is available in the investor centre on the Company's website. The policy notes that existing directors at the time of the policy's introduction would have until 30 June 2025 to fulfill the minimum shareholding requirement. As at the date of this Report, all directors meet the requirements of the Minimum Shareholding Policy.

#### Clawback provision

In the event of fraud, dishonesty, or other material breaches of Company policy, the Board reserves the right to reassess and reduce or immediately lapse all unexercised Zero Exercise Priced Options or Performance Rights, issued under the Company's Employee Incentive Scheme, whether vested or not.

#### Takeover or change of control

If the Board recommends that a takeover bid be accepted by the Company's shareholders or the Board determines that a transaction has occurred that results in a change of control, the Board may, at its discretion, determine that any unvested Zero Exercise Priced Options and Performance Rights issued under the Company's Employee Incentive Scheme can vest and be exercised, and included in the change of control transaction.

#### Remuneration strategy and framework

The Board is committed to ensuring Calix's remuneration framework and its associated reward outcomes continue to align key executives with the Company's business objectives, performance and shareholder expectations.

The Board's approach to developing the remuneration framework is designed to ensure significant alignment between senior executives and shareholders while ensuring that Calix remains competitive in the global market, attracting and retaining top talent despite the Company's relatively small size.

By benchmarking the Company's compensation packages against industry standards, the Board and Company aim to offer fair and attractive salaries that reflect the value and expertise the Company's employees bring to the Company, operating with a global footprint.

The Board, based on advice and recommendations provided by an external remuneration consultant, determined that a new remuneration framework be adopted for the FY25 year and future years. The framework is a more typical structure applied by listed companies, and comprises a short-term and long-term performance component that can be earned by executive KMP and other senior executives, in addition to fixed pay.

The following principles were incorporated into the new framework:

- Alignment of employees' interests with Company strategies and shareholders' interests;
- Attracts, retains and motivates the executives needed to deliver on Calix's potential;
- Fairly and adequately rewards individual and collective high performance;
- Stronger alignment of the new framework with market practice;
- Flexibility to allow adjustments based on market demand and future growth; and
- Simplicity and transparency to ensure the new framework can be easily explained and understood by all stakeholders.

#### Non-Executive Director remuneration overview

##### Non-executive directors

The following people were non-executive directors of the Group in FY25 and, unless otherwise indicated, were classified as non-executive directors for the entire year.

- Peter Turnbull, AM, Independent Chair (retired 30 September 2024)
- Alison Deans, Independent Director and appointed Independent Chair from 1 October 2024
- Peter Dixon, Independent Director
- Helen Fisher, Independent Director
- Dr Sarah Ryan, Independent Director

##### Non-executive director remuneration

Non-executive directors' remuneration is approved by the Board and shareholders. Remuneration is reviewed annually, based on market practice, duties and accountability. Independent external advice is sought when required. The maximum aggregate of fees that can be paid to non-executive directors is subject to approval by shareholders at the Annual General Meeting ("AGM").

## REMUNERATION REPORT (AUDITED)

### Executive KMP remuneration overview

#### Executive KMP

The following executives of the Group were classified as KMP during FY25 and, unless otherwise indicated, were classified as KMP for the entire year.

- Dr Phil Hodgson, Managing Director and Chief Executive Officer
- Darren Charles, Chief Financial Officer & Company Secretary
- Dr Mark Sceats, Chief Scientist was a KMP until 22 November 2024

#### Executive KMP remuneration mix

The executive KMP, including the MD & CEO, receive a base salary, which is based on factors such as experience, skills and competencies. The Board reviews executive KMP base salary levels annually by reference to the Group's performance, individual performance and comparable information from industry sectors. The KMP, who are all Australian based employees, also receive a superannuation guarantee contribution, which for FY25 was 11.5% (FY24: 11%) up to the concessional contributions cap. They do not receive any other retirement benefits.

#### KMP remuneration framework

Fixed Pay	Equity based Short Term Incentive ("STI")	Equity based Long Term Incentive ("LTI")
Fixed remuneration including base pay and superannuation	Short term incentive, delivered in equity in the form of performance rights, at the end of the performance period, depending upon the achievement of annual predetermined KPI's	Long-term incentive, delivered in the form of performance rights issued at the start of the performance period, linked to a relative TSR hurdle measured at the end of a 3-year period

Further details of the mechanisms by which the STI and LTI incentives operate are set out below.

### Employee Incentive Scheme

#### Background

The Group's remuneration policies and framework are designed to align the interest of the Board and Calix employees, including executive KMP, with the interests of shareholders, while also ensuring the Company's remuneration structures are fair and reasonable. Furthermore, the policies and framework aim to balance the incentives to achieve annual short-term goals with incentives to create and execute opportunities that build longer-term shareholder value.

On 18 April 2018, at an extraordinary general meeting, the shareholders of Calix approved an Employee Incentive Scheme ("EIS") to operate once the Company was listed on the Australian Securities Exchange ("ASX"). It provided for the grant of Zero Exercise Priced Options or Performance Rights to eligible officers and employees (as determined by the Board).

The first round of the EIS was made available to all Calix employees, including KMP (but excluding non-executive directors), at the end of 2018 with an ability to earn parcels of Zero Exercise Priced Options over the proceeding five-year period to 30 June 2024 ("EIS 1"). The scheme was extended in 2022 with an additional round made available to employees, including KMP, with the ability to earn parcels of Zero Exercise Priced Options over the proceeding five-year period ("EIS 2").

As noted earlier in this Remuneration Report, the Board determined that the original EIS would be replaced with a more traditional short-term and long-term incentive Performance Rights plan applied by listed companies for the FY25 year and beyond. The new EIS is based on advice and recommendations provided by an external remuneration consultant. It comprises a short-term and long-term performance component, issued as Performance Rights, that can be earned by executive KMP and other senior executives, in addition to fixed pay.

Detailed information on both the newly introduced Performance Rights based EIS and the legacy Zero Exercised Priced Options EIS, given they include tenure-based vesting criteria that continue to apply to awards granted in prior years and vesting in FY25 and beyond, is included in this Remuneration Report.

#### New Performance Rights based EIS overview

The New EIS is applied based upon performance of both the Group and individual Key Performance Indicators ("KPI"). The Board sets yearly KPIs for the Group to drive performance, appropriately balancing current and future value creation, and reflecting the nature and strategy of the Group. The actual performance against KPIs is reviewed regularly and assessed at the end of the financial year by the PCNC to determine EIS outcomes. This assessment is summarised in the KPI Dashboard for FY25 which is set out below.

The EIS also combines both short-term and long-term incentives. It is designed to retain and motivate Calix's employees, building alignment of employees' interests with shareholders' interests to deliver shareholder value, consistent with the nature and strategy of the Group. For the purposes of this Remuneration Report, the new EIS is referred to as the "2025 EIS".

#### Vesting Conditions for the Performance Rights

##### Short term incentive

The STI Performance Rights:

- a) amount of STI performance rights earned will be determined based on the achievement of annual predetermined KPI's summarised in the STI Scorecard as set out in the FY25 Company Performance section of the report below;
- b) 50% of the STI performance rights will vest immediately, but cannot be exercised for 12 months following their grant date following the end of FY25; and
- c) the remaining 50% will vest subject to:
  - i. 12-months continuous service and engagement of the KMP Performance Right's holder in their capacity as a KMP; or
  - ii. a 'qualifying event' occurring per the EIS Plan rules. A "qualifying event" includes instances where the KMP ceases to be an employee of the Group under involuntarily circumstances or in the event of a takeover.

from the date of issue of the Performance Rights until 12 months after the end of FY25.

Where any STI Performance Rights are to be issued to a KMP who is also a Director of the Company, the Board will seek shareholder approval for the STI awards at the subsequent AGM.

## REMUNERATION REPORT (AUDITED)

### Executive KMP remuneration overview *continued*

#### *Long term incentive*

The LTI Performance Rights are subject to a long-term financial performance metric in the form of the Relative Total Shareholder Return ("TSR") hurdle detailed below, and a continued service vesting condition.

Both vesting conditions must be satisfied for the KMP Performance Rights to vest.

#### *Relative TSR vesting condition*

The hurdle for Relative TSR vesting is that the TSR of Calix shares must at least equal the median TSR of other companies in the ASX Emerging Companies Index calculated over the 3-year performance period (1 July 2024 to 30 June 2027 for FY25 LTI) using a 30-day Volume-Weighted Average Price ("VWAP"). TSR is defined as total shareholder return in the form of capital appreciation and dividends.

The percentage of LTI Performance Rights that vest will be on a straight-line basis between that median TSR of the index (at which 0% of LTI Performance Rights will vest) to the bottom of the top quartile of TSR of companies in that index (at which and beyond, 100% of LTI Performance Rights will vest).

The Company has chosen Relative TSR as the most appropriate vesting condition metric, and the ASX Emerging Companies Index as the most appropriate peer comparison group because they provide a clear and objective measure of performance, relative to companies that are in a similar stage of development to Calix, ensuring that the vesting conditions are aligned with shareholder interests and market expectations.

#### *Continued service vesting condition*

Vesting is also conditional upon:

- i) the continuous service and engagement of the KMP Performance Right's holder in their capacity as a director or executive of the Company for the duration of the 3 year performance period outlined above (to 30 June 2027 for FY25 LTI); or
- ii) a 'qualifying event' occurring per the EIS Plan rules. A "qualifying event" includes instances where the KMP ceases to be an employee of the Group under involuntarily circumstances or in the event of a takeover.

from the date of issue of the Performance Rights to 30 June 2027. Details of the Performance Rights on issue are set out in the Remuneration Outcomes section of this Report.

### Overview of legacy EIS 1 and EIS 2

The 2025 EIS outlined above, replaced legacy EIS schemes that had been in operation since 2018 with Zero Exercise Priced Options being earned and exercisable through to the end of June 2027. The vesting conditions associated with the legacy schemes are set out as follows to provide a complete view of the incentives being earned and able to be earned by executive KMP.

#### EIS 1

Zero Exercise Priced Options earned through the operation of the EIS from 2018 to 2021 have now all been earned and exercised or have lapsed. The last exercise date for these vested Zero Exercise Priced Options was 17 December 2024 and KMP who had earned and vested Zero Exercise Priced Options chose to exercise these prior to their expiration.

As at the date of this report, there are no further 2018-2021 Zero Exercise Priced Options exercisable. In the table on page 44 that sets out the ordinary shares owned by directors and KMP, the column which is titled "received as part of remuneration" relates to EIS 1 Zero Exercise Priced Options exercised and converted into ordinary shares by KMP during FY25.

#### EIS 2

EIS 2 was referred to as a hybrid scheme that provided both short-term and long-term incentives to all employees, including KMP, aligning employees' remuneration and interests with shareholders' interests. For KMP and senior executives, each round of the scheme operated over a six-year period (including a re-test period), with a maximum Zero Exercise Priced Option pool approved by the Board in year zero, the first tranche of awards vesting at the end of year one, and the final tranche of awards vesting on the sixth anniversary of the initial Zero Exercise Price Option award.

EIS 2 applied to KMP and senior executives by granting participants Zero Exercise Priced Options. Performance-vesting of the granted Zero Exercise Priced Options was subject to a series of three Performance Gateways assessed in each year of the three-year performance period. At the end of each year of the 3-year performance period, Zero Exercise Priced Options that did not meet annual performance gates were subjected to re-testing based on criteria for TSR performance. Any un-vested Zero Exercise Priced Options that did not vest at their testing date can be re-tested annually between the testing date and the end of the financial year immediately after this date. Details and worked examples of the performance criteria and vesting schedules over the six-year period are provided further below in this Remuneration Report.

The maximum potential award under EIS 2 for each executive was based on a percentage of gross annual salary, with the proportion of total remuneration 'at risk' increasing with executive responsibility. The maximum potential award per year for senior executives was 40% of their gross salary, 50% for the Chief Financial Officer, and 60% for the Chief Executive Officer.

The actual award each year was determined as a percentage of maximum potential award, based on the three Performance Gateways detailed below (performance vesting). The actual award from each year then vests over the subsequent three-year period with one third of the actual award vesting immediately and one third at the end of each subsequent year (tenure vesting).

In an illustrative example – a senior executive is allocated a maximum possible 90,000 Zero Exercise Priced Options under the EIS at the start of the 3-year period, reflecting 120% (40% x 3) of the executive's gross salary. Assuming an annual salary of \$225,000 this results in an allocation of \$270,000. Assuming \$3 per Calix ordinary share at the commencement of the scheme this results in an allocation of 90,000 Zero Exercise Priced Options at the start of the scheme. At the end of each of the first 3 years of the scheme, the maximum potential award is 30,000 Zero Exercise Priced Options, with the actual award being subject to 3 performance gateways (performance vesting). The actual award for each year, then vests subject to tenure, with one third able to vest immediately, and the remaining two thirds vesting in equal tranches over the next 2 years (tenure vesting).

## REMUNERATION REPORT (AUDITED)

### Executive KMP remuneration overview *continued*

#### Performance Gateways

Three Performance Gateways are used to determine performance-vesting in each year and are applied sequentially:

##### Gateway 1 – SHEQ performance

Gateway 1 is achieving the Company's Safety, Health, Environment, and Quality ("SHEQ") Action Plan KPIs as agreed with the Board each year. If the SHEQ Action Plan KPIs are not met, then Zero Exercise Priced Options cannot be awarded for performance that year. This Performance Gateway is designed to ensure that the safety, health and environmental performance of our team members, and quality of our products and services, remain paramount at all times. The SHEQ Action Plan reflects International Standard ISO45001, against which the Company is audited annually.

##### Gateway 2 – Share price performance

Gateway 2 assesses absolute share price performance over the year as measured by TSR, as described below. TSR is measured as Calix's share price performance, being the 30-day VWAP over the 15 days preceding, and the 15 days after, June 30 in the prior financial year ("Baseline Share Price") as compared with the 30-day VWAP over the 15 days preceding and the 15 days after 30 June in the current financial year ("Measured Share Price").

If the Measured Share Price for a particular financial year is not higher than the Baseline TSR for that period of measurement, any Zero Exercise Priced Options earned under Performance Gateway 3 (as described below) remain unvested. However, such unvested Zero Exercise Priced Options may vest if at any time before the end of the financial year immediately after each testing period, the 30-day VWAP for Calix's shares exceeds the applicable Baseline TSR for those unvested Zero Exercise Priced Options. This mechanism is designed to ensure that shorter-term goals or advances do not dominate over more significant, longer-term value creation opportunities, so that KMP continue to balance shorter term outcomes with a longer-term view of outcomes for a multi-year, multi-application value opportunity.

##### Gateway 3 – Performance against KPIs

Gateway 3 measures company and executive performance against KPIs agreed each year with the Board. These KPIs reflect the corporate milestone targets set for each line of business. Gateway 3 helps to drive achievement of annual performance metrics that balance both short-term and long-term shareholder value creation.

The EIS Zero Exercise Priced Options that have passed through all three gateways will be classed as "performance-vested". These Zero Exercise Priced Options will then be subject to tenure-based vesting with one third vesting immediately. The other two thirds will then vest in two equal tranches at the end of each of the two full financial years following the performance year, provided the KMP or senior executive remains a full-time employee of the Company.

To continue the illustrative example above:

- In year one, a KPI result of 7/10 was achieved, meaning 21,000 Zero Exercise Priced Options have performance-vested for the senior executive above. Of these 21,000 Zero Exercise Priced Options, one third is immediately tenure-vested, while the remaining 14,000 Zero Exercise Priced Options vest in equal tranches at one year and two years after the performance year, provided the senior executive is still with the Company.
- In year two, a KPI result of 6/10 was achieved, meaning 18,000 Zero Exercise Priced Options have performance-vested. Of these 18,000 Zero Exercise Priced Options, one third is immediately tenure-vested, while the remaining 12,000 Zero Exercise Priced Options vest in equal tranches at one year and two years after the performance year, provided the senior executive is still with the Company.
- In year three, a KPI result of 9/10 was achieved, meaning 27,000 Zero Exercise Priced Options have performance-vested. Of these 27,000 Zero Exercise Priced Options, one third is immediately tenure-vested, while the remaining 18,000 Zero Exercise Priced Options vest in equal tranches at one year and two years after the performance year, provided the senior executive is still with the Company.

#### Illustrative example: vesting of options

A maximum total of 90,000 options are allocated to a senior executive	Vesting of each tranche of options under the initial allocation of a 90,000 option pool for a senior executive					
	Beginning year 1	End of year 1	End of year 2	End of year 3	End of year 4	End of year 5
Tranche 1 earned options in year 1: 7/10 KPI result		7,000	7,000	7,000		
Tranche 2 earned options in year 2: 6/10 KPI result			6,000	6,000	6,000	
Tranche 3 earned options in year 3: 9/10 KPI result				9,000	9,000	9,000
Unearned options		3,000	7,000	8,000	5,000	1,000
<b>Total options earned and vested</b>		<b>7,000</b>	<b>13,000</b>	<b>22,000</b>	<b>15,000</b>	<b>9,000</b>

#### Further performance testing of unvested Zero Exercise Priced Options at the end of each year of the three-year performance period

The first Tranche of the EIS 2 Zero Exercise Priced Options that remain unvested at the end of each performance period are subject to further performance testing. The Board would award those Zero Exercise Priced Options if the team delivered a TSR performance measured as follows:

EIS 2 Tranche 1 (grant date in 2024) Zero Exercise Priced Options where the 1 July 2023 Baseline TSR was \$4.22:

- 50% of the remaining unvested Zero Exercise Priced Options if the Measured TSR at the end of the performance vesting period has exceeded the Baseline TSR by 75%, being \$7.38; and
- The remaining 50% of the unvested Zero Exercise Priced Options if the Measured TSR at the end of the performance vesting period has exceeded the Baseline TSR by 125%, being \$9.50.

## REMUNERATION REPORT (AUDITED)

### Executive KMP remuneration overview *continued*

For the second and third Tranches of the EIS 2 (granted in 2024), if any Zero Exercise Priced Options remain unvested (other than due to the timing of the grant of such Zero Exercise Priced Options), the Board will perform a further performance review annually at the end of FY26 and at the end of the 2027 Financial Year ("FY27"). The Board will be able to performance vest those Zero Exercise Priced Options if the team has delivered a TSR performance, defined as follows:

EIS 2 Tranche 2 and 3 (grant date in 2024) Zero Exercise Priced Options where the 1 July 2023 Baseline TSR was \$4.22:

- 50% of the remaining unvested Zero Exercise Priced Options if the Measured TSR at the end of the performance vesting period has exceeded the Baseline TSR by 75%, being \$7.38; and
- The remaining 50% of the unvested Zero Exercise Priced Options if the Measured TSR at the end of the last performance vesting period has exceeded the Baseline TSR by 125%, being \$9.50.

Details of the EIS 2 Zero Exercise Priced Options that are vested, exercisable or unvested and subject to future retesting are set out below in the Remuneration Outcomes section of the Report.

### FY25 remuneration outcomes

#### Non-executive director and executive KMP remuneration

Details of the remuneration of the directors and the executive KMP are set out in the following tables:

	Short term benefits	Post-employment benefits	Other long-term benefits	Value of equity benefits granted	Total	% of performance related remuneration
	Salary \$	Super-annuation \$	Long service leave \$	\$	\$	
<b>30 June 2025</b>						
<b>Company directors</b>						
Peter Turnbull, AM <sup>1</sup>	53,750	—	—	—	53,750	—
Alison Deans	168,162	19,338	—	—	187,500	—
Peter Dixon	135,000	—	—	—	135,000	—
Helen Fisher	145,000	—	—	—	145,000	—
Sarah Ryan	134,464	—	—	—	134,464	—
Phil Hodgson	463,041	29,932	11,049	68,665	572,687	12%
Mark Sceats <sup>2</sup>	159,703	14,829	3,569	17,088	195,189	9%
	1,259,120	64,099	14,618	85,753	1,423,590	6%
<b>Other KMP of the Group</b>						
Darren Charles	383,287	29,932	7,990	45,835	467,044	10%
<b>Total KMP compensation</b>	<b>1,642,407</b>	<b>94,031</b>	<b>22,608</b>	<b>131,588</b>	<b>1,890,634</b>	<b>7%</b>
<b>30 June 2024</b>						
<b>Company directors</b>						
Peter Turnbull, AM	215,000	—	—	—	215,000	—
Alison Deans	94,594	10,405	—	—	104,999	—
Peter Dixon <sup>3</sup>	62,960	—	—	—	62,960	—
Helen Fisher	139,169	—	—	—	139,169	—
Sarah Ryan <sup>3</sup>	63,496	—	—	—	63,496 <sup>4</sup>	—
Phil Hodgson	523,757	27,399	15,742	326,818	893,716	37%
Mark Sceats	375,739	27,399	10,491	180,351	593,980	30%
	1,474,715	65,203	26,233	507,169	2,073,320	25%
<b>Other KMP of the Group</b>						
Darren Charles	404,061	27,399	12,016	180,351	623,827	29%
<b>Total KMP compensation</b>	<b>1,878,776</b>	<b>92,602</b>	<b>38,249</b>	<b>687,520</b>	<b>2,697,147</b>	<b>25%</b>

1. Peter Turnbull, AM retired from the Board on 30 September 2024.

2. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time. Remuneration is to the date that he ceased to be a KMP.

3. Peter Dixon and Sarah Ryan were appointed as directors on 1 January 2024.

4. Disclosure has been restated to align to accrual basis of accounting to include Director's committee fees of \$15,996 which relates to services provided in FY24, however was not previously disclosed in the 30 June 2024 financial statements.

NB – The value of equity benefits granted and expensed in FY25 are based on the issue of LTI and STI Performance Rights and in FY24 are based on the issue of Zero Exercise Priced Options.

## REMUNERATION REPORT (AUDITED)

### FY25 remuneration outcomes *continued*

#### Additional disclosures relating to KMP

##### Ordinary shares held by non-executive directors and executive KMP

The number of ordinary shares in the Company held during the financial year by each director and executive KMP is set out in the following table:

30 June 2025	Balance at the start of the year	Received as part of remuneration	Additions	Disposals or other changes	Balance at 30 June 2025
<b>Company directors</b>					
Peter Turnbull AM <sup>1</sup>	1,133,789	—	—	—	1,133,789
Alison Deans	100,000	—	40,000	—	140,000
Peter Dixon	642,162	—	80,000	—	722,162
Helen Fisher	16,210	—	40,000	—	56,210
Sarah Ryan	36,000	—	40,000	—	76,000
Phil Hodgson	4,114,362	1,035,161	40,000	(233,000)	4,956,523
Mark Sceats <sup>2</sup>	7,757,765	—	—	—	7,757,765 <sup>2</sup>
	<b>13,800,288</b>	<b>1,035,161</b>	<b>240,000</b>	<b>(233,000)</b>	<b>14,842,449</b>
<b>Other KMP of the Group</b>					
Darren Charles	1,169,817	458,623	—	—	1,628,440
<b>Total Ordinary Shares</b>	<b>14,970,105</b>	<b>1,493,784</b>	<b>240,000</b>	<b>(233,000)</b>	<b>16,470,889</b>

1. Peter Turnbull, AM retired from the Board on 30 September 2024.

2. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time. This is his balance of shares held at 22 November 2024.

Ordinary shares received by KMP as part of remuneration in FY25 related to the exercise of vested Zero Exercise Priced Options earned between 2018 and 2021 that were due to expire in December 2024.

#### Loans provided to KMP

Details of loans made to directors of the Company and other KMP of the Group, including close family members and entities related to them, are set out in the following table:

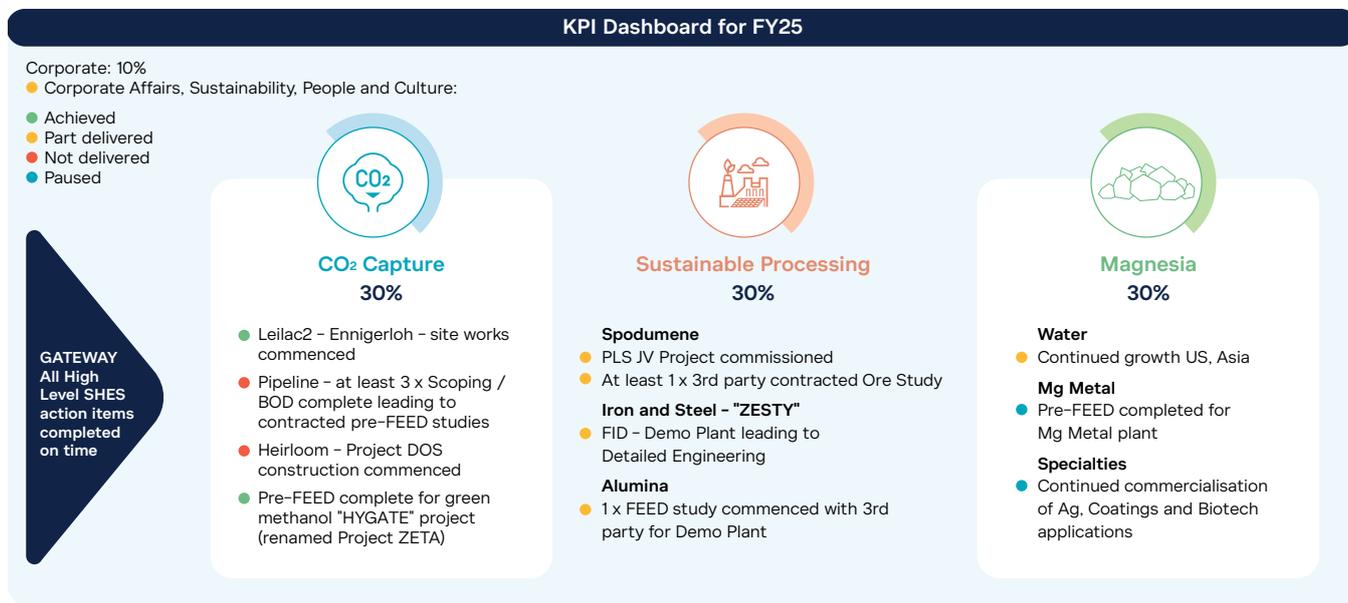
30 June 2025	Balance at the start of the year	Interest paid and payable for the year	Interest not charged	Balance at the end of the year	Highest balance during the year
<b>Loan funds provided</b>					
Phil Hodgson	237,691	9,340	—	—	238,538
	<b>237,691</b>	<b>9,340</b>	<b>—</b>	<b>—</b>	<b>238,538</b>

The loan set out above was unsecured and accrued interest at an arm's length fixed interest rate of 8.27% per annum. No write-downs or allowances for doubtful receivables were recognised in relation to the loan made to the KMP. The loan was repaid in full prior to 30 June 2025.

# REMUNERATION REPORT (AUDITED)

## FY25 remuneration outcomes continued

### FY25 company performance



The term Paused in the KPI dashboard above refers to a decision taken by the Board and management team to stop working towards the specific objective.

#### Leilac

Calix commenced FY25 with the announcement of a \$15 million matching funding grant from the Australian Government's Carbon Capture Technologies Program to support Project ZETA – a near-zero emissions lime plant in South Australia. The grant funds up to 50% of Calix's first commercial low emissions lime application subject to securing matching funding. **The Company's FY25 milestone target – a completed preliminary front-end engineering design ("FEED") study for the project – was achieved during the financial period.**

Leilac was selected for the award of two ~US\$1.5 million grants by the U.S. Department of Energy ("DOE") to deliver pre-FEED studies. The projects aimed to develop a low emissions cement plant with Titan Cement and a low emissions lime plant with MLC (formerly Mississippi Lime Company). Unfortunately, the Trump administration commenced a broad review of its DOE grant programs and work on these projects did not progress. Further reviews by the DOE lead to the decision to pause paid engineering work with Heirloom for Direct Air Capture and **Leilac's FY25 milestone target, to achieve three paid studies, was not achieved.**

#### Sustainable Processing

Calix's project to demonstrate a novel process to make a low-carbon intensity lithium salt at the mine site, developed in an Unincorporated Joint Venture ("UJV") with PLS (formerly Pilbara Minerals), remains on budget, with **construction completion of the lithium Mid-Stream Demonstration Plant planned for the December 2025 quarter.** A short delay resulted from a decision to pause the project in October 2024 due to the lithium market conditions. A \$15 million grant from the Western Australian ("WA") Government enabled construction to restart in February 2025. The combination of grant funding from the WA and Australian governments, alongside direct investment in the project by the Company and PLS, will enable Calix to demonstrate its electric calcination technology to the lithium market in a capital efficient manner.

Significant effort throughout the financial period also culminated in the after-balance date execution of important strategic support for Calix's Zero Emissions Steel Technology, ZESTY. **Calix executed a matching funding grant agreement for a \$44.9 million grant from the Australian Renewable Energy Agency ("ARENA") to help fund a ZESTY Green Iron Demonstration Plant.** The grant can provide up to 50% of the budget to build a 30,000 tonne per annum Hydrogen Direct Reduced Iron (H-DRI) demonstration plant subject to securing matching funding. It follows extensive pilot-scale testing and due diligence, with important support from Calix's industry partners.

In FY25, paid studies within the Sustainable Processing line of business were undertaken on a variety of minerals. Although relatively small, these first studies are designed to pave the way for further studies and eventual applications. Despite this progress, **the FY25 milestone target, to achieve one additional lithium paid study and one additional alumina study, was not fully achieved.**

#### Magnesia

**The Magnesia line of business recorded revenue of \$24.3 million in FY25, up 15.7% from \$21 million in the 2024 Financial Year ("FY24").** Margins were also up from **38.4% in FY24 to 39.6% in FY25**, while revenue growth accelerated during the second half of FY25. These results were driven by sales growth in both the U.S. and Australia. In Australia, Calix secured a significant new contract with Unitywater to service the Sunshine Coast region. Calix also renewed and increased its contract with the City of Gold Coast. In the U.S., new hydration facilities in Rippon, Wisconsin and Lufkin, Texas came online following construction and commissioning in FY24, adding production capacity and market reach to Calix's U.S. operations. The new facilities helped to underpin revenue growth and sales in new regions.

In line with the Group's strategy to focus on immediate revenue generation and reduce costs, the Magnesia line of business ceased activity in non-revenue generating sectors in FY25. This included pausing work on the development of marine coatings, the prevention of antimicrobial resistance, and the development of a magnesium metal project. These markets remain prospective opportunities for Calix's magnesium products and processing technology, and Calix retains the IP and capability to continue their development at a future date.

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## REMUNERATION REPORT (AUDITED)

### FY25 remuneration outcomes *continued*

#### Group

During the year, cost reduction measures were implemented equating to a 23% reduction in the operating cost base in 2H FY25 (\$17.1 million) relative to 1H FY25 (\$22.3 million). Annualised cost savings of approximately \$6 million from January 2025 were predominantly achieved by discontinuing non-priority or non-revenue generating activities and streamlining teams across the Group. A further annualised saving of approximately \$2 million was implemented in June 2025 as Leilac reduced its cost base, pending the outcome of the U.S. Department of Energy's reviews of funding programs that were expected to support its U.S. projects. Calix's FY25 operating costs include some one-off costs that were incurred during the financial period associated with the organisational restructuring and cessation of certain activities.

Having considered the KPI contributions from each line of business, the Board determined a weighted average KPI score for the Group for 2025 as 3.3 out of 10 (33.0%).

#### Vesting of Performance Rights or Zero Exercise Priced Options for performance to 30 June 2025

##### Vesting of Performance Rights

With the assessed weighted average KPI score for the Group for 2025 as 3.3 out of 10 (33.0%), KMP are eligible to earn 33.0% of their STI Performance Rights for FY25 and the detail of the Performance Rights granted to KMP are set out in the table below. As set out in the Report above, 50% of these Performance Rights vest immediately, but are unable to be exercised until 30 June 2026 and 50% will vest on June 2026, and are exercisable from 30 June 2027, subject to continued service of the KMP. The FY25 STI Performance Rights issued to Calix's Managing Director, Phil Hodgson, are subject to approval of shareholders at the 2025 AGM.

##### Vesting of Zero Exercise Priced Options

In addition to the STI Performance Rights for FY25, testing was undertaken on unearned Zero Exercise Priced Options from the EIS 2 for the 2022-2024 period. The EIS 2 tranche 1 performance test was measured on 30 June 2025 and was not passed. As a result of this, 126,911 Zero Exercise Priced Options that were issued to KMP and senior executives lapsed. This included 27,788 Zero Exercise Priced Options held by MD & CEO, Phil Hodgson and 15,333 Zero Exercise Priced Options held by Chief Financial Officer & Company Secretary, Darren Charles.

A further 413,832 EIS 2 tranche 2 Zero Exercise Priced Options will be retested on 30 June 2026, and 453,242 EIS 2 tranche 3 Zero Exercise Priced Options will be tested on 30 June 2027 as per the mechanism outlined on pages 42 and 43.

The table below details certain measures in respect of the current financial year and previous four financial years that are monitored as indicators of performance of the Group. KMP performance is measured against KPIs set at the start of each year and the TSR share price is used as a gateway to determine vesting of KMP Zero Exercise Priced Options and Performance Rights.

	2025	2024	2023	2022	2021
Loss attributable to owners of the Company	(\$19,172,000)	(\$25,263,000)	(\$23,186,000)	(\$16,338,000)	(\$9,107,000)
30 June VWAP share price	\$0.33 <sup>1</sup>	\$1.36	\$4.22	\$7.33	\$2.69

1. 30 June 2025 VWAP share price is calculated based on 30 days up to and including 30 June 2025.

#### EIS Zero Exercise Priced Options and Performance Rights issued to KMP

##### EIS Zero Exercise Priced Options (ZEPO's) issued to KMP

30 June 2025	Balance at the start of the year	ZEPO's issued	ZEPO's exercised	ZEPO's Lapsed	Balance as at 30 June 2025	ZEPO's earned, vested & exercisable	Unearned ZEPO's
Phil Hodgson	1,368,616	—	(1,035,161)	(27,788)	305,667	83,364	222,303
Darren Charles	642,636	—	(458,623)	(15,333)	168,680	46,004	122,676
Mark Sceats <sup>1</sup>	825,200	—	—	—	825,200 <sup>1</sup>	687,191 <sup>1</sup>	138,009 <sup>1</sup>
	2,836,452	—	(1,493,784)	(43,121)	1,299,547	816,559	482,988

1. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time. This is the balance of ZEPO's held at 22 November 2024.

The fair value of Zero Exercise Priced Options exercised by KMP during the year was \$1,244,557 (FY24: \$NIL).

#### FY25 LTI Performance Rights issued to KMP

30 June 2025	Balance at the start of the year	LTI Performance Rights issued	LTI Performance Rights exercised	Balance as at 30 June 2025	LTI Rights earned, vested & exercisable	Unearned LTI Rights
Phil Hodgson	—	117,856	—	117,856	—	117,856
Darren Charles	—	70,457	—	70,457	—	70,457
Mark Sceats <sup>1</sup>	—	70,457	—	70,457 <sup>1</sup>	—	70,457 <sup>1</sup>
	—	258,770	—	258,770	—	258,770

1. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time. This is the balance of LTI Performance Rights held at 22 November 2024.

## REMUNERATION REPORT (AUDITED)

### FY25 remuneration outcomes *continued*

LTI Performance Rights issued to KMP are subject to the 3-year Relative TSR performance hurdle and continued tenure condition set out in the Report above.

LTI Rights granted	Number of Rights granted during the year	Vesting conditions	Grant date	Fair value at grant date \$	Expiry date
Phil Hodgson	117,856	Relative TSR measured over 3-year period & ongoing tenure to 30 June 2027	1 July 2024	28,594	30 June 2029
Darren Charles	70,457	Relative TSR measured over 3-year period & ongoing tenure to 30 June 2027	1 July 2024	17,088	30 June 2029
Mark Sceats <sup>1</sup>	70,457	Relative TSR measured over 3-year period & ongoing tenure to 30 June 2027	1 July 2024	17,088	30 June 2029

1. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time.

### FY25 STI Performance Rights issued to KMP

30 June 2025	Balance at the start of the year	STI Performance Rights issued	STI Performance Rights exercised	Balance as at 30 June 2025	STI Rights earned, vested but unexercisable	Unearned STI Rights
Phil Hodgson	—	160,527	—	160,527	80,263	80,264
Darren Charles	—	115,160	—	115,160	57,580	57,580
Mark Sceats <sup>1</sup>	—	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>	— <sup>1</sup>
	—	<b>275,687</b>	—	<b>275,687</b>	<b>137,843</b>	<b>137,844</b>

1. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time. This is the balance of STI Performance Rights held at 22 November 2024.

50% of the STI Performance Rights issued to KMP are exercisable from 30 June 2026, subject to continued tenure, and a further 50% are exercisable from 30 June 2027, subject to continued tenure.

STI Rights granted	Number of Rights granted during the year	Vesting conditions	Grant date	Fair value at grant date \$	Expiry date
Phil Hodgson	160,527	Achievement of annual KPIs and tenure to 30 June 2027	30 June 2025	52,894	30 June 2030
Darren Charles	115,160	Achievement of annual KPIs and tenure to 30 June 2027	30 June 2025	37,945	30 June 2030
Mark Sceats <sup>1</sup>	— <sup>1</sup>	Achievement of annual KPIs and tenure to 30 June 2027	30 June 2025	—	30 June 2030

1. Mark Sceats retired from the Board on 22 November 2024 and ceased to be a KMP at that time. No STI Performance Rights had been granted to Mark at the time he ceased to be a KMP.

The FY25 LTI Performance Rights issued to Phil Hodgson and Mark Sceats on 1 July 2024 were approved by shareholders at the 2024 AGM. The FY25 STI Performance Rights granted to Phil Hodgson will be subject to approval by shareholders at the 2025 AGM.

### EIS Zero Exercise Priced Options and Performance Rights on issue

As at the date of this report, 3,641,636 Zero Exercise Priced Options remain on issue with certain Zero Exercise Priced Options having lapsed as a result of staffing changes, 852,694 being earned, vested and currently unexercised into ordinary shares, a further 2,788,942 remain unearned and unvested.

As at the date of this report, 548,184 LTI Performance Rights are on issue with none being earned and all subject to the 3-year Relative TSR and tenure performance hurdles outlined above. 855,155 STI Performance Rights have been awarded with half being earned but are unable to be exercised until 30 June 2026, while the other half remain unearned, and are subject to a further tenure vesting condition.

## AUDITOR'S INDEPENDENCE DECLARATION



### Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

To the Directors of Calix Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Calix Limited for the financial year ended 30 June 2025 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG

Daniel Camilleri  
Partner  
Sydney  
26 August 2025

# FINANCIAL REPORT

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## FINANCIAL REPORT

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## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 June 2025

	Note	June 2025 \$'000	June 2024 \$'000
Revenue	3	28,173	24,190
Cost of sales		(17,520)	(13,905)
<b>Gross profit</b>		<b>10,653</b>	<b>10,285</b>
Other income	3	4,888	5,262
<b>Gross profit and other income</b>		<b>15,541</b>	<b>15,547</b>
Sales and marketing expenses		(10,542)	(10,654)
Research and development expenses		(17,818)	(21,380)
Administration and other expenses		(11,242)	(9,896)
Depreciation, amortisation and impairment expenses	4	(9,796)	(7,413)
Interest income		885	1,082
Finance costs		(241)	(193)
Foreign exchange gains/(losses)		513	(429)
Share based payment expense	20	(2,589)	(5,125)
Gain on contribution to the unincorporated joint venture	25	15,066	12,169
<b>Loss from ordinary activities before income tax</b>		<b>(20,223)</b>	<b>(26,292)</b>
Income tax benefit	6	77	82
<b>Loss for the year</b>		<b>(20,146)</b>	<b>(26,210)</b>
<b>Total loss for the year is attributable to:</b>			
Owners of Calix Limited		(19,172)	(25,263)
Non-controlling interests		(974)	(947)
		<b>(20,146)</b>	<b>(26,210)</b>
<b>Other comprehensive income</b>			
Items that may be reclassified to profit or loss:			
Exchange differences on translation of foreign operations		43	130
<b>Total comprehensive income for the year</b>		<b>(20,103)</b>	<b>(26,080)</b>
<b>Total comprehensive income for the year is attributable to:</b>			
Owners of Calix Limited		(19,150)	(25,059)
Non-controlling interests		(953)	(1,021)
		<b>(20,103)</b>	<b>(26,080)</b>
<b>Basic and diluted earnings per share (cents)</b>	21	<b>(9.61)</b>	<b>(13.91)<sup>1</sup></b>

1. The comparative has been restated, refer to Note 21

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

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## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2025

	Note	June 2025 \$'000	June 2024 \$'000
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	22,975	42,958
Trade, other receivables and other assets	8	6,279	4,325
Inventories	9	2,628	5,434
<b>Total current assets</b>		<b>31,882</b>	<b>52,717</b>
<b>Non-current assets</b>			
Trade, other receivables and other assets	8	296	301
Inventories	9	1,825	—
Intangible assets	10	12,410	12,637
Goodwill	11	3,638	3,638
Right of use asset	15	2,586	2,481
Property, plant and equipment	12	57,739	40,622
<b>Total non-current assets</b>		<b>78,494</b>	<b>59,679</b>
<b>Total assets</b>		<b>110,376</b>	<b>112,396</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Trade and other payables	13	8,017	12,174
Borrowings	14	136	760
Current lease liabilities	15	845	783
Provisions	16	1,733	1,900
Deferred revenue	17	9,636	10,104
<b>Total current liabilities</b>		<b>20,367</b>	<b>25,721</b>
<b>Non-current liabilities</b>			
Non-current lease liabilities	15	1,644	1,715
Provisions	16	467	526
Deferred tax		351	430
<b>Total non-current liabilities</b>		<b>2,462</b>	<b>2,671</b>
<b>Total liabilities</b>		<b>22,829</b>	<b>28,392</b>
<b>Net assets</b>		<b>87,547</b>	<b>84,004</b>
<b>Equity</b>			
Issued capital	18	177,932	154,226
Reserves	19	30,679	30,717
Accumulated losses		(120,322)	(101,150)
<b>Capital and reserves attributable to the owners of Calix Limited</b>		<b>88,289</b>	<b>83,793</b>
Non-controlling interests	31	(742)	211
<b>Total equity</b>		<b>87,547</b>	<b>84,004</b>

The consolidated statement of financial position should be read in conjunction with the accompanying notes.

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## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2025

	Note	June 2025 \$'000	June 2024 \$'000
<b>Cash flows from operating activities</b>			
Receipts from customers		29,553	22,663
Receipts from government bodies		1,753	10,773
Payments to suppliers and employees		(60,822)	(48,149)
Interest received		885	1,082
Interest paid		(42)	(56)
Income taxes paid		1	8
<b>Net cash used in operating activities</b>	29	<b>(28,672)</b>	<b>(13,679)</b>
<b>Cash flows from investing activities</b>			
Receipts from government bodies		—	2,085
Receipts from sale of property, plant and equipment		56	32
Purchase of property, plant and equipment	12	(10,279)	(15,115)
Payments for loans to directors		—	(300)
Receipts of repayment of loans to directors		220	80
Purchase of intangible assets	10	(641)	(4,331)
<b>Net cash used in investing activities</b>		<b>(10,644)</b>	<b>(17,549)</b>
<b>Cash flows from financing activities</b>			
Proceeds from issues of shares		22,094	—
Payment for transaction costs related to issues of shares		(1,107)	—
Payment for lease principal	15	(1,030)	(714)
Proceeds from borrowings		136	1,574
Repayments of borrowings		(760)	(1,140)
<b>Net cash used in financing activities</b>		<b>(19,333)</b>	<b>(280)</b>
<b>Net increase in cash and cash equivalents</b>		<b>(19,983)</b>	<b>(31,508)</b>
Cash and cash equivalents at the beginning of the year		42,958	74,466
<b>Cash and cash equivalents at the end of the year</b>	7	<b>22,975</b>	<b>42,958</b>

The consolidated statement of cash flows should be read in conjunction with the accompanying notes.

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## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2025

	Issued Capital \$'000	Reserves \$'000	Accumulated Losses \$'000	Total Parent Entity Interest \$'000	Non- Controlling Interest \$'000	Total \$'000
<b>Balance at 30 June 2023</b>	153,452	26,162	(75,887)	103,727	1,232	104,959
<b>Net losses for the year after tax</b>	—	—	(25,263)	(25,263)	(947)	(26,210)
<b>Other comprehensive income for the year</b>						
Net movement in foreign currency translation reserve	—	204	—	204	(74)	130
<b>Total comprehensive income for the year</b>	—	204	(25,263)	(25,059)	(1,021)	(26,080)
<b>Other transactions</b>						
New issues of shares (net of transaction costs)	—	—	—	—	—	—
Fair value of EIS rights granted	—	5,125	—	5,125	—	5,125
Fair value of EIS rights issued	774	(774)	—	—	—	—
Reduction in ownership of investment in subsidiary	—	—	—	—	—	—
<b>Balance at 30 June 2024</b>	154,226	30,717	(101,150)	83,793	211	84,004
<b>Net losses for the year after tax</b>	—	—	(19,172)	(19,172)	(974)	(20,146)
<b>Other comprehensive income for the year</b>						
Net movement in foreign currency translation reserve	—	22	—	22	21	43
<b>Total Comprehensive income for the year</b>	—	22	(19,172)	(19,150)	(953)	(20,103)
<b>Other transactions</b>						
New issues of shares (net of transaction costs)	21,057	—	—	21,057	—	21,057
Fair value of EIS rights granted	—	2,589	—	2,589	—	2,589
Fair value of EIS rights issued	2,649	(2,649)	—	—	—	—
Reduction in ownership of investment in subsidiary	—	—	—	—	—	—
<b>Balance as at 30 June 2025</b>	177,932	30,679	(120,322)	88,289	(742)	87,547

The consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

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## NOTES TO THE FINANCIAL REPORT

### 1. Summary of material accounting policies

The principal accounting policies adopted in the preparation of the financial report are set out below. The financial report covers the consolidated group of Calix Limited ("the Company") and its controlled entities ("the Group").

Accounting policies are selected and applied in a manner that ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Other material accounting policies are contained in the notes to the consolidated financial statements to which they relate.

The accounting policies have been consistently applied to all years presented, unless otherwise stated.

#### a) Basis of preparation

The financial report is a general purpose financial report that has been prepared in accordance and compliance with Australian Accounting Standards (including Australian Accounting Interpretations) of the Australian Accounting Standards Board (AASB) and *Corporations Act 2001* as appropriate for profit oriented entities; and therefore this financial report also complies with the International Financial Reporting Standards as issued by the International Accounting Standards Board. The financial report was approved by the Calix Limited Board of Directors on 26 August 2025.

#### i) Historical cost convention

The financial report has been prepared on an accrual basis and is based on historical costs, modified, where applicable by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

#### ii) Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 1(h).

#### b) Going concern

The financial statements have been prepared on the going concern basis which contemplates the continuity of normal business activities and the realisation of assets and discharge of liabilities in the normal course of business.

The Group has incurred a loss after tax for the year ended 30 June 2025 of \$20.1m (30 June 2024 loss \$26.2m). The Group has a net assets of \$87.5m (30 June 2024 \$84.0m), including a cash balance of \$22.9m (30 June 2024 \$42.9m), and Operating cash outflows for the year were \$28.7m (30 June 2024 \$13.7m). In December 2024, the Group completed a \$18.9m (net of transaction costs) Institutional Placement and in February 2025 completed a \$2.1m Share Placement. Management has prepared an 18-month cashflow forecast to 31 December 2026 supporting the Director's assessment for the preparation of the financial statements on a going concern basis.

The cash flow forecast for the Group, approved by the Board, includes the following key assumptions:

- Continued growth in sales volume at current margins in the Magnesia line of business, largely supported by executed contracts and long-term repeat orders;
- Reduced revenue within the Leilac line of business given delays experienced to US projects as previously announced, together with corresponding reductions to Leilac operating expenditures;
- Continued focus and prioritisation of externally funded projects, such as the ZETA and ZESTY;
- Reduced research and development expenditure on non-externally funded projects based on the ongoing effect of cost control measures already implemented, such as reduction of head count;
- A plan to seek shareholder approval at the 2025 AGM for a portion of Directors' fees to be paid in equity as was proposed and approved at the 2024 AGM;
- A reduction in capital expenditure (including Midstream project) to less than the \$10.3m incurred in the 12 months to 30 June 2025;
- The Directors are satisfied that alternative financing or cost constraint measures will be available, if necessary.

Based on the above cash flow forecasts and assumptions, the directors of Calix consider that the Group will continue to fulfill all obligations as and when they fall due for the foreseeable future and accordingly consider that the Group's financial statements should be prepared on a going concern basis.

#### c) Rounding of amounts

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the directors' report. Amounts in the directors' report and financial report have been rounded off to the nearest thousand dollars, unless otherwise stated, in accordance with the instrument.

#### d) Goods and services tax

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

## NOTES TO THE FINANCIAL REPORT

### 1. Summary of material accounting policies *continued*

#### e) New or amended accounting standards and interpretations

The group has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ("AASB") that are mandatory for the current reporting period. Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

#### f) New accounting standards and interpretations not yet mandatory or early adopted

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet mandatory, have not been early adopted by the consolidated entity for the annual reporting period ended 30 June 2025 and effective from 30 June 2027. The following new and amended accounting standards are not expected to have an impact on the Group's consolidated financial statements:

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (AASB 2014-10).

Presentation and Disclosure in Financial Statements (AASB 18), issued June 2024 and effective from 30 June 2027, may have a significant impact on the financial statement disclosures, their effect though has not been assessed.

#### g) Foreign currency transactions and balances

##### Functional and presentation currency

The functional currency of each of the Group's entities is measured using the currency of the primary economic environment in which that entity operates. The consolidated financial statements are presented in Australian Dollars which is the Company's functional and the Group's presentation currency.

##### Transactions and balances

Foreign currency transactions are translated into functional currency using the exchange rates prevailing at the date of transaction. Foreign currency monetary items are translated at the year-end exchange rate. Non-monetary items measured at historical cost continue to be carried at the exchange rate at the date of the transaction. Non-monetary items measured at fair value are reported at the exchange rate at the date when fair values were determined.

Exchange differences arising on the translation of monetary items are recognised in the profit or loss, except where deferred in equity as a qualifying cash flow or net investment hedge.

##### Group companies

The financial results and position of foreign operations whose functional currency is different from the Group's presentation currency are translated as follows:

- assets and liabilities are translated at year-end exchange rates prevailing at that reporting date; and
- income and expense are translated at average exchange rates for the year.

Exchange differences arising on translation of foreign operations are transferred directly to the Group's foreign currency translation reserve in the statement of financial position. These differences are also recognised in the statement of comprehensive income as other comprehensive income. The foreign currency reserve is recognised in profit or loss when the foreign operation is disposed of.

#### h) Critical accounting estimates and judgments

The directors evaluate estimates and judgements incorporated into the financial report based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Group. Information on material estimates and judgements used in applying the accounting policies can be found in the following notes:

	Note
Income tax	6
Goodwill impairment test	11
Share-based payment transactions	20

## NOTES TO THE FINANCIAL REPORT

### 2. Segment information

The Group identifies its operating segments based on the internal reports that are reviewed and used by the Group's chief operating decision makers ("CODM"). The CODM consists of the Executive KMP as disclosed in the Remuneration Report on pages 35 to 47.

For the year ended 30 June 2025 the Group reorganised the way results are reported to the CODM. The CODM now assesses performance and allocates resources on the basis of four operating segments: Magnesia, Leilac, Sustainable Processing ("SusPro") and Corporate (which encompass all other operations of the business that are not focused solely on the other three segments.). In the comparative period, operating results were reviewed by geographic region and the operating segment in which they operate. The LEILAC segment is predominantly based in Europe with a small US subsidiary who collectively represents what was referred to in the prior period as the CO<sub>2</sub> mitigation business line. The segment referred to in the prior period as US, is now part of the Magnesia segment. The segment disclosed in the prior period as the Australian & SE Asian segment is now allocated across the Magnesia, SusPro and the Corporate segment.

As the financial systems in FY24 recorded information based on the previous structure, the prior year segment note has been restated using reasonable estimates to allocate amounts in a manner consistent with the current year segment disclosure.

For the period ended June 2025	Magnesia \$'000	Leilac \$'000	SusPro \$'000	Corporate \$'000	Total \$'000
<b>Segment Revenue</b>	<b>24,320</b>	<b>3,843</b>	<b>10</b>	<b>—</b>	<b>28,173</b>
<b>Gross profit</b>	9,618	1,034	1	—	10,653
<b>Net loss</b>	<b>(1,874)</b>	<b>(14,146)</b>	<b>11,856</b>	<b>(15,982)</b>	<b>(20,146)</b>
The following items are included in the above net loss but warrant separate disclosure:					
Operational expenses					
Sales and marketing	(7,686)	(1,326)	(1,016)	(514)	(10,542)
Research and development	(1,411)	(9,129)	(2,382)	(4,896)	(17,818)
Administrative and other	(343)	(3,159)	(64)	(7,676)	(11,242)
<b>Total operational expenses</b>	<b>(9,440)</b>	<b>(13,614)</b>	<b>(3,462)</b>	<b>(13,086)</b>	<b>(39,602)</b>
Share based payments	—	—	—	(2,589)	(2,589)
Interest expense	(199)	—	—	(42)	(241)
Depreciation and amortisation	(2,002)	(5,141)	(657)	(941)	(8,741)
Impairment	—	(1,056)	—	—	(1,056)
UJV gain	—	—	15,066	—	15,066
Interest revenue	11	8	302	564	885
Other income	60	4,190	640	(2)	4,888
Income tax benefit/(expense)	79	(2)	—	—	77
<b>Capital Expenditure</b>	<b>1,694</b>	<b>3,111</b>	<b>20,666</b>	<b>109</b>	<b>25,580</b> <sup>1</sup>

The aggregation criteria under AASB 8 has been applied to include the results of each region for all segments in which they operate.

For the period ended June 2025	APAC (incl-Australia) <sup>2</sup> \$'000	EMEA \$'000	Americas <sup>3</sup> \$'000	Total \$'000
<b>Segment Revenue</b>				
Products sold	4,710	—	19,029	23,739
Revenue from rental agreements	307	—	126	433
Other services	223	379	3,399	4,001
Intersegment revenues	—	—	—	—
<b>Total Segment Revenue</b>	<b>5,240</b>	<b>379</b>	<b>22,554</b>	<b>28,173</b>

1. \$20,491,000 of the \$25,580,000 capital expenditure relates to the gain on the Midstream UJV, that is not represented by cashflow from the Group.

2. All revenue relate to Australia, except for \$225,000 of products sold and \$200,000 of other services that relate to the rest of the APAC region.

3. All revenues relate to the US, except for \$27,000 that are from outside the US.

## NOTES TO THE FINANCIAL REPORT

### 2. Segment information *continued*

For the period ended June 2024	Magnesia \$'000	Leilac \$'000	SusPro \$'000	Corporate \$'000	Total \$'000
<b>Segment Revenue</b>	<b>21,004</b>	<b>3,186</b>	<b>—</b>	<b>—</b>	<b>24,190</b>
<b>Gross profit</b>	<b>8,088</b>	<b>1,834</b>	<b>—</b>	<b>363</b>	<b>10,285</b>
<b>Net profit/(loss)</b>	<b>(3,853)</b>	<b>(14,233)</b>	<b>7,011</b>	<b>(15,135)</b>	<b>(26,210)</b>

The following items are included in the above net loss but warrant separate disclosure:

Operational expenses					
Sales and marketing	(7,757)	(1,517)	(636)	(744)	<b>(10,654)</b>
Research and development	(1,936)	(9,520)	(4,945)	(4,979)	<b>(21,380)</b>
Administrative and other	(530)	(3,239)	(962)	(5,165)	<b>(9,896)</b>
<b>Total operational expenses</b>	<b>(10,223)</b>	<b>(14,276)</b>	<b>(6,543)</b>	<b>(10,888)</b>	<b>(41,930)</b>
Share based payments	—	—	—	(5,125)	<b>(5,125)</b>
Interest expense	(163)	—	—	(30)	<b>(193)</b>
Depreciation and amortisation	(2,050)	(3,882)	(392)	(886)	<b>(7,210)</b>
Impairment	—	(203)	—	—	<b>(203)</b>
UJV gain	—	—	12,169	—	<b>12,169</b>
Interest revenue	12	13	147	910	<b>1,082</b>
Other income	129	2,859	1,628	646	<b>5,262</b>
Income tax benefit/(expense)	79	3	—	—	<b>82</b>
<b>Capital Expenditure</b>	<b>5,319</b>	<b>7,207</b>	<b>16,169</b>	<b>131</b>	<b>28,826<sup>1</sup></b>

1. \$7,253,000 of the \$28,826,000 capital expenditure relates to the gain on the Midstream UJV, that is not represented by cashflow from the Group.

For the period ended June 2024	APAC (incl-Australia) \$'000	EMEA \$'000	Americas \$'000	Total \$'000
<b>Segment Revenue</b>				
Products sold	4,191	(18)	16,677	20,642
Revenue from rental agreements	208	—	154	362
Other services	—	233	2,953	3,186
Intersegment revenues	—	—	—	—
<b>Total Segment Revenue</b>	<b>4,191</b>	<b>215</b>	<b>19,784</b>	<b>24,190</b>

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## NOTES TO THE FINANCIAL REPORT

### 3. Revenue and other income

#### Disaggregation of revenue

The disaggregation of revenue from contracts with customers is as follows:

For the period ended June 2025	Magnesia \$'000	Leilac \$'000	SusPro \$'000	Corporate \$'000	Total \$'000
<b>Primary geographical markets</b>					
APAC (including Australia)	5,030	200	10	—	5,240
EMEA	135	244	—	—	379
Americas	19,155	3,399	—	—	22,554
<b>Total Segment Revenue</b>	<b>24,320</b>	<b>3,843</b>	<b>10</b>	<b>—</b>	<b>28,173</b>
<b>Segment Revenue</b>					
Products sold	23,739	—	—	—	23,739
Revenue from rental agreements	433	—	—	—	433
Other services	148	3,843	10	—	4,001
Intersegment revenues	—	—	—	—	—
<b>Total Segment Revenue</b>	<b>24,320</b>	<b>3,843</b>	<b>10</b>	<b>—</b>	<b>28,173</b>
<b>Other Income</b>	<b>60</b>	<b>4,190</b>	<b>640</b>	<b>(2)</b>	<b>4,888<sup>1</sup></b>

1. Other income includes grant income of \$4,873,000 (June 2024: \$4,608,000) and Australian R&D incentive income of \$NIL (June 2024: \$632,000).

All revenue is recognised at a point in time, except for revenue from rental agreements and \$3,084,000 of Leilac's other services revenue.

For the period ended June 2024	Magnesia \$'000	Leilac \$'000	SusPro \$'000	Corporate \$'000	Total \$'000
<b>Primary geographical markets</b>					
APAC (including Australia)	4,191	—	—	—	4,191
EMEA	(18)	233	—	—	215
Americas	16,831	2,953	—	—	19,784
<b>Total Segment Revenue</b>	<b>21,004</b>	<b>3,186</b>	<b>—</b>	<b>—</b>	<b>24,190</b>
<b>Segment Revenue</b>					
Products sold	20,642	—	—	—	20,642
Revenue from rental agreements	362	—	—	—	362
Other services	—	3,186	—	—	3,186
Intersegment revenues	—	—	—	—	—
<b>Total Segment Revenue</b>	<b>21,004</b>	<b>3,186</b>	<b>—</b>	<b>—</b>	<b>24,190</b>
<b>Other Income</b>	<b>129</b>	<b>2,859</b>	<b>1,628</b>	<b>646</b>	<b>5,262<sup>1</sup></b>

1. Other income includes grant income of \$4,608,000 and Australian R&D incentive income of \$632,000.

All revenue is recognised at a point in time, except for revenue from rental agreements and \$2,953,000 of Leilac's other services revenue.

#### Recognition and Measurement

The Group primarily generates revenue from the sale of magnesium hydroxide liquid (MHL) to customers. Additionally, the Group sells and rents MHL dosing units and equipment for dispersing MHL into customers' applications. Revenue from contracts with customers is recognised when control of the goods or services is transferred to the customer, reflecting the consideration to which the Group expects to be entitled in exchange for those goods or services.

Revenue is recognised and disclosed net of trade allowances, duties, and taxes paid. The Group follows the five-step approach to revenue recognition, which requires: (i) identifying contracts, (ii) identifying separate performance obligations, (iii) determining the transaction price, (iv) allocating the transaction price to each performance obligation, and (v) recognising revenue as each performance obligation is satisfied.

#### Product Sales (MHL, Dosing Unit, and Equipment Sales)

Revenue is recognised when control of the product has passed to the customer and the product is ready for its intended use. Virtually all product sales constitute a single performance obligation at this point of intended use.

Payment terms are typically 30 days after receipt of the goods.

## NOTES TO THE FINANCIAL REPORT

### 3. Revenue and other income *continued*

#### Rentals

Revenue from rental activities is recognised as customers obtain the benefit of the service over time. Rental income is recognised on a straight-line basis over the corresponding rental period. If payments are received in advance, the income is deferred to the period when the service is delivered.

#### Engineering Services

The Group provides engineering services to clients in the lime, cement, and sustainable processing industries, related to the application of the Calix Group's calcination technology to their specific requirements. The terms of individual contracts determine when the revenue is recognised.

For contracts where the engagement is for delivery of a bespoke report or technical specifications as the main performance obligation, revenues are recognised at a point in time when the report is provided at the completion of the project or term for the deliverable as set out in the client purchase order or contract.

For contracts where a service is being delivered over a period of time, the time and materials are recharged to the customer as they are performed, and the associated revenue is recognised during the period of service. Payment terms depend on contract specifics and usually range from 30 to 60 days.

#### Grant income

Government grants are recognised when received or when the right to receive payment is established. Government grants related to costs are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate.

#### R&D incentive income

R&D incentive income relates to eligible research expenditure incurred for current projects. The claimed amounts were prepared and reviewed externally to ensure compliance with the requirements of HM Revenue & Customs.

#### Other Income

Other income includes gains on disposal of items of property, plant and equipment and other receipts. The amount of income is determined as the difference between the net disposal proceeds and the carrying amount of the item.

### 4. Expenses

The Group has identified several expense items which are material due to the significance of their nature and/or amount. These are listed separately here to provide a better understanding of the financial performance of the Group:

	Note	June 2025 \$'000	June 2024 \$'000
Employee benefit expenses		30,337	32,354
Changes in inventories of finished goods and work in progress		(1,213)	772
Financing costs		241	193
Depreciation and amortisation expense	10,12	8,033	6,660
Depreciation of right of use asset	15	707	550
Loss on disposal of PPE		114	—
Impairment expense	12	1,056	203

#### Employee benefit expenses

Employer contributions to defined contribution superannuation plans are recognised as an expense in the profit or loss as they are paid or payable. Refer to Note 16 and Note 20 for details on provisions for employee benefits and details of share-based payments.

#### Financing costs

Finance costs includes interest relating to borrowings, lease liabilities and vehicle financing facilities. Interest is recognised over the life of the facilities calculated using the effective interest rate method. Refer to Note 14 and Note 15 for details on borrowings, vehicle financing facilities and leases.

### 5. Employee benefit expense

	June 2025 \$'000	June 2024 \$'000
Wages and salaries	22,401	22,571
Social security contributions	2,850	2,998
Contributions to defined contribution plans	1,479	1,520
Expenses related to long service leave	(85)	140
Redundancy settlements	1,103	—
Equity settled share-based payments	2,589	5,125
<b>Total employee benefit expenses</b>	<b>30,337</b>	<b>32,354</b>

## NOTES TO THE FINANCIAL REPORT

### 6. Income tax

	June 2025 \$'000	June 2024 \$'000
<b>Current tax</b>		
Current tax on profits for the year	—	—
Adjustments for current tax of prior periods	2	(3)
<b>Total current tax benefit</b>	<b>2</b>	<b>(3)</b>
<b>Deferred income tax</b>		
(Decrease) in deferred tax liabilities	(79)	(79)
Total deferred tax benefit	(79)	(79)
<b>Income tax benefit attributable to the Group</b>	<b>(77)</b>	<b>(82)</b>
Numerical reconciliation of income tax to prima facie tax payable:		
	June 2025 \$'000	June 2024 \$'000
Prima facie income tax expense/(benefit) on loss from ordinary activities (25%)	(5,056)	(6,573)
Effect of tax rates in foreign jurisdictions	(2)	36
Amortisation of intangibles	(79)	(79)
Adjustments for current tax of prior periods	2	(3)
Expenses not deductible for tax purposes	203	302
Temporary differences not recognised	(1,620)	2,045
Utilisation of prior period tax losses	(3)	19
Tax losses not recognised <sup>1</sup>	6,478	4,171
<b>Income tax benefit attributable to the Group</b>	<b>(77)</b>	<b>(82)</b>

1. The tax losses for which no deferred tax asset was recognized do not expire.

#### Unrecognised deferred tax assets

Deferred tax assets have not been recognized in respect of the following items, because it is not probable that future taxable profit will be available against which the Group can use the benefits therefrom.

	June 2025 \$'000	June 2024 \$'000
<b>Tax losses</b>		
Unused tax losses for which no deferred tax asset has been recognised	64,654	38,855
<b>Potential income tax benefit @ 25%<sup>1</sup></b>	<b>16,164</b>	<b>9,714</b>

1. The tax losses for which no deferred tax asset was recognized do not expire.

#### Recognition and Measurement

##### Current tax

The income tax benefit for the year comprises current income tax benefit and deferred tax benefit. Current income tax expense charged to the profit or loss is the tax payable on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at the end of the reporting period together with the research and development claim submitted for the reporting period. Current tax liabilities/assets are therefore measured at the amounts expected to be paid to/recovered from the relevant taxation authority.

##### Deferred tax

Deferred income tax expense reflects movements in deferred tax asset and deferred tax liability balances during the year as well as unused tax losses. Current and deferred income tax expense/(benefit) is charged or credited directly to equity instead of the profit or loss when the tax relates to items that are credited or charged directly to equity.

Deferred tax assets and liabilities are ascertained based on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax assets also result where amounts have been fully expensed but future tax deductions are available. No deferred income tax will be recognised from the initial recognition of an asset or liability, excluding a business combination, where there is no effect on accounting or taxable profit or loss or does not give rise to equal taxable and deductible temporary differences.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates enacted or substantively enacted at the end of the reporting period. Their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability. Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

## NOTES TO THE FINANCIAL REPORT

### 6. Income tax continued

Where the temporary difference exists in relation to investments in subsidiaries, branches, associates and joint ventures, deferred tax assets and liabilities are not recognised where the timing of the reversal of the temporary difference can be controlled and it is not probable that the reversal will occur in the foreseeable future.

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

### 7. Current assets – cash and cash equivalents

	June 2025 \$'000	June 2024 \$'000
Cash at bank and on hand	22,975	42,958

Cash at bank and on hand bears floating interest rates. The interest rate relating to cash and cash equivalents for the year across all bank accounts was between 0.00% and 3.25% (2024: between 0.00% and 3.3%).

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

### 8. Trade, other receivables and other assets

	June 2025 \$'000	June 2024 \$'000
<b>Current</b>		
Trade receivables	3,565	2,736
Other receivables	1,884	887
Prepayments	559	404
Deposits	271	271
<b>Total current trade, other receivables and other assets</b>	<b>6,279</b>	<b>4,325</b>
<b>Non-current</b>		
Deposits	274	274
Other	22	27
<b>Total non-current trade, other receivables and other assets</b>	<b>296</b>	<b>301</b>

#### Trade receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. They are presented as current assets unless collection is not expected for more than 12 months after the reporting date. Trade receivables are generally due for settlement within 30 or 60 days.

#### Recoverability of trade receivables

##### Credit risk management processes

Credit risk is managed through the maintenance of procedures ensuring to the extent possible, that customers and counterparties to transactions are of sound credit worthiness. Such monitoring is used in assessing receivables for impairments. Where the Group is unable to ascertain a satisfactory credit risk profile in relation to a customer or counterparty, the risk may be further managed through obtaining security by way of personal or commercial guarantees over assets of sufficient value which can be claimed against in the event of any default. Where a debtor is more than 60 days overdue, and there is no agreed payment plan in place, the debt shall be considered impaired and a bad debt provision shall be raised in accordance with the Group's policy on recoverability of trade receivables, see Note 22. Where a debtor is more than 90 days overdue, and there is no agreed payment plan in place, the debt shall be defined to be in default on the basis that there is a low expectation of recoverability of the amount.

##### Recognition and measurement of expected credit losses

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. Trade receivables and contract assets have shared credit risk characteristics and, as such, the expected loss rates for trade receivables are a reasonable approximation of loss rates for contract assets. Losses incurred in the last 3 years represent less than 1% of receivables and are immaterial. Therefore, no provision for expected credit losses has been recorded.

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

Due to the short-term nature of the receivables, their carrying amount is assumed to approximate fair value. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of receivables mentioned above. Refer to Note 22 for more information on the risk management policy of the Group and credit quality of the receivables.

## NOTES TO THE FINANCIAL REPORT

### 8. Trade, other receivables and other assets continued

#### R&D incentive receivable

The Company was eligible, in prior years, for an R&D grant which was receivable after the HM Revenue & Customs processes the Company's tax return. The amount of R&D grant receivable had been accrued based on eligible expenses incurred during the prior financial year.

#### Deposit paid

The balance of deposits paid comprise prepayment associated with supply of utilities for Bacchus Marsh; a guarantee on the office sites at Pymble; deposits for an overseas employer of record; and a bond paid to the Department of Energy & Mining in South Australia for future mine rehabilitation work.

### 9. Current assets – inventory

	June 2025 \$'000	June 2024 \$'000
<b>Current</b>		
Raw materials and consumables	2,245	3,839
Work-in-progress	352	1,522
Finished goods and goods for resale	31	73
<b>Total current inventory</b>	<b>2,628</b>	<b>5,434</b>
<b>Non-current</b>		
Raw materials and consumables	1,825	—
<b>Total non-current inventory</b>	<b>1,825</b>	<b>—</b>

Inventories are measured at the lower of cost and net realisable value. Costs including material and freight are assigned on the basis of weighted averages. Net realisable value represents the estimated selling price less estimated costs necessary to make the sale.

### 10. Non-current assets – intangibles

	June 2025 \$'000	June 2024 \$'000
Customer contracts	2,091	2,091
Less: accumulated amortisation	(1,167)	(958)
Intellectual property	1,359	1,359
Less: accumulated amortisation	(759)	(623)
Brand names	329	329
Less: accumulated amortisation	(184)	(151)
Capitalised development costs	8,876	8,201
Less: accumulated amortisation and impairment	(884)	(203)
Patents and trademarks	3,565	3,336
Less: accumulated amortisation	(816)	(744)
<b>Total intangibles</b>	<b>12,410</b>	<b>12,637</b>

Movement in the carrying amounts for intangible assets between the beginning and the end of the period:

	Intangible Assets \$'000
<b>Balance as at 30 June 2024</b>	<b>12,637</b>
<b>Additions during the period</b>	
Capitalised development costs	289
Patents and trademarks	352
Less amortisation during the period	(1,338)
Less disposals	(93)
Less impairment	(25)
Add foreign exchange gain	588
<b>Balance as at 30 June 2025</b>	<b>12,410</b>

#### Intangibles

Intangible assets are measured at cost less any accumulated amortisation and any impairment losses. Amortisation is systematically allocated over the useful life of each identifiable asset with a finite life.

## NOTES TO THE FINANCIAL REPORT

### 10. Non-current assets – intangibles *continued*

#### Customer contracts

Customer contracts were acquired as part of a business combination. They are recognised at their fair value at the date of acquisition and are subsequently amortised on a straight-line basis over their estimated useful lives. Customer contracts have a finite life and are carried at cost less any accumulated amortisation and any impairment losses. In calculating amortisation costs, customer contracts are taken to have a useful life of 10 years.

#### Intellectual property

Intellectual property was acquired as part of a business combination. It is recognised at fair value at the date of acquisition and is subsequently amortised on a straight-line basis over its estimated useful life. Intellectual property has a finite life and is carried at cost less any accumulated amortisation and any impairment losses. In calculating amortisation costs, intellectual property is taken to have a useful life of 10 years.

#### Brand names

Brand names were acquired as part of a business combination. They are recognised at fair value at the date of acquisition and are subsequently amortised on a straight-line basis over their estimated useful lives. Brand names have a finite life and are carried at cost less any accumulated amortisation and any impairment losses. In calculating amortisation costs, brand names are taken to have a useful life of 10 years.

#### Capitalised development costs

The capitalised development costs intangible asset relates to expenditure incurred on the development, design and construction of cement and lime manufacturing; development, design and construction of lithium processing (see note 12); and BOOSTER-Mag technologies.

The costs were recognised on the basis that they were incurred in the development phase, in accordance with AASB 138, through the demonstration of technical feasibility of completion, the intention to complete and use or sell the assets, as well as the clear path to economic benefits, the availability of technical and financial resources, and reliable measurement of expenditure. The capitalised development costs are not amortised until the associated product and service are demonstrated to be available for commercial use and an appropriate amortisation period set. Capital development costs are taken to have a useful life of 10 years. A \$25,000 impairment expense was recognised in relation to capitalised development costs associated with projects that ceased to meet the development phase criteria of AASB 138 Intangible Assets.

#### Patent and trademarks

Patents and trademarks are recognised at cost of acquisition. Patents and trademarks have a finite life and are carried at cost less any accumulated amortisation and any impairment losses. Amortisation is systematically allocated over the useful life of each patent and trademark. In calculating amortisation costs, patents are taken to have a useful life of 20 years, trademarks are taken to have a useful life of 10 years.

### 11. Goodwill

	June 2025 \$'000	June 2024 \$'000
Goodwill	3,638	3,638
<b>Total goodwill</b>	<b>3,638</b>	<b>3,638</b>

#### Accounting for goodwill

Goodwill arises on the acquisition of a business where the fair value of the consideration exceeds the fair value of the net assets acquired. Goodwill is not amortised, instead it is tested annually for impairment, or more frequently if events or changes in circumstances indicate that it might be impaired and is carried as cost less accumulated impairment losses. The cash generating unit (CGU) to which the goodwill relates is the US Water business.

Goodwill is tested for impairment by comparing the recoverable amount to the carrying value of the asset. For the current period, the recoverable amount was determined based on fair value less costs of disposal calculations which required the use of assumptions. In order to calculate the recoverable amount, cash flows associated with the US operations, which is the cash generating unit to which the goodwill was assigned, was forecasted for the next 5 years. The current budget is the primary source of assumed values.

- The growth rate used in the cash flow forecast for the terminal value was 3%, based on the long term US inflation rate.
- The revenue forecast assumes a compound annual growth rate of 11% over the 5-year forecast period.
- The discount rate used in the cash flow forecast was 11%, being an externally sourced rate based on an analysis of the Group.

The growth rate of 3% and the discount rate were also used to determine the terminal value subsequent to the fifth year. Using these inputs the recoverable amount exceeds the carrying amount by \$1.3m.

A sensitivity analysis was performed on the key assumptions of the cash flow forecast to determine how much each of the assumptions would have to move in order for the recoverable amount to drop below the carrying amount of the goodwill. Leaving all other assumptions unchanged, the revenue growth would need to drop to a compound annual growth rate of 7.3% before an impairment would need to be recognised. In the case of the discount factor, this would need to rise above 11.8% before an impairment would need to be recognised. Impairment losses on goodwill are taken to the profit or loss and not subsequently reversed.

## NOTES TO THE FINANCIAL REPORT

### 12. Non-current assets – property, plant and equipment

	June 2025 \$'000	June 2024 \$'000
Office furniture, fittings & equipment	2,852	2,736
Less: accumulated depreciation	(2,176)	(1,768)
Bacchus Marsh Calciner and R&D facilities	26,628	26,564
Less: accumulated depreciation	(20,410)	(18,994)
Slurry manufacturing and application assets	13,652	12,862
Less: accumulated depreciation	(6,511)	(5,837)
Mining tenements	1,174	1,174
Less: accumulated amortisation	(50)	(46)
LEILAC plants	30,910	26,272
Less: accumulated impairment and depreciation	(26,150)	(19,671)
Midstream UJV project <sup>1</sup>	36,982	16,492
Land	838	838
<b>Total property, plant and equipment</b>	<b>57,739</b>	<b>40,622</b>

1. The Midstream UJV project is part of an unincorporated joint operation ("UJV") with Pilbara Minerals Limited. The above represents Calix's 45% share of the work in progress on the plant and equipment of this UJV.

The below table shows the movement in the carrying amounts (dollars) for each class of plant and equipment between the beginning and the end of the year:

	Office furniture, fittings & equipment \$'000	Bacchus Marsh Calciner & R&D facilities \$'000	Slurry assets \$'000	Mining tenements \$'000	LEILAC plants \$'000	Mid- stream UJV Project <sup>1</sup> \$'000	Land \$'000	Total \$'000
<b>Balance as at 30 June 2023</b>	846	7,774	5,924	1,132	6,455	1,474	838	24,443
Additions	458	1,096	2,011	—	3,785	15,018	—	22,368
Transfers	11	(11)	—	—	—	—	—	—
Disposals	—	—	(37)	—	—	—	—	(37)
Depreciation and amortisation expense	(335)	(1,301)	(850)	(5)	(3,604)	—	—	(6,095)
Exchange rate adjustment	(12)	12	(22)	—	(35)	—	—	(57)
<b>Balance as at 30 June 2024</b>	<b>968</b>	<b>7,570</b>	<b>7,026</b>	<b>1,127</b>	<b>6,601</b>	<b>16,492</b>	<b>838</b>	<b>40,622</b>
Additions	19	105	863	—	2,738	20,490	—	24,215
Transfers	—	—	—	—	—	—	—	—
Disposals	(3)	(11)	(84)	—	—	—	—	(98)
Depreciation and amortisation expense	(364)	(1,442)	(735)	(3)	(4,151)	—	—	(6,695)
Impairment expense	—	(32)	—	—	(999)	—	—	(1,031)
Exchange rate adjustment	56	28	71	—	571	—	—	726
<b>Balance as at 30 June 2025</b>	<b>676</b>	<b>6,218</b>	<b>7,141</b>	<b>1,124</b>	<b>4,760</b>	<b>36,982</b>	<b>838</b>	<b>57,739</b>
At Cost	2,852	26,628	13,652	1,174	30,910	36,982	838	113,036
Accumulated depreciation & amortisation	(2,176)	(20,410)	(6,511)	(50)	(26,150)	—	—	(55,297)
<b>Net</b>	<b>676</b>	<b>6,218</b>	<b>7,141</b>	<b>1,124</b>	<b>4,760</b>	<b>36,982</b>	<b>838</b>	<b>57,739</b>

1. \$13,938,000 of the \$24,215,000 additions relates to the gain on the Midstream UJV, that is not represented by cashflow from the Group, \$10,278,000 of this total relates to cash outflow of the Group.

## NOTES TO THE FINANCIAL REPORT

### 12. Non-current assets – property, plant and equipments *continued*

#### Recognition and Measurement

Each class of plant and equipment is carried at cost, any accumulated depreciation and impairment losses. Plant and equipment are measured on the cost basis less depreciation and impairment losses. The cost of plant and equipment constructed includes the cost of materials, direct labour, borrowing costs and an appropriate proportion of fixed and variable overheads. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measure reliably. All other repairs and maintenance expenses are charged to the income statements during the financial period in which they are incurred.

Property, plant and equipment, other than freehold land, is depreciated or amortised on a straight-line basis over the expected useful life for the asset. Estimated useful lives and depreciation methods are reviewed at the end of the reporting period. The depreciation rates used for each class for depreciable assets are shown in the list below. Land is not subject to depreciation.

- Office, furniture, fittings and equipment: 10%-25%
- Baccus Marsh calciner and R&D facilities: 5%-25%
- Slurry manufacturing and application assets: 2%-20%
- LEILAC plants: 20-50%
- Mining tenements: extraction rate of ore
- Midstream UJV Project: work in progress – not depreciating yet

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposal are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income.

#### Midstream UJV Project

The Midstream UJV is not being depreciated yet as it is not ready for use. The project was tested for impairment and the recoverable value was assessed as exceeding the carrying value.

#### Mining tenements and associated mineral resources

The costs of acquiring mining tenements and associated mineral resources are capitalised as part of property plant and equipment and amortised over the estimated productive life of each applicable resource. Amortisation commences when extraction of the mineral resource commences. The tenement is expected to be retired in 2044.

#### Impairment

In the year ended 30 June 2025, \$1,031,000 worth of assets required impairment under the Group's accounting policy (2024: \$NIL). Welding defects were found in the pyroprocessing vessel's wall that could not be remediated and required the tube to be scrapped and replaced; this impairment occurred in the Leilac segment.

### 13. Current liabilities – trade and other payables

	June 2025 \$'000	June 2024 \$'000
Trade payables	5,609	5,119
Other payables & accrued expenses	2,408	7,055
<b>Total trade and other payables</b>	<b>8,017</b>	<b>12,174</b>

#### Recognition and Measurement

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Group during the reporting period which remains unpaid. The balance is recognised as a current liability with the amount being normally paid within 30 days of recognition of the liability.

The carrying amounts of the Group's trade and other payables are denominated in Australian dollars. Due to the short-term nature of the payables, their carrying amount is assumed to approximate fair value. For an analysis of the financial risks associated with trade and other payables refer to Note 22.

## NOTES TO THE FINANCIAL REPORT

### 14. Borrowings

	June 2025 \$'000	June 2024 \$'000
<b>Current borrowings</b>		
Loan facility	—	753
Asset financing facilities	136	7
<b>Total current borrowings</b>	<b>136</b>	<b>760</b>

#### Recognition and Measurement

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds and the redemption amount is recognised as profit or loss over the period of the borrowings using the effective interest rate method.

Where there is an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date, the loans or borrowings are classified as non-current.

#### Loan facility

Inland Environmental Resources, Inc. (IER) has a working capital facility for up to USD 500,000 with Umpqua Bank to assist with funding capital expenditures at an interest rate of 8.5% p.a. As of the balance date the line of credit facility was undrawn but still available for redraw.

### 15. Right of use assets and lease liabilities

This note provides information for leases where the group is a lessee.

	June 2025 \$'000	June 2024 \$'000
<b>Right of use assets</b>		
At the beginning of the period	2,481	948
Additions	724	2,116
Depreciation	(707)	(550)
Foreign exchange movements	177	—
Disposal	(89)	(33)
<b>Balance at the end of the period</b>	<b>2,586</b>	<b>2,481</b>
<b>Lease liabilities</b>		
At the beginning of the period	2,498	992
Additions	724	2,116
Interest expense	199	136
Lease payments	(1,030)	(714)
Disposal	(81)	—
Foreign exchange movements	179	(32)
<b>Balance at the end of the period</b>	<b>2,489</b>	<b>2,498</b>
Current	845	783
Non-current	1,644	1,715
<b>Balance at the end of the period</b>	<b>2,489</b>	<b>2,498</b>
<b>Undiscounted lease payment maturity</b>		
Within 1 year	1,015	956
2-5 years	1,822	1,889
5 or more years	59	59
	<b>2,896</b>	<b>2,904</b>

## NOTES TO THE FINANCIAL REPORT

### 15. Right of use assets and lease liabilities *continued*

#### Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset. Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Group expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities. The Group leases office facilities and warehouses within which it manufactures products. It also leases vehicles predominantly associated with the delivery for and in support of servicing customers in the Magnesia business.

The Group has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of assets whose fair value is less than \$10,000. Lease payments on these assets are expensed to profit or loss as incurred.

#### Lease liabilities

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

The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred. Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index, or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of-use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

### 16. Provisions

	June 2025 \$'000	June 2024 \$'000
<b>Current provisions</b>		
Employee benefits	1,739	1,909
Provision for income tax	(6)	(9)
<b>Total current provisions</b>	<b>1,733</b>	<b>1,900</b>
<b>Non-current provisions</b>		
Employee benefits	171	236
Mine rehabilitation provision	296	290
<b>Total non-current provisions</b>	<b>467</b>	<b>526</b>
<b>Total provisions</b>	<b>2,200</b>	<b>2,426</b>

Movement in the carrying amounts of the mine rehabilitation provision for provisions between the beginning and the end of the year:

	Mine rehabilitation provision \$'000
<b>Balance as at 30 June 2024</b>	<b>290</b>
Increase to provisions	6
<b>Balance as at 30 June 2025</b>	<b>296</b>

#### Recognition and Measurement

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability. The increase in the provision resulting from the passage of time is recognised in finance costs.

## NOTES TO THE FINANCIAL REPORT

### 16. Provisions continued

#### Employee benefits

Provision is made for the Group's liability for employee benefits arising from services rendered by employees to balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs.

Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Those cash flows are discounted using market yields on high quality corporate bonds with terms to maturity that match the expected timing of cash outflows.

#### Rehabilitation provision

The Group recognises a mine rehabilitation provision on the basis that it has an obligation to restore the site of the mine in Myrtle Springs to its original condition and the cost to do so is uncertain. The measurement of the provision is the present value of the best estimate of the expenditure required to settle the obligation as at the end of the reporting period. It should also be noted that a bond of \$274,000 was lodged on 9 October 2014 with the South Australia Department of State Development to be applied to rehabilitation of the area at cessation of mining activity, on the basis of a Program for Environmental Protection and Rehabilitation (PEPR) which was approved by the South Australia Department of State Development. This bond appears in Note 8 under deposits paid.

### 17. Deferred revenue

	June 2025 \$'000	June 2024 \$'000
Current deferred revenue and income	9,636	10,104
<b>Total deferred revenue</b>	<b>9,636</b>	<b>10,104</b>

#### Recognition and Measurement

Deferred revenue primarily consists of Government grants received but not yet recognised as other income due to unearned portions of projects. Refer to Note 3 for further information regarding the other income recognition associated with government grants.

### 18. Issued capital

	June 2025 \$'000	June 2024 \$'000
Fully paid ordinary shares	186,390	161,577
Costs of fund raising recognised	(8,458)	(7,351)
<b>Total issued capital</b>	<b>177,932</b>	<b>154,226</b>

#### a) Fully paid ordinary shares

	2025 Number of shares	2024 Number of shares
At the beginning of the year	181,922,776	181,183,168
Issued during the year	32,824,325	739,608
<b>Balance at the end of year</b>	<b>214,747,101</b>	<b>181,922,776</b>

	2025 \$'000	2024 \$'000
At the beginning of the year	161,577	160,803
Issued during the year	24,813	774
<b>Balance at the end of year</b>	<b>186,390</b>	<b>161,577</b>

#### b) Costs of fund raising recognised

	2025 \$'000	2024 \$'000
At the beginning of the year	7,351	7,351
Incurred during the year	1,107	—
<b>At the end of the year</b>	<b>8,458</b>	<b>7,351</b>

## NOTES TO THE FINANCIAL REPORT

### 18. Issued capital *continued*

#### c) Movements in ordinary share capital

	Number of shares	\$
<b>30 June 2023 – Opening balance</b>	<b>181,183,168</b>	<b>160,802,844</b>
EIS withdrawals	739,608	773,516
<b>30 June 2024 – Closing Balance</b>	<b>181,922,776</b>	<b>161,576,360</b>
EIS withdrawals	3,271,718	2,648,911
Other	93,824	70,000
Placement	29,458,783	22,094,000
<b>30 June 2025 – Closing Balance</b>	<b>214,747,101</b>	<b>186,389,271</b>

#### Ordinary Shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on winding up of the Company in proportion to the number of and amounts paid on the shares held. On a show of hands, every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote. Ordinary shares have no par value and the Company does not have a limited amount of authorised capital.

Ordinary shares are classified as equity. Any transaction costs arising on the issue of ordinary shares are recognised directly in equity as a reduction of the share proceeds received.

#### EIS withdrawals

Calix Officers & Employee Incentive Scheme (EIS) withdrawals are vested Zero Exercise Priced Options ("ZEPO's") that have been exercised by the employee into ordinary capital. The share-based payment reserve is reversed for the amount of the shares and the shares are transferred to the recipient. During the year ended 30 June 2025, \$2,589,240 in shares were issued (2024: \$773,516).

### 19. Reserves

	June 2025 \$'000	June 2024 \$'000
Foreign currency translation reserve	514	493
Share-based payment reserve	8,883	8,942
Transactions with NCI reserve	21,282	21,282
<b>Total reserves</b>	<b>30,679</b>	<b>30,717</b>
<b>Foreign currency translation reserve (FCTR)</b>		
At the beginning of the year	493	289
Non-controlling interest movement of FCTR	(21)	74
Revaluations of the foreign currency translation reserve	42	130
<b>At the end of the year</b>	<b>514</b>	<b>493</b>
<b>Share-based payment reserve</b>		
At the beginning of the year	8,942	4,591
Fair value of EIS instruments granted	2,589	5,125
Fair value of EIS instruments issued	(2,648)	(774)
<b>At the end of the year</b>	<b>8,883</b>	<b>8,942</b>
<b>Transactions with NCI reserve</b>		
At the beginning of the year	21,282	21,282
<b>At the end of the year</b>	<b>21,282</b>	<b>21,282</b>

#### Foreign currency translation reserve

Exchange differences arising on translation of the foreign controlled entity are recognised in other comprehensive income as described in Note 1(g) and accumulated in a separate reserve within equity. The cumulative amount is reclassified to profit or loss when the net investment is disposed of.

#### Share-based payment reserve

The share-based payment reserve is used to recognise Zero Exercise Priced Option's and Performance Rights earned by employees and officers as part of the EIS. The Zero Exercise Priced Option's and Performance Rights which are as part of the EIS are valued using options valuation models which take into account vesting criteria, market price and the exercise windows. See Note 20 for more information on share-based payments.

#### Transactions with NCI reserve

The transactions with NCI reserve is the historical value of the consideration paid by external investors into subsidiary entities less associated legal and professional fees.

## NOTES TO THE FINANCIAL REPORT

### 20. Share-based payments

#### Calix Officers & Employees Incentive Scheme

In April 2018, at an extraordinary general meeting, the shareholders of Calix approved an employee incentive scheme to operate once the Company was listed. The Calix Officers & Employees Incentive Scheme ("EIS") provides for the grant of rights and/or options to eligible officers and employees (as determined by the Board) and is intended to provide competitive, performance-based remuneration supporting retention, incentive and reward, and alignment with shareholders. Non-executive and independent directors are not invited to participate in the EIS.

#### Overview of the EIS

The first round of the EIS was made available to all Calix employees, including KMP, at the end of 2018, with an ability to earn parcels of Zero Exercise Priced Options ("ZEPOs") over the proceeding five-year period to 30 June 2024. The scheme was extended in 2022, with an additional round made available, with the ability to earn parcels of ZEPOs over the next five-years. The Board determined that the current EIS scheme for the executive management team and KMP should be replaced in FY25 with a more traditional short-term and long-term incentive Performance Rights based plan. Employees who are not members of the executive management team or KMP will continue to be issued EIS ZEPOs.

The Board typically limits the number of shares over which ZEPOs and Performance Rights will be issued under the EIS to 2% of the total number of shares on issue (i.e. undiluted) in any one year. Subject to any limitations that might apply under the *Corporations Act 2001* or limits under ASIC class order relief, there is no limit on the number of ZEPOs or Performance Rights that may be issued under the EIS. The actual percentage of ZEPOs on issue will fluctuate as a result of changes in staffing levels.

#### EIS ZEPO Performance Gateways

Prior to the implementation of the FY25 Performance Rights based scheme for the executive management team and the KMP, three Performance Gateways were used to determine performance-vesting each year and these were applied sequentially:

##### Gateway 1 – SHEQ performance

Gateway 1 is achieving the Company's Safety, Health, Environment, and Quality Action Plan KPIs as agreed with the Board each year. If the Safety Health, Environment, and Quality Action Plan KPIs are not met, then ZEPOs can be awarded for performance that year. This Performance Gateway is designed to ensure that Safety, Health and Environmental performance of our team members and Quality of our products and services remain paramount at all times. The Action Plan reflects International Standard ISO45001, against which the Company is audited annually.

##### Gateway 2 – Share price performance

Gateway 2 assesses absolute share price performance over the year as measured by Total Shareholder Return ("TSR"), as described below. TSR is measured as Calix's share price performance, being the 30-day Volume-Weighted Average Price ("VWAP") over the 15 days preceding, and the 15 days after, June 30 in the prior financial year ("Baseline TSR") as compared with the 30-day VWAP over the 15 days preceding and the 15 days after 30 June in the current financial year ("Measured TSR"). If the Measured TSR for a particular financial year is not higher than the Baseline TSR for that period of measurement, any ZEPOs earned under Performance Gateway 3 (as described below) remain unvested. However, such unvested ZEPOs may vest if at any time before the end of the financial year immediately after each testing period, the 30-day VWAP for Calix's shares exceeds the applicable Baseline TSR for those unvested ZEPOs.

##### Gateway 3 – Performance against KPIs

Gateway 3 measures company and executive performance against KPIs agreed each year with the Board. These KPIs reflect the corporate milestone targets set for each line of business, and are communicated to the market at regular times during the year via the Company's market updates and the scheduled lodgment of its financial reports. Gateway 3 helps to drive achievement of annual performance metrics that balance both short-term and long-term shareholder value creation.

The ZEPOs that have passed through all three gateways will be classed as "performance-vested". These ZEPOs will then be subject to tenure-based vesting with one third vesting immediately. The other two thirds will then vest in two equal tranches at the end of each of the two full financial years following the performance year, provided the KMP or senior executive remains a full-time employee of the Company.

For employees who are not members of the executive management team or KMP, the 2nd performance gateway does not apply and the ZEPOs vest over 2 years, not 3.

During the year ended 30 June 2025, the Group recognised a share-based payment expense related to the number of ZEPOs vesting and to be vested in connection with the fulfilment of the vesting conditions related to these financial periods as well as the forecasted value of those ZEPOs at their expected exercise date. For non-executive management team or KMP employees, the fair value of the ZEPOs was determined to be the share price on the date the offer was given to the employees, this value was determined using a Black-Scholes formula.

## NOTES TO THE FINANCIAL REPORT

### 20. Share-based payments *continued*

Reconciliation of number of outstanding Zero Exercise Priced Options granted:

	June 2025			June 2024		
	EIS 3 '000	EIS 2 '000	EIS 1 '000	EIS 3 '000	EIS 2 '000	EIS 1 '000
Opening balance	—	2,359	3,381	—	1,440	4,034
Granted	2,506	—	—	—	1,136	—
Exercised	—	(261)	(3,011)	—	(100)	(639)
Lapsed	(597)	(365)	(370)	—	(117)	(14)
Closing balance	1,909	1,733	—	—	2,359	3,381
Exercisable at year-end	—	853	—	—	721	3,381

All of the outstanding Zero Exercise Priced Options granted and exercisable have an exercise price of \$NIL. The Zero Exercise Priced Options, that were exercised during the year were exercised at a weighted average share price of \$0.85.

The fair value of the unexercised EIS 1 options is \$NIL and no expense was recognised during the year for any EIS 1 options. The fair value of the unexercised EIS 2 options is \$4,028,000. An expense of \$2,234,000 was recognised during the year (2024: \$5,125,000) for the EIS 2 and EIS 3 options that have been granted.

#### Performance Gateways for the EIS LTI and STI Performance Rights

The performance gateways for the LTI and STI Performance Rights are applied based upon performance of both the Group and individual Key Performance Indicators ("KPI"). The Board sets yearly KPIs for the Group to drive performance, appropriately balancing current and future value creation, reflecting the nature and strategy of the Group. The actual performance against KPIs is reviewed regularly and assessed at the end of the financial year by the People, Culture & Nominations Committee of the Board to determine the outcomes.

The executive management team and KMP EIS, combines both short-term and long-term incentives. It is designed to retain, motivate and build alignment of employees' interests with shareholders' interests to deliver shareholder value, consistent with the nature and strategy of the Group.

#### Gateways and Vesting Conditions for the Performance Rights

The STI Performance Rights vest as follows:

- the amount of STI performance rights earned will be determined based on the achievement of annual predetermined KPIs;
- 50% of the STI performance rights will vest immediately, but cannot be exercised for 12 months following their grant date following the end of a financial year; and
- the remaining 50% will vest subject to the continuous service and engagement of the KMP Performance Right's holder in their capacity as an executive management team member or KMP; or a 'qualifying event' occurring per the EIS Plan rules, from the date of issue of the Performance Rights until 12 months after the end of the year.

The LTI Performance Rights are subject to a long-term financial performance metric in the form of the Relative Total Shareholder Return ("TSR") hurdle detailed below, and a continued service vesting condition. Both vesting conditions must be satisfied for the Performance Rights to vest. The hurdle for Relative TSR vesting is that the TSR of Calix shares must at least equal the median TSR of other companies in the ASX Emerging Companies Index calculated over a 3-year period, for example, 1 July 2024 to 30 June 2027, using a 30-day Volume-Weighted Average Price ("VWAP"). TSR is defined as total shareholder return in the form of capital appreciation and dividends.

The percentage of LTI Performance Rights that vest will be on a straight-line basis between that median TSR of the index (at which 0% of LTI Performance Rights will vest) to the bottom of the top quartile of TSR of companies in that index (at which 100% of LTI Performance Rights will vest). The Company has chosen Relative TSR as the most appropriate vesting condition metric, and the ASX Emerging Companies Index as the most appropriate peer comparison group because they provide a clear and objective measure of performance, relative to companies that are in a similar stage of development to Calix, ensuring that the vesting conditions are aligned with shareholder interests and market expectations.

Vesting is also conditional upon:

- the continuous service and engagement of the Performance Right's holder in their capacity as an executive or KMP of the Company; or
- a 'qualifying event' occurring per the EIS Plan rules, from the date of issue of the Performance Rights from, for example, 1 July 2024 to 30 June 2027.

During the year ended 30 June 2025, the Group recognised a share-based payment expense relating to the number of Performance Rights vesting and to be vested in connection with the fulfilment of the vesting conditions related to these financial periods as well as the forecasted value of those Performance Rights at their expected exercise date. For the STI Performance Rights, their fair value is determined as the relative percentage of executive and KMP base salary on the date the offer was granted.

## NOTES TO THE FINANCIAL REPORT

### 20. Share-based payments *continued*

A Monte Carlo simulation pricing model was used for valuing the LTI Performance Rights, as market-based conditions attach to these instruments. The Monte Carlo simulation model used the following inputs to determine fair value as at 30 June 2025:

Valuation model inputs	Model Inputs
Grant date	1 July 2024
Exercise price	\$NIL
Expiry date maximum	30 June 2029
Expected volatility	63%
Dividend yield	0%
Average risk-free interest rate	4.35%
Share price at grant date	\$1.46
Fair value per option for KMP and senior executives	\$1.01

Reconciliation of the number of outstanding LTI and STI Performance Rights granted:

	June 2025		June 2024	
	LTI '000	STI '000	LTI '000	STI '000
<b>Opening balance</b>	—	—	—	—
Granted	548	855	—	—
Exercised	—	—	—	—
Lapsed	—	—	—	—
<b>Closing balance</b>	548	855	—	—
<b>Exercisable at year-end</b>	—	—	—	—

All of the outstanding LTI and STI Performance Rights granted have an exercise price of \$NIL.

The fair value of the unexercised LTI and STI Performance Rights is \$NIL; an expense of \$355,000 was recognised during the year (2024: \$NIL) for LTI and STI Performance Rights.

### 21. Loss per share

	June 2025 \$'000	June 2024 \$'000
a) Earnings used to calculate basic and diluted EPS from continuing operations	(19,172)	(25,263) <sup>1</sup>
<b>Number</b>	<b>Number</b>	
b) Weighted average number of ordinary shares during the year used in calculating:		
Basic EPS	199,508,458	181,547,131
Diluted EPS	201,210,351	185,338,655
c) Earnings per share (cents per share)		
Basic EPS <sup>2</sup>	(9.61)	(13.91) <sup>1</sup>

1. Prior year earnings used to calculate basic and Diluted EPS from continuing operations has been restated resulting in a corresponding restatement to Basic and Diluted EPS

2. Basic EPS is calculated as the profit / (loss) attributable to equity holders of the Company, excluding any costs of servicing equity other than ordinary shares, divided by the weighted average number of ordinary shares outstanding during the financial year, adjusted for any bonus elements in ordinary shares issued during the year. Diluted EPS is not presented as potential ordinary shares shall be treated as dilutive, only when their conversion to ordinary shares would decrease EPS or increase the loss per share.

## NOTES TO THE FINANCIAL REPORT

### 22. Financial risk management

The Group's activities expose it to a variety of financial risks, including market risk (including foreign currency risk and interest rate risk), credit risk and liquidity risk. The Group's Treasury function is responsible for managing the liquidity requirements of the Group and mitigating these financial risks through continuous monitoring and evaluation.

The Group adheres to a set of policies approved by the Board of Directors, which provide written principles on liquidity risk, foreign exchange risk, interest rate risk, credit risk and the use of derivative financial instruments, as required, for hedging purposes. The Group does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes. There have been no changes to the Group's exposure to financial risks or the manner in which it manages and measures these risks from the prior year.

The Group holds the following financial instruments, all of which are measured at amortised cost:

	June 2025 \$'000	June 2024 \$'000
<b>Financial assets</b>		
Cash and cash equivalents	22,975	42,958
Current trade and other receivables	5,720	3,921
Non-current trade and other receivables	296	301
<b>Total financial assets</b>	<b>28,991</b>	<b>47,180</b>
<b>Financial liabilities</b>		
Trade and other payables	5,426	5,422
Current borrowings	136	760
Current lease liabilities	845	783
Non-current lease liabilities	1,644	1,715
<b>Total financial liabilities</b>	<b>8,051</b>	<b>8,680</b>

#### a) Credit risk

Exposure to credit risk relating to financial assets arises from the potential non-performance by counterparties of contract obligations that could lead to a financial loss to the Group.

Credit risk is managed through the maintenance of procedures ensuring to the extent possible, that customers and counterparties to transactions are of sound credit worthiness. Such monitoring is used in assessing receivables for impairments. Risk is also minimised through investing surplus funds in financial institutions that maintain a high credit rating, or in entities that the Audit and Risk Management Committee ("ARMC") has otherwise cleared as being financially sound.

Where the Group is unable to ascertain a satisfactory credit risk profile in relation to a customer or counterparty, the risk may be further managed through obtaining security by way of personal or commercial guarantees over assets of sufficient value which can be claimed against in the event of any default.

#### Credit risk exposure

The maximum exposure to credit risk by class of recognised financial assets at balance date, excluding the value of any collateral or other security held, is equivalent to the carrying value of the trade and other receivables (net of any provisions).

There is no significant concentration of credit risk with any single counter party or group of counter parties.

#### Past due but not impaired

As at 30 June 2025, trade receivables of \$253,572 were past due but not impaired (2024: \$20,466). These relate to a number of independent customers for whom there is no recent history of default.

The aging analysis of trade receivables is as below:

	June 2025 \$'000	June 2024 \$'000
Current	2,524	2,346
Less than 30 days	651	351
Less than 60 days	136	19
More than 60 days	254	20
<b>Total trade receivables</b>	<b>3,565</b>	<b>2,736</b>

The other classes within trade and other receivables do not contain impaired assets and are not past due. Based on the credit history of these other classes, it is expected that these amounts will be received when due. The Group does not hold any collateral in relation to these receivables.

## NOTES TO THE FINANCIAL REPORT

### 22. Financial risk management *continued*

#### b) Liquidity risk

Liquidity risk arises from the possibility that the Group might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities.

Prudent liquidity risk management implies maintaining sufficient cash and cash equivalents and the availability of funding through adequate amount of credit facilities to meet obligations when due.

Management monitors the Groups liquidity levels (comprising undrawn borrowing facilities (Note 14) and cash and cash equivalents (Note 7) on the basis of expected cash flows.

The following table details the Group's remaining contractual maturity for its non-derivative financial assets and liabilities. The table has been drawn up based on the cash flows expected to continue to be received/paid by the Group.

	Contractual cash flows					
	Carrying amount \$'000	Total \$'000	3 months or less \$'000	4-12 months \$'000	1-5 years \$'000	More than 5 years \$'000
<b>2025</b>						
<b>Financial liabilities</b>						
Trade and other payables	8,017	8,017	8,017	—	—	—
Current borrowings	136	136	—	136	—	—
Lease liabilities	2,489	2,896	279	736	1,849	32
	10,642	11,049	8,296	872	1,849	32
<b>2024</b>						
<b>Financial liabilities</b>						
Trade and other payables	12,174	12,174	12,174	—	—	—
Current borrowings	760	761	2	759	—	—
Lease liabilities	2,498	2,904	241	715	1,889	59
	15,432	15,839	12,417	1,474	1,889	59

#### c) Interest rate risk

Exposure to interest rate risk relates to cash and cash equivalents and borrowings, details of which are set out in Notes 7 and 14.

Profit or loss is sensitive to higher/lower interest income from cash and cash equivalents and interest expenses on borrowings as a result of changes in interest rates. The following analysis shows the impact on post tax profit as a result of a movement in interest income and expense from variable interest rate deposit and borrowing facilities.

	Impact on post tax profit 2025 \$'000	Impact on post tax profit 2024 \$'000
Increase by 100 basis points	269	93
Decrease by 100 basis points	(269)	(93)

## NOTES TO THE FINANCIAL REPORT

### 22. Financial risk management *continued*

#### d) Foreign exchange risk

Exposure to foreign exchange risk may result in the fair value of future cash flows of a financial instrument fluctuating due to movement in foreign exchange rates of currencies in which the Group holds financial instruments other than the Australian Dollar (AUD) functional currency of the Group. With instruments being held by overseas entities, fluctuations in US Dollars (USD), UK Pound Sterling (GBP) and Euro (EUR) may impact on the Group's financial results unless those exposures are appropriately hedged.

The following table shows the foreign currency risk on the significant financial assets and liabilities held in denominations of currencies other than the functional currency of the Group.

	June 2025 USD \$'000	June 2024 USD \$'000
Cash	1,075	936
Trade and other receivables	1,146	1,060
Trade and other payables	(628)	(635)
<b>Foreign exchange exposure</b>	<b>1,593</b>	<b>1,361</b>
	GBP £'000	GBP £'000
Cash	153	215
Trade and other receivables	—	—
Trade and other payables	(8)	(90)
<b>Foreign exchange exposure</b>	<b>145</b>	<b>125</b>
	EUR €'000	EUR €'000
Cash	189	3,537
Trade and other receivables	133	—
Trade and other payables	(169)	(139)
<b>Foreign exchange exposure</b>	<b>153</b>	<b>3,398</b>

#### Sensitivity analysis

The table below illustrates the sensitivity of the Group's exposures to changes in USD, GBP and EUR. The table indicates the impact on how the profit / loss reported at balance date would have been affected by changes in the relevant risk variable that management considers to be reasonably possible.

	June 2025 \$'000	June 2024 \$'000
+/- 5% in AUD/USD	244	206
+/- 5% in AUD/GBP	30	24
+/- 5% in AUD/EUR	28	558

### 23. Capital management

The Group's objectives when managing capital are to:

- Safeguard its ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and
- Maintain an optimal capital structure to reduce the cost of capital.

	June 2025 \$'000	June 2024 \$'000
Net debt	136	760
<b>Total equity</b>	<b>88,289</b>	<b>83,793</b>
Net debt to equity ratio	< 1%	< 1%

## NOTES TO THE FINANCIAL REPORT

### 24. Subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiaries in accordance with the accounting policy described in Note 1 (a).

Subsidiaries	Country of incorporation	% owned 2025	% owned 2024
Calix Lithium Pty Ltd	Australia	100%	100%
Calix Technology Pty Ltd	Australia	100%	100%
MS Minerals Pty Ltd	Australia	100%	100%
Zesty Technology Pty Ltd	Australia	100%	—
Leilac Australia Pty Ltd	Australia	93%	93%
LEILAC Limited	UK	93%	93%
Calixhe SA	Belgium	96%	96%
Leilac Sarl	France	93%	93%
Leilac Germany GmbH	Germany	93%	—
Calix (North America) LLC	USA	100%	100%
Inland Environmental Resources, Inc.	USA	100%	100%
LEILAC US, Inc	USA	93%	93%

#### Consolidation accounting policies

Business combinations occur where an acquirer obtains control over one or more businesses and results in the consolidation of assets and liabilities. A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. The acquisition method requires that for each business combination one of the combining entities must be identified as the acquirer (i.e. parent entity).

The business combination will be accounted for as at the acquisition date, which is the date that control over the acquiree is obtained by the parent entity. At this date, the parent shall recognise, in the consolidated accounts, and subject to certain limited exceptions, the fair value of the identifiable assets acquired and liabilities assumed. In addition, contingent liabilities of the acquiree will be recognised where a present obligation has been incurred and its fair value can be reliably measured.

The acquisition may result in the recognition of goodwill or a gain from a bargain purchase. The method adopted for the measurement of goodwill will impact on the measurement of any non-controlling interest to be recognised in the acquiree where less than 100% ownership interest is held in the acquiree.

The acquisition date fair value of the consideration transferred for a business combination plus the acquisition date fair value of any previously held equity interest shall form the cost of the investment in the separate financial statements.

Consideration may comprise the sum of the assets transferred by the acquirer, liabilities incurred by the acquirer to the former owners of the acquiree and the equity interest issued by the acquirer. Included in the measurement of consideration transferred is any asset or liability resulting from a contingent consideration arrangement. Any obligation incurred relating to contingent consideration is classified as either a financial liability or equity instrument, depending upon the nature of the arrangement. All transaction costs incurred in relation to the business combination are expensed to the consolidated income statement.

### 25. Joint arrangements

The Company holds a 45% interest in the "Midstream UJV". The unincorporated joint venture agreement requires a supermajority vote, being 75% of the total participating interest, for all major joint arrangement decisions. These include setting budgets, work programs, manager or auditor appointment and other significant actions. The two joint venturers own the assets of the partnership as tenants in common and are jointly and severally liable for the liabilities incurred by the partnership. The entity is therefore classified as a joint operation and the consolidated entity recognises its share of all jointly held assets and liabilities, and their associated revenues and expenses. The \$15.1m gain on contribution to the Midstream UJV (2024: \$12.2m) represents the difference between Calix individual \$6.5m contribution to the UJV and Calix's 45% proportionally consolidated share of the UJV. See Note 12 for further details.

## NOTES TO THE FINANCIAL REPORT

### 26. Parent entity financial information

The individual financial statements for the parent entity show the following aggregate amounts:

	June 2025 \$'000	June 2024 \$'000
Current assets	24,273	39,289
<b>Total assets</b>	<b>110,778</b>	<b>96,604</b>
Current liabilities	8,738	11,606
<b>Total liabilities</b>	<b>9,383</b>	<b>12,191</b>
<b>Equity</b>		
Issued capital	177,932	154,226
Share option reserve	7,840	8,991
Accumulated losses	(84,377)	(78,803)
<b>Total equity</b>	<b>101,395</b>	<b>84,414</b>
Loss for the year	(5,623)	(12,030)
<b>Total comprehensive (loss) for the year</b>	<b>(5,623)</b>	<b>(12,030)</b>

#### Contingent liabilities

The parent entity and other controlled group companies had no contingent liabilities as at 30 June 2025 (2024: \$NIL).

#### Capital commitments

The parent entity and other controlled group companies had \$NIL of capital commitments for property, plant and equipment as at 30 June 2025 (2024: \$NIL).

#### Parent Company Investment in Subsidiary Companies

Investments in subsidiaries are carried at cost in the individual financial statements of Calix Limited. An impairment loss is recognised whenever the carrying amount of the investment exceeds its recoverable amount. Recoverable amount is the higher of value in use and fair value less costs of disposal. The carrying value of the parent's investment in subsidiaries as at 30 June 2025 was \$12.2m (2024: \$12.2m).

### 27. Auditors remuneration

During the year ended 30 June 2025, the following fees were paid or payable for services provided by the auditor of the Group, its related practices and non-related audit firms:

	June 2025 \$	June 2024 \$
<b>Audit and review of financial statements</b>		
KPMG	322,000	278,400
<b>Other services</b>		
KPMG	—	—
<b>Total remuneration for services</b>	<b>322,000</b>	<b>278,400</b>

### 28. Key management personnel (KMP) compensation

	June 2025 \$	June 2024 \$
Short-term employee benefits	1,642,407	1,862,780
Post-employment benefits	94,031	92,602
Other long-term benefits	22,608	38,249
Share based payments	131,588	687,520
<b>Total</b>	<b>1,890,634</b>	<b>2,681,152</b>

Further information regarding the remuneration policies of the Group and KMP compensation can be found in the Remuneration Report on page 35 to 47 of the Annual report.

## NOTES TO THE FINANCIAL REPORT

### 29. Cash flow information

Reconciliation of cash flows from operating activities with loss after income tax:

	June 2025 \$'000	June 2024 \$'000
<b>Loss after income tax</b>	<b>(20,146)</b>	<b>(26,210)</b>
Add back:		
Depreciation, amortisation and impairment expense	9,797	7,413
Interest classified as financing cash flows	199	137
Foreign exchange (gains)/losses	(1,246)	193
Share based payment expense	2,659	5,125
Loss on sale of property, plant and equipment	122	—
Gain on UJV within property, plant and equipment	(13,938)	(7,253)
Changes in balance sheet items		
(Increase)/Decrease in trade & other receivables	(2,174)	6,204
Decrease/(Increase) in inventory	981	(1,100)
(Decrease)/Increase in trade and other payables	(4,154)	6,913
(Decrease)/Increase in accrual of provisions	(229)	227
(Decrease)/Increase in deferred revenue <sup>1</sup>	(464)	(5,249)
Decrease in deferred tax liabilities	(79)	(79)
<b>Net cash used in operating activities</b>	<b>(28,672)</b>	<b>(13,679)</b>

1. The decrease in deferred revenue excludes movements relating to capital expenditure, which is captured under cash flows from investing activities.

### 30. Contingent liabilities and capital commitments

There are no contingent liabilities and capital commitments beyond 30 June 2025.

### 31. Non-controlling interests

#### Equity – non-controlling interests

	June 2025 \$'000	June 2024 \$'000
Reserves	1,409	1,387
Retained profit	(2,151)	(1,176)
	<b>(742)</b>	<b>211</b>

The Group applies a policy of treating transactions with non-controlling interests as transactions with equity owners of the Group.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of financial position respectively. Carbon Direct's share of the loss since disposal, \$2,303,351 (2024: \$1,329,411), is disclosed as part of non-controlling interest in the income statements.

### 32. After balance date events

On 23 July 2025, Calix executed a \$44.9m matching funding grant agreement with the Australian Renewable Energy Agency ("ARENA"), with funds to be used for up to 50% of the costs to build a ZESTY green iron demonstration plant. Accessing the grant funding from ARENA is contingent upon the Company securing matching funding for the remaining 50% of the project costs.

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

## CONSOLIDATED ENTITY DISCLOSURE STATEMENT

As at 30 June 2025

Entity name	Country of incorporation / formation	% owned directly or indirectly	Australian or foreign resident	Jurisdiction of foreign resident
Calix Limited	Australia	n/a	Australian	n/a
Calix Lithium Pty Ltd	Australia	100%	Australian	n/a
Calix Technology Pty Ltd	Australia	100%	Australian	n/a
MS Minerals Pty Ltd	Australia	100%	Australian	n/a
Zesty Technology	Australia	100%	Australian	n/a
Leilac Australia Pty Ltd	Australia	93%	Australian	n/a
Leilac Limited	UK	93%	Foreign	UK
Millennium Generation Limited	UK	93%	Foreign	UK
Calixhe SA	Belgium	96%	Foreign	Belgium
Leilac Sarl	France	93%	Foreign	France
Leilac Germany GmbH	Germany	93%	Foreign	Germany
Calix (North America) LLC	USA	100%	Foreign	USA
Inland Environmental Resources, Inc.	USA	100%	Foreign	USA
Leilac US, Inc	USA	93%	Foreign	USA

All of the above entities are body corporates.

### Determination of Tax Residency

Section 295 (3A) of the Corporations Acts 2001 requires that the tax residency of each entity which is included in the Consolidated Entity Disclosure Statement (CEDS) be disclosed. In the context of an entity which was an Australian resident, "Australian resident" has the meaning provided in the *Income Tax Assessment Act 1997*. The determination of tax residency involves judgment as the determination of tax residency is highly fact dependent and there are currently several different interpretations that could be adopted, and which could give rise to a different conclusion on residency.

### Branches (permanent establishments)

Foreign branches of Australian subsidiaries are not separate legal entities and therefore do not have a separate residency for Australian tax purposes. Generally, the Australian subsidiary that the branch is a part of will be the relevant tax resident, rather than the branch operations.

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## DIRECTORS' DECLARATION

1. In the opinion of the Directors of Calix Limited (the 'Company'):
  - a. the consolidated financial statements and notes that are set out on pages 49 to 79 and the Remuneration Report on pages 35 to 47 in the Directors' report, are in accordance with the *Corporations Act 2001*, including:
    - i. giving a true and fair view of the Group's financial position as at 30 June 2025 and of its performance for the financial year ended on that date; and
    - ii. complying with Australian Accounting Standards and the *Corporations Regulations 2001*;
  - b. the consolidated entity disclosure statement as at 30 June 2025 set out on page 80 is true and correct; and
  - c. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
2. The Directors have been given the declarations required by Section 295A of the *Corporations Act 2001* from the Chief Executive Officer and the Chief Financial Officer for the financial year ended 30 June 2025.
3. The Directors draw attention to Note 1(a) to the consolidated financial statements, which includes a statement of compliance with International Financial Reporting Standards.

Signed in accordance with a resolution of Directors:



**Alison Deans**  
Chair

Date at Sydney on the day of 26 August 2025

## INDEPENDENT AUDITOR'S REPORT



### Independent Auditor's Report

To the shareholders of Calix Limited

#### Report on the audit of the Financial Report

#### Opinion

We have audited the **Financial Report** of Calix Limited (the Company).

In our opinion, the accompanying Financial Report of the Company gives a true and fair view, including of the **Group's** financial position as at 30 June 2025 and of its financial performance for the year then ended, in accordance with the *Corporations Act 2001*, in compliance with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 June 2025
- Consolidated statement of profit or loss and other comprehensive income, Consolidated Statement of changes in equity, and Consolidated Statement of cash flows for the year then ended
- Consolidated entity disclosure statement and accompanying basis of preparation as at 30 June 2025
- Notes, including material accounting policies
- Directors' Declaration.

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

#### Basis for opinion

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

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with these requirements.

## INDEPENDENT AUDITOR'S REPORT



### Key Audit Matters

The **Key Audit Matter** we identified is:

- Going Concern

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

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

Going Concern	
Refer to Note 1b to the Financial Report	
The key audit matter	How the matter was addressed in our audit
<p>The Group's use of the going concern basis of accounting and the associated extent of uncertainty is a key audit matter due to the high level of judgement required by us in evaluating the Group's assessment of going concern and the events or conditions that may cast significant doubt on their ability to continue as a going concern. These are outlined in Note 1b.</p> <p>The Directors have determined that the use of the going concern basis of accounting is appropriate in preparing the financial report. Their assessment of going concern was based on cash flow projections. The preparation of these projections incorporated a number of assumptions and significant judgements, and the Directors have concluded that the range of possible outcomes considered in arriving at this judgement does not give rise to a material uncertainty casting significant doubt on the Group's ability to continue as a going concern.</p> <p>We critically assessed the levels of uncertainty, as it related to the Group's ability to continue as a going concern, within these assumptions and judgements, focusing on the following:</p> <ul style="list-style-type: none"> <li>• The Group's significant cash inflow assumptions particularly, the forecast revenue and gross margin growth and focus on externally funded projects;</li> </ul>	<p>Our procedures included:</p> <ul style="list-style-type: none"> <li>• We analysed the cash flow projections by:                             <ul style="list-style-type: none"> <li>• Evaluating the underlying data used to generate the projections. We specifically looked for their consistency with the Group's intentions, as outlined in Directors minutes and strategy documents, and their comparability to past practices.</li> <li>• Analysing the impact of reasonably possible changes in projected cash flows and their timing, to the projected periodic cash positions. Assessing the resultant impact to the ability of the Group to pay debts as and when they fall due and continue as a going concern. The specific areas we focused on were informed from our test results of the accuracy of previous Group cash flow projections and sensitivity analysis on key cash flow projection assumptions.</li> <li>• Assessing the Group's significant cash inflow assumptions and judgements for feasibility and timing. We used our knowledge of the Group, its industry, and customers trends and executed contracts to assess the level of associated uncertainty.</li> </ul> </li> </ul>

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## INDEPENDENT AUDITOR'S REPORT



- The Group's planned levels of research and development, operational and capital expenditures, and the ability of the Group to manage cash outflows within available funding.

In assessing this key audit matter, we involved senior audit team members who understand the Group's business, industry, and the economic environment it operates in.

- Assessing the planned levels of research and development, operating and capital expenditures for consistency of relationships and trends to the Group's historical results, our understanding of the business, industry and economic conditions of the Group.
- We evaluated the Group's going concern disclosures in the financial report by comparing them to our understanding of the matter, the events or conditions incorporated into the cash flow projection assessment, the Group's plans to address those events or conditions, and accounting standard requirements.

### Other Information

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

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

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

### Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

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

## INDEPENDENT AUDITOR'S REPORT



### Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

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

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: [https://www.auasb.gov.au/admin/file/content102/c3/ar1\\_2020.pdf](https://www.auasb.gov.au/admin/file/content102/c3/ar1_2020.pdf)

This description forms part of our Auditor's Report.

### Report on the Remuneration Report

#### Opinion

In our opinion, the Remuneration Report of Calix Limited for the year ended 30 June 2025, complies with *Section 300A* of the *Corporations Act 2001*.

#### Directors' responsibilities

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

#### Our responsibilities

We have audited the Remuneration Report included in pages 38 to 47 of the Directors' report for the year ended 30 June 2025.

Our responsibility is to express an opinion as to whether the Remuneration Report complies in all material respects with *Section 300A* of the *Corporations Act 2001*, based on our audit conducted in accordance with *Australian Auditing Standards*.

KPMG

Daniel Camilleri

Partner

Sydney

26 August 2025

# SHAREHOLDER INFORMATION

Additional information required by Australian Securities Exchange Listing Rules and not disclosed elsewhere in this report. The information presented is as at 20 August 2025.

## a) Distribution of shareholders

Number of shares held	Number of ordinary shareholders	% of shares
1-1,000	2,383	0.47
1,001-5,000	1,775	2.19
5,001-10,000	668	2.37
10,001-100,000	1,082	14.92
100,001-9,999,999,999	162	80.05
<b>Totals</b>	<b>6,070</b>	<b>100.00</b>

There were 2,421 holders of less than a marketable parcel of ordinary shares, based on the closing market price on 19 August 2025 of \$0.47.

## c) Substantial shareholders

Investor	Number of ordinary shares
AustralianSuper Pty Ltd	37,425,884
Tiga Trading Pty Ltd and Thorney Technologies Ltd	23,212,872
Nicholas Merriman & associates	10,966,455

## d) Twenty largest shareholders

Shareholder	Number of ordinary shares	% of issued capital
J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	43,179,876	20.10%
UBS NOMINEES PTY LTD	22,789,549	10.61%
CITICORP NOMINEES PTY LIMITED	13,585,438	6.33%
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	13,412,595	6.24%
NICHOLAS MERRIMAN	8,108,286	3.78%
MR PAUL CROWTHER	5,389,438	2.51%
DR MARK GEOFFREY SCEATS	3,655,264	1.70%
MARK GEOFFREY SCEATS <SCEATS SUPERANNUATION FUND>	2,847,344	1.33%
PIGEONS SUPER PTY LIMITED <THE HODGSON FAMILY S/F A/C>	2,461,597	1.15%
BNP PARIBAS NOMINEES PTY LTD <HUB24 CUSTODIAL SERV LTD>	2,325,844	1.08%
PHIL HODGSON	1,888,309	0.88%
MERRILL LYNCH (AUSTRALIA) NOMINEES PTY LIMITED	1,799,141	0.84%
MR JACOB SHIELDS ULRICH	1,703,133	0.79%
WARBONT NOMINEES PTY LTD <UNPAID ENTREPOT A/C>	1,318,636	0.61%
JENEIL SUPER PTY LTD <JENEIL SUPER FUND A/C>	1,266,388	0.59%
MR JOHN ANDREW HAMILTON	1,223,639	0.57%
MR TIMOTHY JOHN REED & MS KAROLA BRENT <THE PRIVATE FUND S/F A/C>	1,169,000	0.54%
CY CAPITAL PTY LTD	1,135,000	0.53%
BNP PARIBAS NOMS PTY LTD	1,106,402	0.52%
TURNBULL SUPER FUND PTY LTD <THE TURNBULL SUPER FUND A/C>	1,057,719	0.49%
<b>Total</b>	<b>131,422,598</b>	<b>61.18%</b>

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# GLOSSARY

Term	Meaning
<b>Aluminium (Al)</b>	Chemical element with the symbol Al
<b>ARENA</b>	The Australian Renewable Energy Agency
<b>ASX</b>	The Australian Securities Exchange
<b>ASRS</b>	Australian Sustainability Reporting Standards
<b>BATMn</b>	An electric and renewably powered pilot-scale calciner at the Calix Technology Centre used for various material testing and project development purposes. Originally named for testing manganese based battery materials.
<b>BOD</b>	Basis of Design
<b>BOS</b>	Basic Oxygen Steelmaking
<b>CAGR</b>	Compound Average Growth Rate (%)
<b>Calcium (Ca)</b>	Chemical element with the symbol Ca
<b>Carbonation</b>	The capture of carbon dioxide by contacting with lime (calcium oxide), to form limestone (calcium carbonate)
<b>CBAM</b>	Carbon Border Adjustment Mechanism
<b>CCS</b>	Carbon Capture and Storage
<b>CCU</b>	Carbon Capture and Use
<b>CCUS</b>	Carbon Capture, Utilisation and/or Storage
<b>CO<sub>2</sub></b>	Carbon Dioxide
<b>Copper (Cu)</b>	Chemical element with the symbol Cu
<b>CRC</b>	Cooperative Research Centre – Australian Government supported industry-led collaborative research centres
<b>DAC</b>	Direct Air Capture – the extraction of carbon dioxide directly from the atmosphere
<b>DOE</b>	Department of Energy
<b>EAF</b>	Electric arc furnace – a furnace that heats material by means of an electric arc between two electrodes
<b>EAP</b>	Employee Assistance Program
<b>EBITDA</b>	Earnings Before Interest, Tax, Depreciation and Amortisation
<b>EIS</b>	Employee Incentive Scheme
<b>ESF</b>	Electric Smelting Furnace – Used to convert Direct Reduced Iron (DRI) to iron suitable for a Basic Oxygen Steelmaking (BOS) process
<b>ESG</b>	Environment, Social and Governance considerations
<b>EU</b>	European Union
<b>ETS</b>	Emissions Trading System
<b>FEED</b>	Front-End Engineering Design
<b>FID</b>	Final Investment Decision
<b>Fines</b>	Small particles, which can be difficult to handle in mineral processing and are often discarded as waste
<b>FY</b>	Financial Year
<b>GHG</b>	Greenhouse gas, often measured in tonnes of CO <sub>2</sub> equivalent (tCO <sub>2</sub> e)
<b>Green Hydrogen</b>	Hydrogen that is produced from an electrolyser using renewable energy
<b>Goethite</b>	A mineral that is an ore of iron
<b>HBI</b>	Hot Briquetted Iron – “bricks” of relatively high purity iron ready for steel-making
<b>H2-DRI</b>	The process of directly reducing iron ore to metallic iron with hydrogen as the reductant
<b>Hematite</b>	A mineral that is an ore of iron
<b>HILT CRC</b>	Heavy Industry Low-carbon Transition Cooperative Research Centre
<b>Hydrometallurgy</b>	A metal recovery method used to obtain metals from ores and waste materials
<b>HyGATE</b>	German-Australian Hydrogen Innovation and Technology Incubator
<b>IBCs</b>	Intermediate Bulk Containers
<b>IER</b>	Inland Environmental Resources, a Calix business
<b>IP</b>	Intellectual Property
<b>IFRS</b>	International Financial Reporting Standards

## GLOSSARY

Term	Meaning
<b>Iron (Fe)</b>	The chemical element, represented by “Fe” on the periodic table
<b>Iron Ore</b>	Iron oxide mixed with various other minerals, as mined and “pre-processed” (purified) as best as possible
<b>JV</b>	Joint venture
<b>LCA</b>	Lifecycle Assessment or Lifecycle Analysis, is a methodology for assessing environmental impacts associated with all the stages of a product or process
<b>Leilac</b>	Calix’s core calciner technology for Low Emissions Intensity Lime and Cement production with CO <sub>2</sub> capture of process emissions
<b>LFP</b>	Lithium Iron Phosphate – a battery cathode material
<b>Lithium (Li)</b>	Chemical element with the symbol Li
<b>Lithium-phosphate / Lithium Salt / “Mid-Stream” Lithium</b>	A form of lithium that is high in lithium content, to be shipped and utilised by battery producers
<b>Lithium ion</b>	The ionic form of lithium (Li+) – a positively charged atom of lithium
<b>Magnesium (Mg)</b>	Chemical element with the symbol Mg
<b>Manganese (Mn)</b>	Chemical element with the symbol Mn
<b>Magnetite</b>	A mineral that is an ore of iron
<b>Metallurgical Coal</b>	Very high carbon coal
<b>MgO</b>	Magnesium Oxide
<b>MHL</b>	Magnesium Hydroxide Liquid
<b>MOU</b>	Memorandum of Understanding
<b>Nanoporous</b>	A material with a regular, porous structure, with a pore size generally less than 100 nanometres.
<b>Pelletisation</b>	The formation of pellets from finer materials to aid in handling
<b>PLS</b>	Pilbara Minerals, an Australian lithium mining company
<b>Process emissions</b>	Process emissions are inherent to the chemical reaction and are released directly and unavoidably from the chemical processing of raw material
<b>SDGs</b>	The UN’s Sustainable Development Goals designed to serve as a “shared blueprint for peace and prosperity for people and the planet, now and into the future”
<b>Siderite</b>	A mineral that is an ore of iron
<b>Spodumene</b>	A high lithium-containing ore, and the source of the majority of the world’s lithium supply
<b>α-Spodumene</b>	A tight Li-crystal formation, from which extraction of Li is difficult
<b>β-Spodumene</b>	A loose Li-crystal formation, from which extraction of Li is much easier than the alpha-form
<b>Reduce / Reduction</b>	The process by which oxygen is removed
<b>Reductant</b>	A material that, through its chemical properties, carries out reduction
<b>RDF</b>	Refuse-derived fuel – a fuel produced from various types of waste
<b>Sponge Iron</b>	Iron Ore that has been reduced (had the oxygen removed) to form metallic iron
<b>Steel</b>	Mainly iron, with some carbon and other trace metals such as nickel, manganese etc depending upon the grade of steel being made
<b>TAM</b>	Total Addressable Market
<b>Tpa</b>	Tonnes per annum
<b>TRL</b>	Technology Readiness Level, as measured on the NASA scale
<b>UJV</b>	Unincorporated Joint Venture
<b>UNGC</b>	The United Nations Global Compact, the world’s largest corporate sustainability initiative
<b>Wh / kWh</b>	Watt-hours / kilowatt-hours – a measure of energy
<b>ZEAL</b>	Calix’s Zero Emissions ALumina technology
<b>ZESTY</b>	Calix’s Zero Emissions Steel Technology

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### Securities Exchange listing

Calix Limited shares are listed on the Australian Securities Exchange (ASX).

ASX code: **CXL**

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## DISCLAIMER

This Report has been prepared by Calix Limited (ABN 36 117 372 540) ("Company").

### Summary information

This Report contains summary information about the Company and its subsidiaries ("Calix") and their activities current as at 26 August 2025. The information in this report is general background and does not purport to be complete.

### Future Performance

This Report contains certain "forward-looking statements". The words "expect", "future", "anticipate", "estimate", "intend", "believe", "guidance", "should", "could", "may", "will", "predict", "plan" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements. Forward-looking statements, opinions and estimates provided in this report are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions. Forward-looking statements, including projections, guidance on future earnings and estimates are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. Such forward-looking statements are by their nature subject to significant uncertainties and contingencies and are based on a number of estimates and assumptions that are subject to change (and in many cases are outside the control of Calix and its directors) which may cause the actual results or performance of Calix to be materially different from any future results or performance expressed or implied by such forward-looking statements. The forward-looking statements should not be relied on as an indication of future value or for any other purpose. No representation, warranty or assurance (express or implied) is given or made in relation to any forward-looking statement by any person (including the Company). In particular, no representation, warranty or assurance (express or implied) is given that the occurrence of the events expressed or implied in any forward-looking statements in this report will actually occur. Actual results, performance or achievement may vary materially from any projections and forward-looking statements and the assumptions on which those statements are based. The forward-looking statements in this report speak only as of the date of this report. Subject to any continuing obligations under applicable law, the Company disclaims any obligation or undertaking to provide any updates or revisions to any forward-looking statements in this report to reflect any change in expectations in relation to any forward-looking statements or any change in events, conditions or circumstances on which any such statement is based. Nothing in this report will under any circumstances create an implication that there has been no change in the affairs of Calix since the date of this report.



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