



IMPROVING THE LIVES
OF OUR 280,000 MEMBERS

WE ARE THE SPARK OF OUR COMMUNITY

279,599

Current Members

\$32,340,000

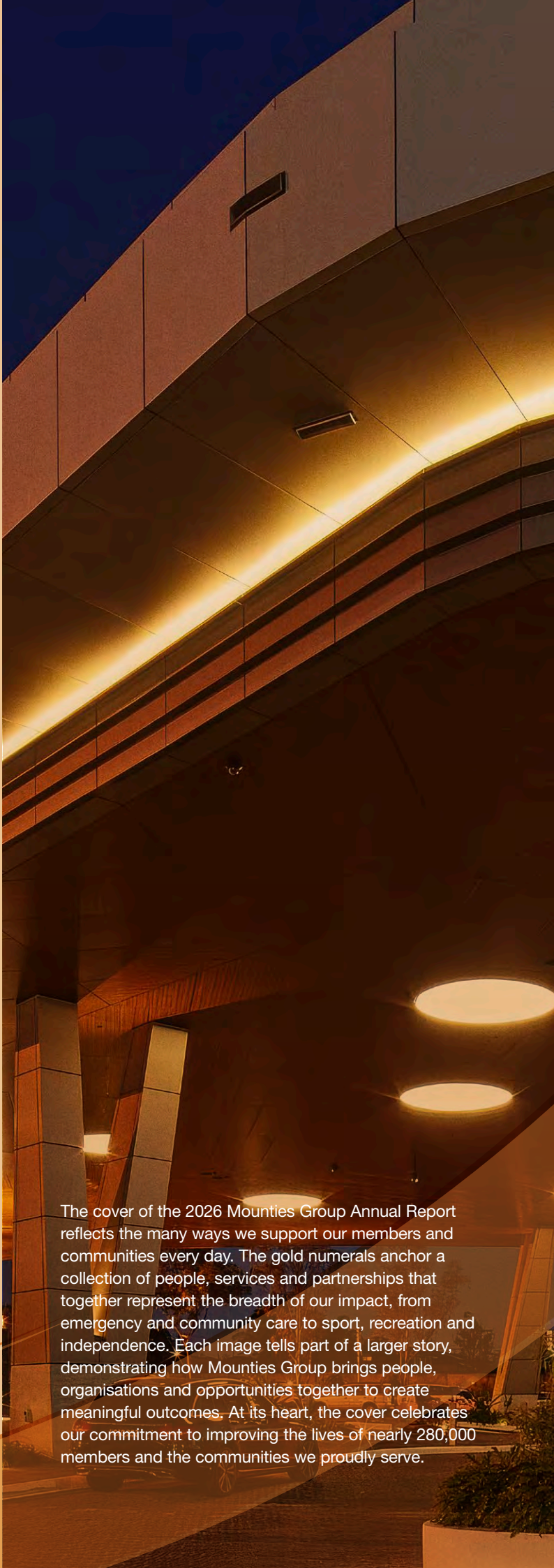
in Community Contributions

5,869

Jobs Created



Mounties Group is the only Australian Registered Club acknowledged for transparency and accuracy by the Australasian Reporting Awards, earning a bronze award for our 2025 Annual Report.



The cover of the 2026 Mounties Group Annual Report reflects the many ways we support our members and communities every day. The gold numerals anchor a collection of people, services and partnerships that together represent the breadth of our impact, from emergency and community care to sport, recreation and independence. Each image tells part of a larger story, demonstrating how Mounties Group brings people, organisations and opportunities together to create meaningful outcomes. At its heart, the cover celebrates our commitment to improving the lives of nearly 280,000 members and the communities we proudly serve.

CONTENTS



OUR PURPOSE, REAFFIRMED



FROM STRATEGY TO DELIVERY



OUR FUTURE

President Report	2
From the CEO	4
Our Organisation, Built for the Future	6
Our Impact	8
Message from the CFO	10
The Mounties Way	12
A Member for Life	14
Our Strategy	16
Community ClubGRANTS	46
Board of Directors	48
Governance in Action	50
Investing in Our People	58
Members at the Centre	62
Sustainability	64
Financial Report	76
Property Schedule	119
Corporate Directory	125

PRESIDENT REPORT

For around 60 years Mounties Group has been delivering our core purpose of improving Members' lives, and this year despite some significant challenges I am pleased to say that we have once again grown our support of members and the community in which we live.

Each year for the past six years, our community support has grown and the positive difference we make in our community adds benefit for local people. Like our business itself is transitioning over time, so is the level of support we give to a level where now in addition to improving lives, Mounties Group is now saving lives.

We continue to provide important social inclusion programs (sub-clubs) that reduce loneliness and build a more inclusive local community. But we also provide the ability for important life saving services such as rescue helicopters, regional air transport for sick children, life saving boats on the beaches and medical services across four Australian states.

This year we also recognised failings in our systems and processes. In particular, the AUSTRAC investigation and subsequent proceeding identified weaknesses and failings on our part to identify and mitigate money laundering risk.

Overall the year felt like a roller coaster but on reflection when all brought together, our positive impact has truly been outstanding. Our membership has now grown to the level of being equal to the population of the fifth largest city in NSW and twelfth largest in Australia. Our community contributions have for the sixth year in a row, broken all previous records. Our member happiness and loyalty rate has reached the highest level in the past thirty years with 82.9% of members stating they would stand and fight to support Mounties Group, and our employment has grown to create over 5,869 local people a stable and safe job.

During the past year, we subsidised more than 10,000 local children to play sport and build important foundations in teamwork, mateship and communication, we supported over 3,500 people in our sub clubs, reducing loneliness and bringing people from different backgrounds together to build a stronger more connected community. And we provided more than \$30 million in community support to local charity and service organisations to make the local areas in which we live a better place for all.

This year we had a ClubGRANTS requirement to provide \$3.4 million in funding to our local community, but I am pleased to say, as we have for many years, this year we far exceeded the expectation and we provided more than \$15 million in financial grants, donations and sponsorships.

I want to thank our amazing staff who in the past year have served over 4.2 million customers, our management team who work tirelessly supporting our team to deliver all that we do and I want to thank our Board of Directors. Many may not realise that our organisation is led by nine individuals from our local community who volunteer their time to make Mounties Group the leader in community we are today.

Our Board are not experts in any one field, but they are elected by our members as their representatives and give their time and energy because of the passion and commitment they have for making our local club and our local community a better place for all to enjoy.

To you as a valued member, I would simply say thank you for your support, loyalty and engagement. As I said earlier, it has been a roller coaster of a year but your support grows our commitment further to deliver even more for our members and community in the time ahead.

Steve Fitzpatrick
President



Each year for the past six years, our community support has grown and the positive difference we make in our community gains more for local people

TOTAL MEMBERS

279,599

At least one in every four adults living in a LGA where Mounties Group operates a club, chooses to be a member of Mounties Group.

FROM THE CEO

When preparing this year's report, I reflect on the fact that the trading year was the best in our history, and the statutory result is the worst in a decade.

Our organisation once again broke records in terms of financial performance, member happiness and community support but we also faced a regulatory wake-up call when AUSTRAC commenced enforcement proceedings against us because our AML/CTF systems and processes were not of the required standard.

As a community organisation, Mounties always seeks to do the right thing and act in the best interests of our member communities, including by complying with the law. I acknowledge that we have fallen short of that standard in relation to our AML/CTF obligations. I deeply regret the circumstances that led to the contraventions the subject of AUSTRAC's proceedings and feel that Mounties has let down its members and the community it serves.

Having been informed about the weaknesses, we have actioned a range of protections as well as the appointment of a full time risk and governance department. Our Board of directors and senior management have undertaken training in AML/CTF, responsible gaming, governance and risk management.

The truth is, that we got something wrong, implemented a remediation plan to address the shortfalls and we have put in place measures to ensure it does not happen again.

This year our revenues have grown 9.8% and visitation to our venues grew 1% showing the support from our members and value they see in our offering. Our community support broke all records for the club industry for the fourth consecutive year, and we created over 5,000 local jobs through the support of our 279,500 members.

The fact that more than 82% of our members state they are so loyal to Mounties Group that they would fight for us if we asked, and a number of vital community groups say they would no longer exist if they did not have our support, shows the importance of strong governance and controls to ensure we deserve this responsibility. Our social license is built on trust, and that trust is earned through safe, ethical and responsible practices.

This year our members have faced increased challenges in their lives, with higher cost of living expenses, increased mortgage stress, and economic uncertainty. We have stepped up to assist in a number of areas including affordability projects such as discounted meals, increased subsidy of children's sport, and further community donations to groups helping those most vulnerable in our community.

The increased costs on members has resulted in a reduction in the usual public support for important community services, so we have also increased our support to groups increasing our long-term partnerships. Our partnership with the NSW Government and Rio's Legacy will see Australia's fourth hospice for terminally ill children open next year, our partnership with Careflight delivered 436 life saving helicopter rescue missions this year and our partnership with the Ted Noffs Foundation saw Street University deliver a 63% reduction in anti social behaviour for our local area.

We continued to deliver our sub-club programs for social inclusion and over 3,000 people enjoyed reduced loneliness, higher community connection and a sense of belonging not otherwise available and we continued to invest in our facilities for community gathering spending more than \$29 million in capital expenditure.

These key outcomes were delivered at the same time as continuing our 6 year transition and reducing reliance on traditional income streams, which has declined from 78.2% in 2019 to 65.7% in the current year.

The year ahead again looks challenging as we face reform of the gaming sector, increased taxation on large clubs like our own and increased pressure on disposable income of our members. All of these will place downward pressure on our revenues and profits at a time when our community and members need us more than ever.

Every year, I have appreciated the support and friendship of our members but no year has been more humbling than this with the support, care and connection felt during the year we have experienced. I thank each of you and I would like to acknowledge and thank our amazing volunteer Board of directors and President Steve Fitzpatrick for the guidance and mentoring during the year.

Dale Hunt
CEO



We have stepped up to assist our members in a number of areas such as discounted meals, increased subsidy of children's sport, and further community donations to groups helping those most vulnerable in our community.

KEY PERFORMANCE INDICATORS

Annual revenue grew from \$242,445,473 to
\$266,095,562

Total Assets grew from \$871,478,151 to
\$929,616,247

Members' Equity changed from \$457,060,342 to
\$449,050,011

Even in a year with a net profit of -\$8 million, we made community contributions of more than \$30 million

OUR ORGANISATION, BUILT FOR THE FUTURE

Mounties Group is building for a future that will look very different from the past. Rapid change across technology, regulation, consumer expectations and the broader political environment is reshaping how organisations operate, creating both challenges and opportunities for the decades ahead.

Our focus is on ensuring Mounties Group remains resilient, relevant and sustainable in this changing environment. Through diversification, disciplined investment and innovation, we are building an organisation that better understands the evolving needs of our members, delivers outstanding experiences and generates the financial strength required to continue investing in our communities. This approach strengthens our ability to adapt to change while reducing reliance on traditional revenue streams.

Looking ahead, we will continue to invest in governance, risk management, technology, data capability and organisational leadership. These foundations are critical to ensuring Mounties Group remains trusted, accountable and capable of responding to increasing community expectations, regulatory requirements and operational complexity.

While the environment around us will continue to evolve, our purpose remains unchanged. Every investment we make is designed to strengthen our ability to improve the lives of our members, support the communities we serve and ensure future generations benefit from a strong and sustainable Mounties Group.



OUR IMPACT



82

Locations
Australia Wide



279,599

Total Members



3.9 Million

Subsidised/Discounted Meals
for our community

Served Over

4.1M

members and
their guests



Helped

218

Local Community Groups
with financial assistance



\$1.2M+

spent on live
entertainment



Over \$30 MILLION

community support
including \$15 million in direct financial support



We provided

77,044

hours of subsidised
homecare to local people

We provided over

\$350,000

worth of subsidised mobility & independence
equipment to Western Sydney members alone



\$13 M

provided to build Mounties Care Cottage
– helping sick kids and their families in
times of need

Provided subsidised
health services to
200,000+
Local People

\$27 Million

Spent on improved facilities and services
for our local community



Supported 54 social inclusion
groups with over

\$3 Million

in funding



396 Missions

Funded Australia's fastest rapid response
rescue helicopter to deliver

Subsidised
expense for

12,000

local children to play junior sport
in our local communities

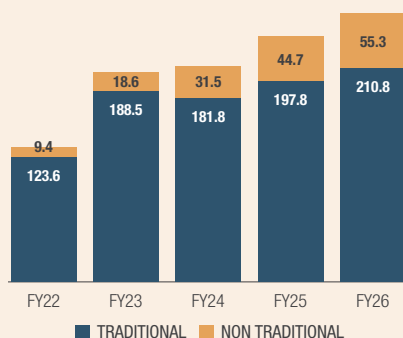


\$390,240,090

contributed to our community
since 1964

MESSAGE FROM THE CFO

GROUP REVENUE – \$M

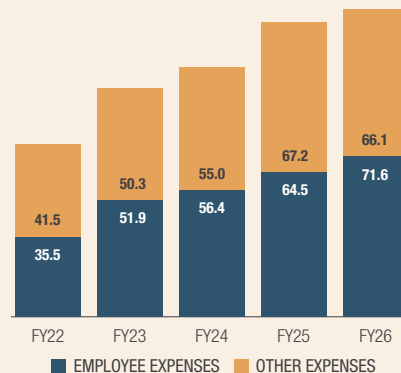


Total Group revenue for the year reached a record high of \$266.1m, +\$23.7m or 9.8% vs last year. Over the past five years we have grown our revenue at a compound growth rate of 13.9% per annum.

In our **traditional hospitality business**, we grew underlying revenue by 6.6%, an excellent performance in challenging market conditions. Over the past five years we have grown traditional revenue at a compound growth rate of 10.4% per annum.

Our diversification strategy continues to gain momentum with **non traditional (Health, Leisure & Fitness)** revenue increasing year on year by \$10.6m or 23.8% to close the year at \$55.3m. Over the past 5 years we have grown this diversified revenue stream at a compound annual growth rate of 40.7% and it now represents 20.8% of total Group revenue.

GROUP EXPENSES – \$M

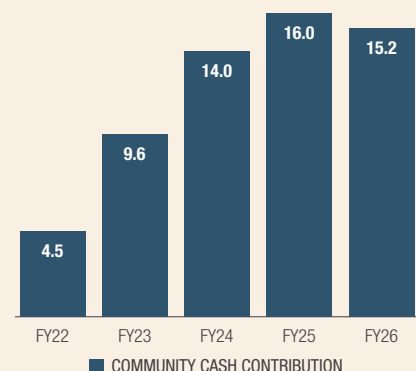


During the year Group operating expenses were \$137.7m, \$5.9m or +4.5% vs last year. Over the last five years total expenses of the group have increased at a compound growth rate of 11.9% per annum.

Employee expenses for the year totalled \$71.6m +\$7.1m or 10.9% vs last year. As we continue to expand our operations we create new employment opportunities and over the last five years employee expenses of the group have increased at a compound growth rate of 16.4% per annum.

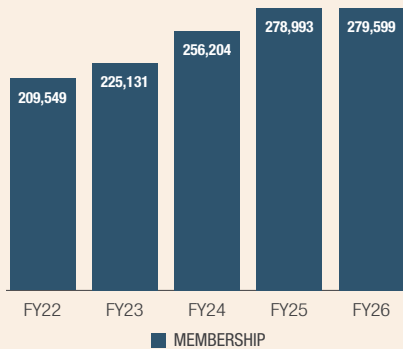
COMMUNITY CASH CONTRIBUTION – \$M

This year the group was again able to make a significant financial community contributions of \$15.2m, -\$0.8m or 4.7% vs last year. In addition to the ongoing support of grass roots sports and charities in the communities surrounding our eight sites we maintained our support of CareFlight and Little Wings along with a \$2m instalment payment to Sydney Children's Hospitals Foundation as part of the groups \$13m pledge to build the Mounties Care Cottage.



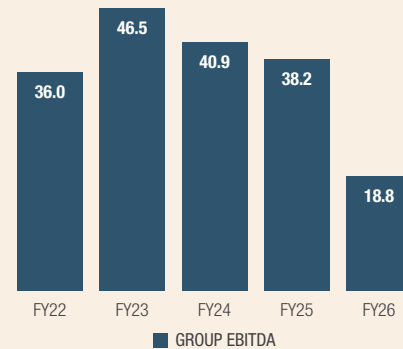
Over the past five years we have made \$59.3m of financial community contributions demonstrating our commitment to improve the lives of our members and the community in which they live.

MOUNTIES MEMBERSHIP



During the year the Membership remained at record levels closing at 279,599 +606 or 0.2% vs last year. Over the past five years we have grown membership by 121,239, increasing at an annual compound growth rate of 12.0%.

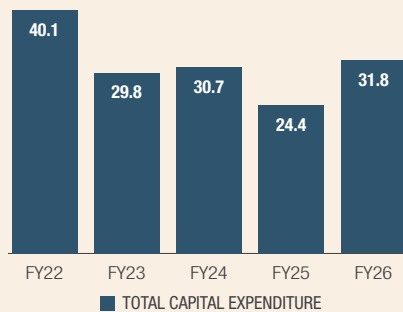
GROUP EBITDA – \$M



Total group EBITDA for the year was \$18.8m, -\$19.4m or 50.8% vs last year.

Excluding the AUSTRAC provision (\$29.5m) adjusted Group EBITDA for the year was \$47.6m, +\$11.1m or 30.3%

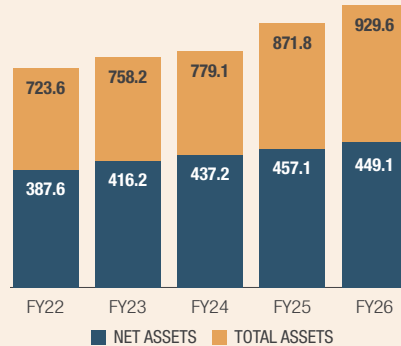
GROUP CAPEX – \$M



We continue to deploy capital in a disciplined fashion, ensuring we balance our stay in business initiatives with our diversification strategy. Total capital deployed in the last 12 months was \$31.8m +\$7.4m or 30.3% vs last year.

Over the past five years the Group has invested a total of \$156.7m on CAPEX initiatives, enabling us to maintain our community facilities and add services for our members.

GROUP ASSETS – \$M



During the year the Total Assets of the Group grew to \$929.6m +\$57.9m or 6.6% vs last year. Over the past five years we have grown by \$252.2m, increasing at an annual compound growth rate of 6.5%.

Our Net Assets decreased to \$449.1m -\$8.0m or 1.8% vs last year due to two significant one off impacts (AUSTRAC & Goodwill Impairment). At the end of the year the group had no debt finance across any of its operations.



Sam Abbott
CFO
Mounties Group

THE MOUNTIES WAY

In 1960, a group of local families came together with a simple but powerful intention, to help local families in need. There was no grand strategy, no business model, just a shared belief that when people support each other, communities are stronger.

More than 60 years on, that belief still defines us.

From those humble beginnings, Mounties Group has grown into one of Australia's leading not-for-profit organisations. Today, we welcome more than 4 million visits each year, support nearly 280,000 members, and employ over 1,000 people, but at our core, we remain grounded in the same values we started with: connection, care and community.

We exist for our members. For the families who gather in our venues, the individuals who rely on our services, and the communities that trust us to be there when it matters most.

Our model is simple, but powerful. We operate commercially, but our purpose is deeply social. Every meal shared, every game played, every visit to our venues contributes to something much bigger, a cycle of reinvestment that puts people first.

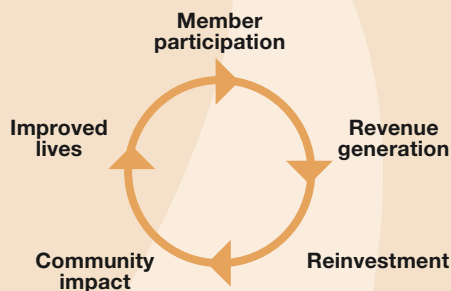
Our Vision

To improve the lives of our members

Profit for Purpose

Mounties Group is a profit-for-purpose organisation, where every dollar generated is reinvested back into the community.

This model creates a powerful cycle:



Because we have no shareholders, our success is measured not by profit alone, but by the difference we make.



This is the Mounties Way:
success is measured not just
by what we achieve, but by
the difference we make.

Because we have no shareholders, every dollar we earn is returned to the community.

It's seen in the facilities we build, the programs we deliver, and the partnerships we support. It's felt in the moments of connection, the opportunities created, and the lives improved.

Through Mounties Care, our commitment extends even further – reaching those who need support, connection and care. Whether it's health services, community programs or critical support initiatives, Mounties Care brings our purpose to life in the most meaningful way.

This year alone, we contributed over \$30 million back into the community. Over time, that impact has grown to more than \$390 million, a legacy of giving that continues to shape stronger, more inclusive communities.

Our Values

- Family
- Loyalty
- Fun
- Honesty
- Caring
- Innovation
- Outcome Driven

These values guide every decision and shape every experience.



A MEMBER FOR LIFE

At Mounties Group, everything begins and ends with our members.

Our role is not defined by the venues we operate or the health services we deliver, but by the impact we have on people's lives, supporting individuals, families and communities through every stage of life.

From childhood and family life, to health, independence and aged care, our model is designed to meet real needs as they evolve. By understanding the challenges members face at different stages of life, we develop services that deliver meaningful outcomes.

Across hospitality, health, wellbeing and community programs, each part of our organisation plays a role in a larger system designed to:



Improve health outcomes



Strengthen connection



Support independence



Enhance quality of life

With more than \$30 million reinvested annually into the community, this model ensures long-term, sustainable impact.

These lifecycle stages can be categorised into six stages:

1 Growing & Learning

2 Staying Active & Connected

3 Living Well

4 Navigating Life's Challenges

5 Maintaining Independence

6 Giving Back & Strengthening community



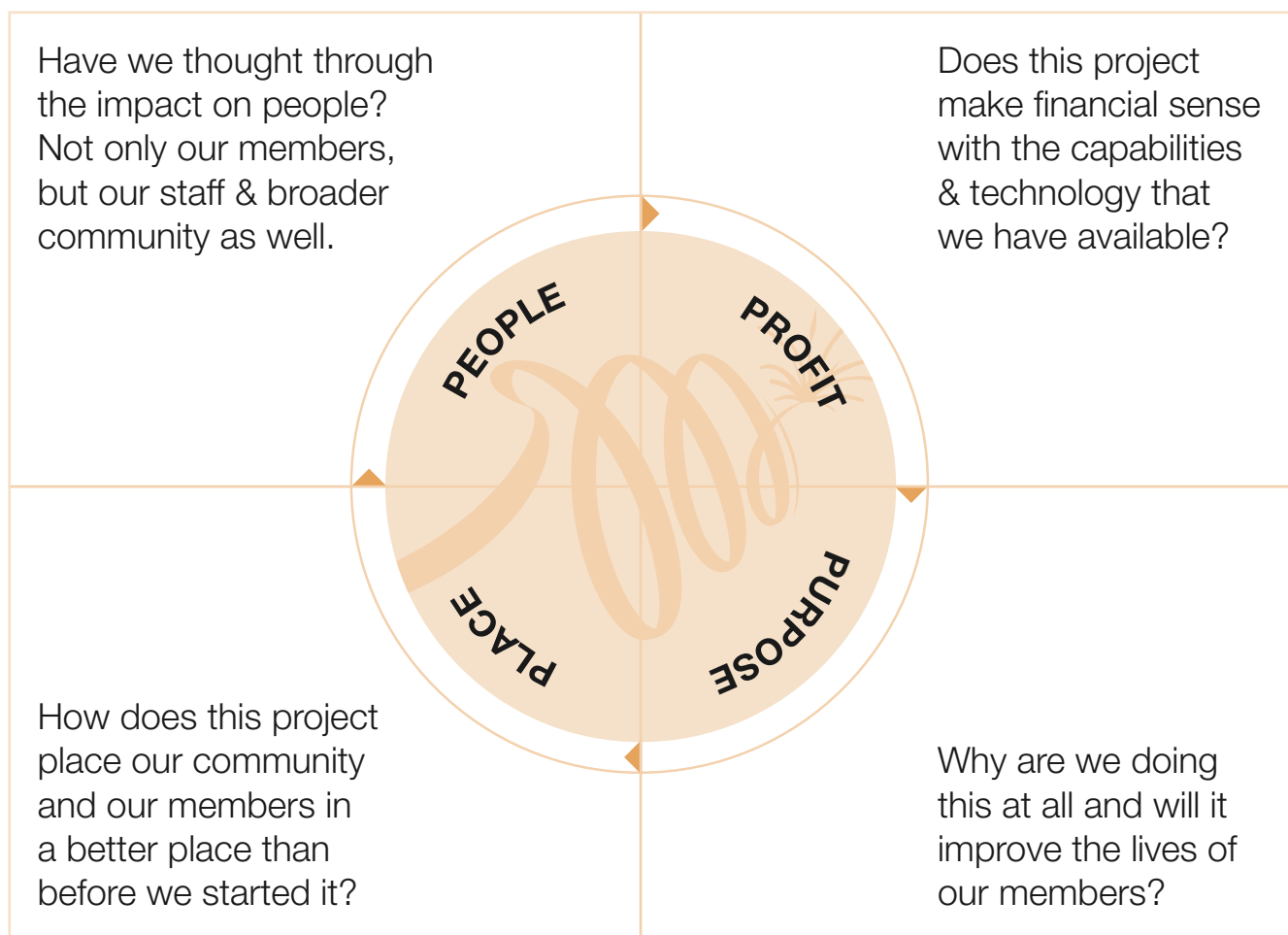
OUR STRATEGY

Since 2019, Mounties Group has been undertaking a transformational strategic change that is planned over a 15-year period that will ensure we continue to service the needs of members into the future, while still addressing the needs of current members.

Phased and consistent change over an extended period will deliver a more sustainable long term future for our club whilst maintaining the core reason that our organisation exists. It is about being fit for the future while still delivering the needs of today.

We are a not-for-profit organisation that was created to improve lives but some not-for-profit organisations use this status as a reason for low performance. At Mounties Group, we have introduced a Profit-for-Purpose business model that positions our prices in the lower end but expects financial returns, as we use all of the financial success to meet our core purpose and provide an ever growing level of community and member support.

While many businesses use financial profit as their primary measure of success, Mounties Group evaluates performance across four pillars: **People, Profit, Purpose** and **Place**. Together, these measures provide a more complete view of the value we create for members and the communities we serve.



Because we have no shareholders, we contribute all our profits to meeting our purpose to improve lives. Therefore the more financially successful we are, the bigger positive difference we deliver.

THIS YEAR'S KEY IMPACTS INCLUDED THE FOLLOWING:

PEOPLE	PROFIT	PURPOSE	PLACE
• 1,369 local people in direct employment with Mounties Group • 5,000 indirect local jobs delivered through our support of suppliers • 4.1 million people visiting our venues during the last year	• Our operations generated \$41.0 million in trading profit, providing the foundation for continued investment in members and community support	• 396 lives saved with Rescue Helicopter • 150 sick regional children flown to Sydney for hospital treatment with Little Wings • 20,000 members received subsidised healthcare from Mounties Care • 12,000 children subsidised to play junior sport • 3,500 members subsidised in social inclusion programs	• Our supported programs delivered a 63% reduction in anti social behaviour • Our domestic violence program delivered practical life changing support to local women and children in need • Our upkeep of local sporting grounds gave thousands of children places to play and enjoy.

1. GROWING & LEARNING

Supporting children and families through play, education and early wellbeing.



MOUNTIES LEARN TO SWIM

Mounties Learn to Swim is designed to build confidence, safety and essential life skills from an early age, supporting children as they take their first steps in the water.

Delivered in a safe, supportive and welcoming environment, the program focuses on developing strong swimming foundations through structured lessons tailored to each stage of a child's progression. From water familiarisation

through to stroke development and squad pathways, every lesson is designed to build capability, resilience and confidence.

With thousands of children participating each year across our aquatic facilities, the program plays an important role in promoting active, healthy lifestyles while giving families peace of mind that their children are learning vital water safety skills.

More than just a swimming program, Mounties Learn to Swim helps children grow, gain confidence and develop skills that stay with them for life.



MAJOR FUN

Major Fun is a vibrant family destination designed to bring play, imagination and connection to life across both Western Sydney and the Northern Beaches.

From immersive underwater adventures in Freshwater to jungle-themed exploration in Mount Pritchard, each location offers a unique, high-energy environment where children of all ages can play, discover and express their creativity in a safe and welcoming setting.

Interactive play zones, adventurous spaces and engaging experiences are thoughtfully designed to encourage movement, imagination and social interaction—whether it's a casual visit or a special celebration.

More than just a play centre, Major Fun creates opportunities for families to reconnect, share moments together and enjoy quality time in an environment built around fun, inclusion and community. Across both locations, it continues to deliver memorable experiences that bring families closer and turn everyday moments into lasting memories.



JUNIOR SPORT

Junior Sport at Mounties Group plays an important role in shaping confident, capable and connected young people, using sport as a foundation for lifelong skills and wellbeing.

Through structured programs, local partnerships and club-based participation, children and young people are supported to develop not only physical ability, but essential life skills including teamwork, discipline, resilience and respect. Participation in sport builds confidence, strengthens social connection and creates a strong sense of belonging – both on and off the field.

Across Mounties Group, junior sport is supported through a wide network of sub-clubs, programs and facilities spanning team sports, individual disciplines and community competitions. These include offerings across areas such as swimming, fitness, bowls, and a range of organised club and community sports delivered through our venues and partners.

By investing in junior sport, Mounties Group is helping young people stay active, build meaningful relationships and develop the skills they need to navigate life with confidence. These programs not only support individual growth, but contribute to stronger, more connected communities for generations to come.

- Rugby League
- Netball
- Soccer
- Hockey
- Swimming
- Softball
- Physical Culture





RAINBOW CLUB

Every child deserves the opportunity to learn life-saving swimming and water safety skills in an environment where they feel safe, supported and understood.

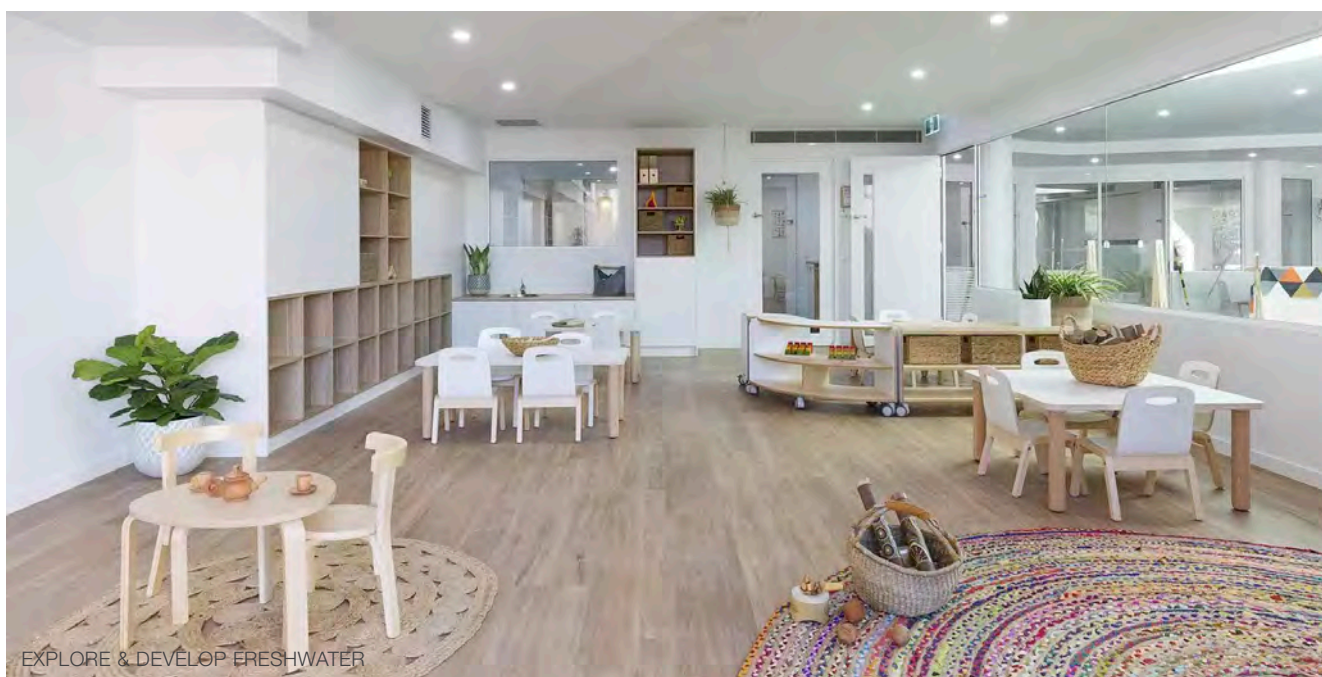
Rainbow Club is a network of social swimming clubs for children and young adults with a disability. The four unique programs offer a fun and safe community for children and young adults with a disability to have personalised swimming lessons catered to their needs.



EXPLORE & DEVELOP FRESHWATER

Nestled within the Harbord Diggers precinct on Sydney's Northern Beaches, Explore & Develop Freshwater provides high-quality early learning and care for children from six weeks to six years of age.

The centre offers a nurturing, play-based environment where every child is encouraged to learn, grow and thrive. Guided by experienced early childhood educators, the centre fosters meaningful connections with families and a strong sense of belonging. Through thoughtfully designed learning experiences, children are supported to build confidence, curiosity and lifelong foundations for success.

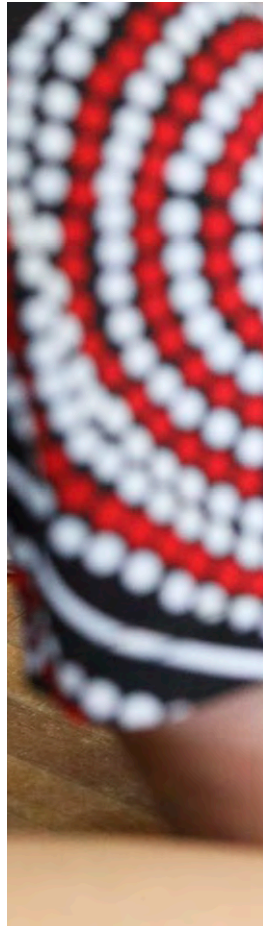


EXPLORE & DEVELOP FRESHWATER



SUPPORTING OUR COMMUNITY'S MENTAL HEALTH

Gotcha4Life



BUILDING MENTALLY FIT SCHOOL COMMUNITIES

In 2026, Mounties Group reaffirmed its commitment to strengthening community wellbeing through a \$180,000 ClubGRANTS Category 2 investment to deliver the Gotcha4Life Mentally Fit Schools (MFS) program across 10 primary schools in the Fairfield and Liverpool local government areas. This partnership represents more than funding, it is a long-term investment in the mental strength, resilience, and connectedness of our local community.

The Mentally Fit Schools program is grounded in a simple but powerful idea: mental wellbeing should be built early, embedded daily, and supported by an entire community. Rather than approaching mental health as a reactive service, the program takes a preventative, whole-of-school approach, integrating mental fitness into the everyday lives of students, teachers, and families.

At the heart of the program are dedicated **Gotcha4Life** Mental Fitness Educators, who work alongside each participating school community for a minimum of three years. Through tailored Mental Fitness Action Plans, staff workshops, student learning experiences, and meaningful parent engagement, they help create environments where emotional wellbeing is prioritised, connection is strengthened, and seeking help is not only accepted, but encouraged.





SUPPORTED BY MOUNTIES GROUP SINCE 2024

\$245,505
provided in 2025/26

\$368,450
total funding



This long-term model is critical. With half of all adult mental health challenges emerging before the age of 14*, early intervention has the potential to shift life trajectories. By equipping young people with the tools to understand their emotions, build strong relationships, and seek support when needed, the program is laying the foundation for lifelong mental fitness, to help manage life's inevitable ups and downs.

The impact extends well beyond the classroom. Over the life of the program, up to 8,000 students, educators, and family members will directly benefit, with positive ripple effects felt across the broader community. Teachers gain the confidence and capability to support student wellbeing in meaningful ways. Families develop a shared language around emotions and mental health, strengthening communication at home. And importantly, schools become places where mental fitness is embedded into everyday learning, rather than treated as an optional extra.

Evidence from the program highlights its effectiveness. Students report a strong intention to apply the mental fitness strategies they have learned, teachers demonstrate increased confidence in supporting wellbeing in the classroom, and parents feel better equipped to guide their children through emotional challenges. Together, these outcomes contribute to a more connected, resilient and supported community.

* The National Children's Mental Health and Wellbeing Strategy Report (2021)

Importantly, this initiative has been designed to ensure equity of access. By fully funding the program for participating schools, Mounties Group has removed financial barriers that often prevent schools from accessing high-quality wellbeing programs. Every dollar of this investment remains within the local community, creating long-term benefits and reducing pressure on already stretched health and support services.

Mounties Group is proud to partner with Gotcha4Life in delivering a program that not only supports the wellbeing of young people today, but also invests in the future strength of our community. By embedding mental fitness early, supporting educators, and engaging families, this initiative is helping to create a generation that is better equipped to navigate life's challenges, with confidence, connection, and resilience.

38,164

Students reached nationally

173

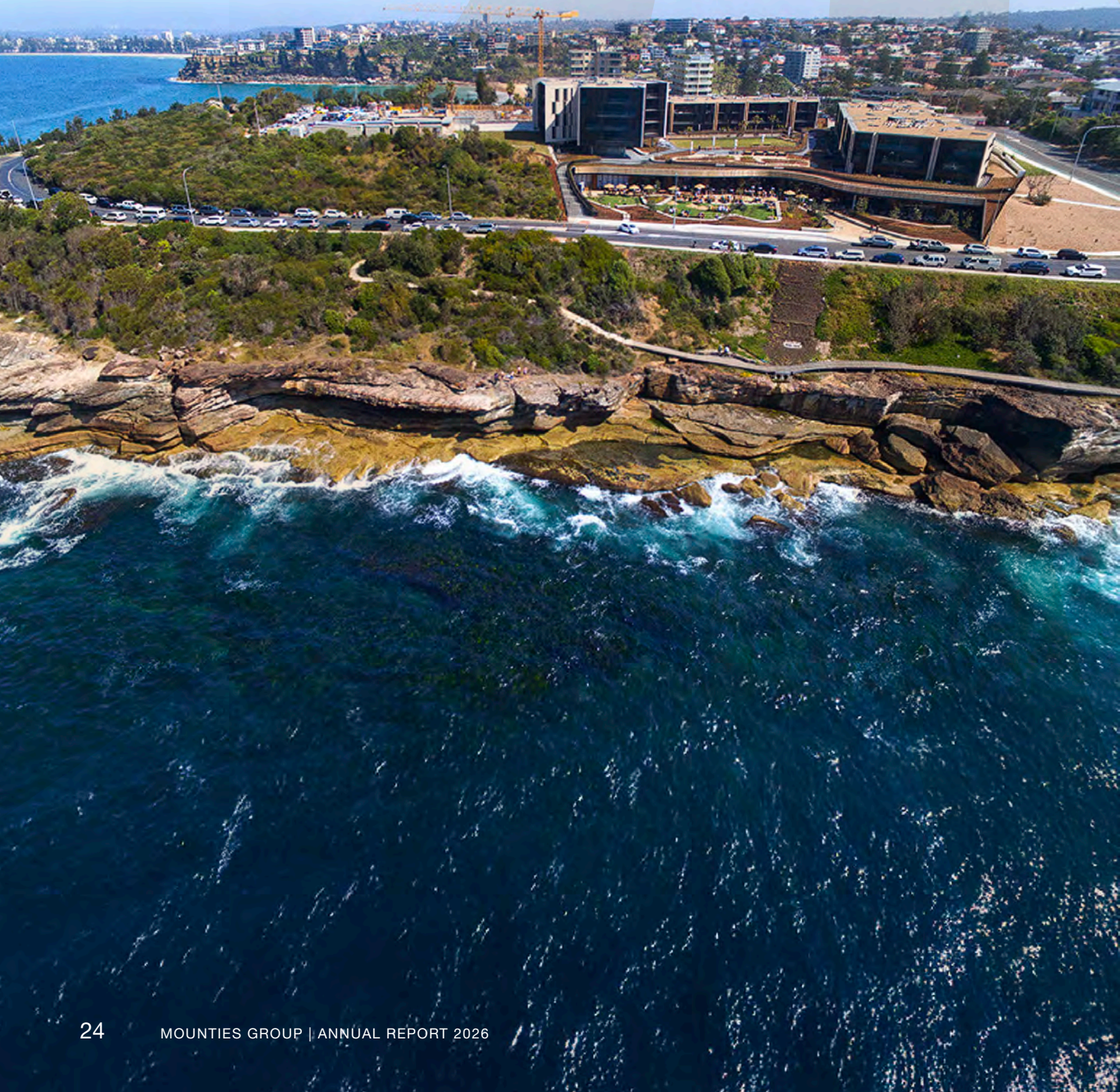
Schools building
mental fitness

1,261

Teachers &
caregivers
equipped

2. STAYING ACTIVE & CONNECTED

Creating spaces for social connection, sport and shared experiences.





COMMUNITY & SOCIAL HUBS

MOUNTIES

Founded in 1960 to uplift and support an underserved population, Mounties was built on a strong foundation of inclusion and resilience. Today, it attracts over 2 million visitors each year, offering six diverse dining venues, nine vibrant bars, a fully equipped gym, aquatic facilities, and a dedicated children's play area. With more than 2,000 square metres of complementary indoor sports space and a network of over 30 social inclusion programs, Mounties continues to play a vital role in connecting people, enhancing wellbeing, and celebrating the unique spirit of South Western Sydney.

For over six decades, Mounties has proudly served as a trusted community partner, creating lasting social impact and enriching lives throughout South West Sydney.



MEKONG

Mekong is a vibrant cultural hub in the heart of Cabramatta, proudly celebrating Vietnamese culture and community.

Strongly connected to the local Vietnamese-Australian experience, Mekong brings people together through dynamic cultural events, traditional dance, community sport, and the much loved annual Moon Festival. From supporting local students through scholarships to hosting meaningful celebrations that honour heritage and belonging, Mekong continues to play an important role in community life. More than a club, it remains a cultural home where generations come together to connect, celebrate, and preserve their shared identity.



TRIGLAV

Triglav is a vibrant cultural hub in St Johns Park, proudly honouring Slovenian heritage since 1971.

Established by the Slovenian Australian community as a welcoming place for migrants, Triglav has grown into a valued gathering point for people of all backgrounds. Its diverse offerings include National Slovenian Day celebrations, family dining, traditional folk dancing, choir groups, bocce, and a thriving language school. As one of the last remaining centres of Slovenian culture in Australia, Triglav continues to foster connection, inclusion, and a strong sense of belonging, standing as a lasting symbol of community spirit and cultural pride across generations.



MANLY BOWLING CLUB

Manly Bowling Club in Manly is a coastal classic that combines rich tradition with contemporary appeal in the heart of the community.

Established in 1893 and later reimagined in 1898 on the Village Green, this iconic venue continues to be a welcoming place for connection and camaraderie. Surrounded by lush greenery and just moments from Manly Beach, it offers a relaxed setting for lawn and barefoot bowls, shared moments, and lasting memories. With recent renovations revitalising its historic space, the Club continues to flourish as a vibrant community hub. Proudly operating as a profit for purpose organisation, it remains dedicated to preserving the spirit of the game while strengthening local connections.



HARBORD DIGGERS

Harbord Diggers is a place shaped by courage and renewed for community, recognised as Australia's first intergenerational club.

Established by returned servicemen following the Gallipoli campaign, Harbord Diggers has been part of the Northern Beaches community for more than 90 years. Set against a striking coastal backdrop and reimagined through a major redevelopment in 2019, it has grown into a vibrant precinct where people of all ages come together. Today, it offers a wide range of experiences including dining, entertainment, health services, childcare, fitness, and retirement living. Every visit helps give back, with profits reinvested into the community that Harbord Diggers has proudly supported for generations.



BREAKERS COUNTRY CLUB

Breakers Country Club is a picturesque lakeside destination on the Central Coast, home to one of Australia's premier 9 hole golf courses.

Set across 50 acres beside Terrigal Lake, Breakers serves as a welcoming hub for community connection, supporting local groups and nurturing junior sport through its profit for purpose model. With award winning dining, vibrant bars, lawn bowls, and a covered children's play area, the club offers a well rounded experience for all ages. Paired with warm hospitality and friendly local service, Breakers continues to be a place where the community comes together to relax, connect, and enjoy

HALEKULANI BOWLING CLUB

For more than 60 years, Halekulani Bowling Club has been a place where the Budgewoi community comes together to connect, relax, and enjoy the game.

Located beside Lake Munmorah on the Central Coast, the Club remains a valued local hub where members and visitors alike share good company, satisfying meals, and the tradition of lawn bowls. Now home to Australia's newest all weather bowls facility, Halekulani continues to evolve while staying true to its community roots. It offers a unique combination of world class sporting facilities and genuine hospitality, creating a welcoming environment where lasting friendships are formed and community spirit thrives.



CLUB WYONG

Club Wyong sits at the heart of Wyong, proudly preserving its rich history while strengthening community connections.

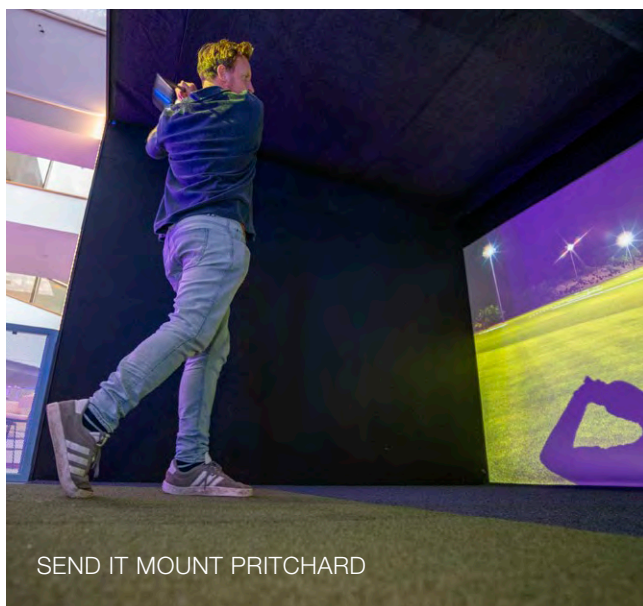
Built on the legacy of the Wyong RSL Sub Branch, the Club honours the service and sacrifice of returned men and women, while providing a welcoming space for all. Whether it is family gatherings, community events, or quiet moments of reflection, Club Wyong continues to bring people together. It remains a place where local spirit thrives, a genuine meeting point for the Central Coast community.

Sports, Recreation & Fitness

MOUNTIES HEALTH & FITNESS

Mounties Health & Fitness is proud to deliver a premium workout experience tailored to the Western Sydney community. Whether our members are just beginning their fitness journey or are seasoned gym enthusiasts, our facilities are designed to support all levels, offering a welcoming space where everyone feels encouraged and empowered to reach their goals. Our diverse range of programs caters to adults and children alike, with over 2,500 kids participating annually in our Swim & Survive and squad swimming lessons. Our indoor heated pools, including a 25-metre lap pool and children's pool, are open year-round, making it easy to stay active no matter the season. Inside, members can access a fully equipped strength room, an open-plan gym floor, group fitness classes, and a newly updated Cycle Studio, creating a fitness destination that truly has something for everyone.

- G Fitness Freshwater
- 9-hole Golf Course at Breakers Country Club
- Bowling Greens at Club Wyong
- Bowling Greens at Breakers Country Club
- Bowling Greens at Halekulani Bowling Club
- Bowling Greens at Manly Bowling Club



Entertainment & Social Experiences

SEND IT! SOCIAL CLUB

Send It! Social Club brings people together through a fun, affordable and inclusive social experience designed for families, friends and groups.

Combining interactive, tech-enabled activities with a vibrant atmosphere, it offers a cost-effective way to connect, compete and share moments, from casual catch-ups to group celebrations. With something for all ages and abilities, Send It! removes barriers to participation, creating a space where everyone can get involved, stay active and enjoy time together.

More than entertainment, it plays an important role in strengthening social connection, helping people come together, build relationships and create lasting memories within their community.



SPORTS BAR HARBORD DIGGERS



OPENING SEND IT MOUNT PRITCHARD

NEW SPORTS BAR AT MOUNTIES AND HARBORD DIGGERS

Bringing the excitement of live sport to life, Mounties Group's premium Sports Bars at Mounties and Harbord Diggers offer the ultimate destination for members and guests to gather, connect and celebrate every moment of the game. Featuring large-format screens, state-of-the-art audiovisual experiences, comfortable seating and a vibrant atmosphere, these contemporary spaces have been designed for sports fans and social occasions alike. Whether watching a major international event, enjoying a meal with friends or catching up over a drink, the Sports Bars provide a dynamic venue where community and entertainment come together.

MOUNTIES @ SUSSEX

Nestled in the heart of the Shoalhaven region, Mounties @ Sussex offers members a peaceful waterfront escape surrounded by pristine beaches, national parks and natural beauty. Whether seeking relaxation, adventure or quality time with loved ones, guests enjoy comfortable accommodation and easy access to some of New South Wales' most picturesque coastal experiences. More than a holiday destination, Mounties @ Sussex creates opportunities for members to reconnect, recharge and make lasting memories.



SOCIAL INCLUSION GROUPS

The Heart of Community Connection

For more than 60 years, Mounties Group has created spaces where people come together, not just to participate, but to belong.

At the centre of this are our sub-clubs and social inclusion programs, which continue to be the heartbeat of our community. Across 42 social inclusion groups, thousands of members come together each week to connect, share and build meaningful relationships.

While these groups may be built around activities, from sport to social gatherings, their impact goes far beyond participation. They create environments where friendships are formed, confidence grows, and a genuine sense of purpose is restored. For many members, these groups are not simply something to do, but a vital source of connection and support.

In a time where social isolation continues to affect communities, the role of sub-clubs has never been more important. Through a substantial investment in social inclusion, Mounties Group has enabled these programs to reach thousands of people, reducing loneliness and strengthening community bonds across all ages.

These shared experiences, whether it's a weekly game, a training session, or simply time spent together, have a lasting impact. They build stronger relationships, improve mental wellbeing, and create a sense of belonging that extends far beyond the club.

Social inclusion groups are also a pathway for personal growth. Through sport and participation, members develop resilience, teamwork and leadership skills, supporting both individual development and broader community strength.

At Mounties Group, we believe connection is essential at every stage of life. Our social inclusion groups reflect that belief in action, bringing people together, strengthening communities, and creating a network of support that improves lives every day.

Because ultimately, they are more than clubs, they are a community, a support system, and for many, a place to feel truly at home.





MOUNTIES

1. Athletics (Senior)
2. Cricket
3. Euchre
4. Fifties Plus
5. Fishing
6. Golf (Social)
7. Golf (Senior)
8. Hockey
9. Indoor Bowls
10. Joggers
11. Rugby League (Senior)
12. Rugby League (Junior)
13. Netball
14. Junior Soccer
15. Wanderers Soccer
16. Snooker
17. Softball
18. Swimming
19. Table Tennis
20. Toastmasters
21. Physical Culture and Dance

HARBORD DIGGERS

1. Bridge
2. Chess
3. Cribbage
4. Toastmasters (Daytime)
5. Toastmasters (Evening)

TRIGLAV

1. Bocce

CLUB ITALIA

1. Cards
2. Bocce

MANLY BOWLING CLUB

1. Men's Lawn Bowls
2. Women's Lawn Bowls

CLUB WYONG

1. Women's Lawn Bowls
2. Snooker
3. Toastmasters

HALEKULANI BOWLING CLUB

1. Budgewoi Netball
2. Golf
3. Men's Lawn Bowls
4. Women's Lawn Bowls

BREAKERS COUNTRY CLUB

1. Darts
2. Men's Golf
3. Women's Golf
4. Lawn Bowls



3. LIVING WELL

Supporting physical and mental health through accessible, integrated care.



MOUNTIES CARE

Mounties Care is a whole-of-life health and wellbeing model designed to support the independence, quality of life and overall wellbeing of members and the communities they live in.

Developed by Mounties Group as a person-first approach to healthcare, Mounties Care brings together a comprehensive network of services including general practice, allied health, specialist care, home care support, mobility and independence solutions, and retirement living. These services are integrated to deliver better outcomes, ensuring individuals receive coordinated, personalised care at every stage of life.

At its core, Mounties Care is driven by a commitment to compassionate, accessible and community-focused care. From in-home support that enables people to live independently, to clinics and health services that focus on prevention and long-term wellbeing, the model is designed to simplify healthcare while placing the individual firmly at the centre.

Mounties Care continues to expand its reach beyond New South Wales, with services now extending into Queensland, Victoria and the Australian Capital Territory, and further expansion planned.

Through this growing national footprint, Mounties Care is strengthening its impact, helping more Australians access affordable, high-quality care while remaining connected to their communities and living life on their own terms.



MOUNTIES CARE HEALTH CLINICS

- Freshwater
- Wyoming

Our two General Practice Clinics provide comprehensive GP services, supporting both common health concerns and more complex, chronic conditions.

With a strong focus on preventative care, we also offer integrative lifestyle health approaches to support more complex health needs and improve long-term wellbeing.

Across both Invitation to Health and the Freshwater clinic, care is delivered by a multidisciplinary team of practitioners who work collaboratively to treat the whole person. In addition to general practitioners and nurses, this includes specialists in integrative medicine, nutrition, mental health, and allied health disciplines such as exercise physiology and therapy services.

This combined expertise allows for a more holistic approach to healthcare, supporting not only physical health, but also emotional wellbeing, lifestyle factors and long-term resilience.



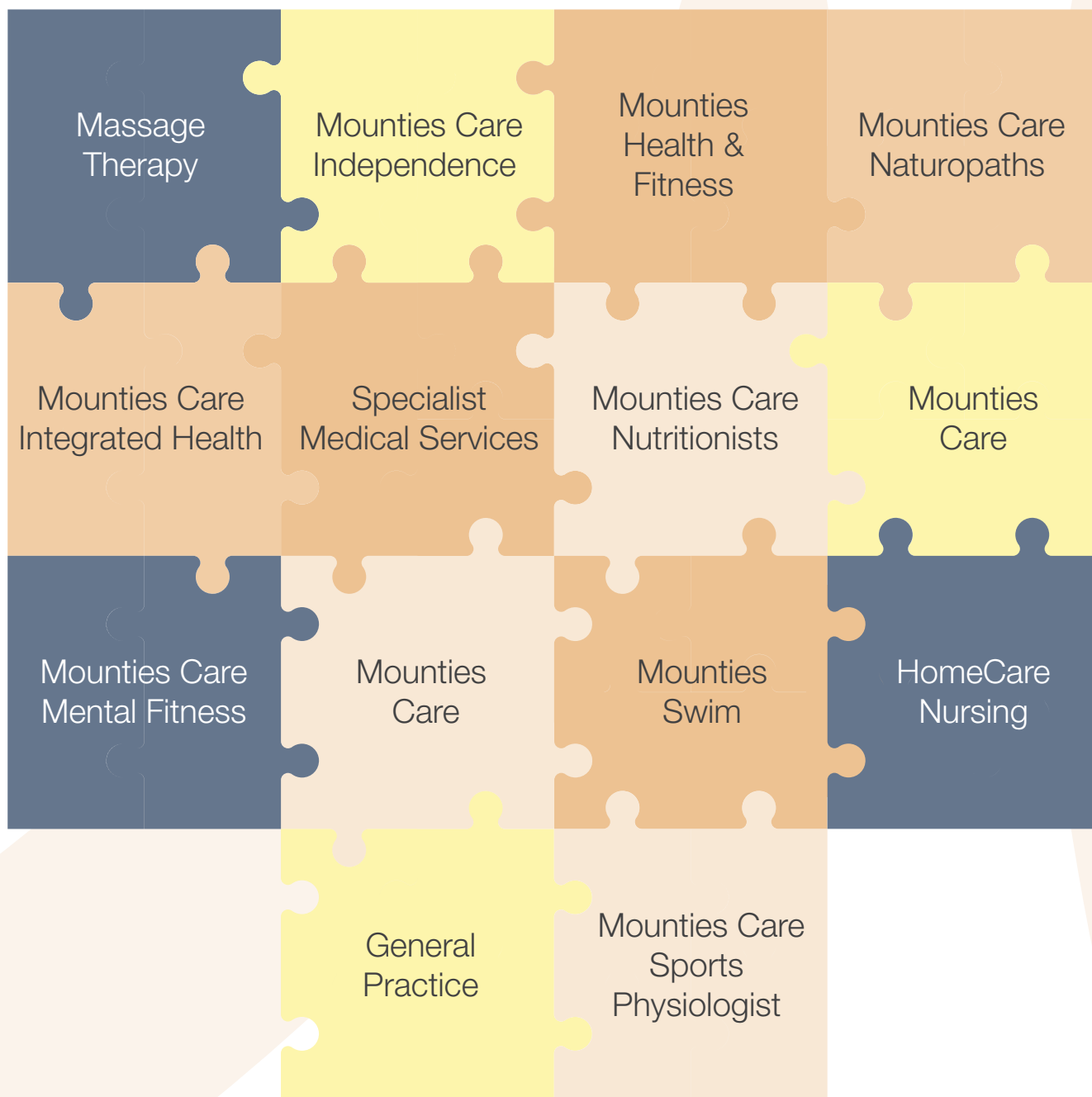
SPECIALIST SERVICES MEDICAL GROUP

Mounties Group's impact extends across multiple states, enhancing the lives of individuals and communities through improved access to high-quality healthcare.

Through our partnership with Specialist Services Medical Group, we support a network of more than 140 medical specialists operating across 22 locations, delivering coordinated and patient-centred care. This model prioritises the needs of the individual, ensuring care is connected, accessible and focused on achieving the best possible outcomes.

By combining clinical expertise with an integrated service model, patients benefit from streamlined access to diagnostics, treatment and specialist care, often within a single location. Our partnership also strengthens operational efficiency, allowing specialists to focus on what matters most, delivering exceptional care to more people in their local communities.

Through this approach, Mounties Group continues to broaden access to specialist healthcare while supporting improved health outcomes across the communities we serve.



MOUNTIES COMPLEMENTARY HEALTH

Mounties Group is committed to enhancing the physical and mental wellbeing of our members through a comprehensive and integrated allied health offering.

A diverse range of services from physiotherapy, dietetics and exercise physiology to injury management, recovery programs, hair and beauty, massage therapies and cryotherapy ensures members have access to holistic support tailored to their individual needs.

Our approach places the member at the centre, focusing not only on treatment but on long-term health, prevention and overall quality of life. By adopting a broader, more holistic model of care, we support both physical health and mental wellbeing in a meaningful and sustainable way.

These allied health services work in close collaboration with our general practice clinics, complementary health providers, medical specialists and wider Mounties Care network. This integrated model enables a seamless, whole-of-life approach to healthcare delivering more coordinated support, improved outcomes, and a stronger foundation for ongoing wellbeing.

4. NAVIGATING LIFE'S CHALLENGES

Providing support when it's
needed most, from cost of living
to crisis care



MOUNTIES CARE COTTAGE

Mounties Group continues to deepen its commitment to community wellbeing through its support of Mounties Care Cottage, set to become Western Sydney's first children's hospice. In 2026, this commitment was further strengthened, with total funding increasing to \$13 million, helping bring this vital project closer to reality.

Delivered in partnership with the NSW Government and The Sydney Children's Hospital Foundation, this initiative reflects a shared vision to ensure families of children with life limiting conditions can access specialised, compassionate care close to home. With only a small number of children's hospices currently operating across Australia, many families face the unimaginable challenge of navigating end-of-life care without the support they need.

Mounties Care Cottage will help change that. Located within The Children's Hospital at Westmead, the hospice will provide a dedicated, home like environment where children and their families can remain together during the most difficult moments of their lives. Thoughtfully designed spaces, including tranquil gardens, play areas and quiet retreat zones, will create a sense of comfort, dignity and connection, offering families both respite and support when it matters most.

Inspired by the story of Rio Fowler and Rio's Legacy, the project carries a deeply personal legacy, one grounded in compassion, care and the belief that no family should face this journey alone. It is a project shaped not only by need, but by community.

This historic contribution, made possible through the support of Mounties Group's members, represents one of the most significant investments in children's health by a registered club in New South Wales. More importantly, it represents hope, ensuring that families in Western Sydney will soon have access to the care, support and compassion they deserve, closer to home, with the facility expected to open in late 2027.



Mounties Group continues to deepen its commitment to community wellbeing through its support of Mounties Care Cottage, set to become Western Sydney's first children's hospice.



MOUNTIES CARE COTTAGE ANNOUNCEMENT AT SYDNEY CHILDREN'S HOSPITAL

Supporting Life Saving Aeromedical Services

CAREFLIGHT & LITTLE WINGS

CareFlight was tasked 436 times by NSW Ambulance from 1 July 2025 – 30 June 2026. More than a quarter were across Local Government Areas surrounding Mounties venues.

- 70+ taskings in the Central Coast LGA
- 30+ taskings in the Northern Beaches LGA
- 10+ taskings in South-West Sydney

Road-related emergencies were the leading cause of taskings across Greater Sydney. Incidents involving a 'fall' represented the second highest category of tasking.

The highly trained crew includes a specialist doctor, crewman, intensive care paramedic, and skilled pilot.

Missions

The Mounties Care CareFlight Helicopter responded to a diverse range of missions throughout the year. In August, CareFlight was tasked to a serious multi-vehicle collision on the M7 Motorway at Eastern Creek. A woman in her 20s became trapped after her vehicle was crushed between two trucks, with CareFlight's specialist medical team providing critical care at the scene before she was safely extricated. In February, the Mounties Care CareFlight Helicopter responded to an emergency in Stanhope Gardens, where a child had been struck by a vehicle while cycling. In May, Rapid Response was then dispatched to Wilton Airfield, where two men collided in mid-air while skydiving and entangled their parachutes.

Improving health outcomes starts with access to timely care, specialist services and life saving support, regardless of location or circumstance.

Through long term partnerships with Little Wings and CareFlight, Mounties Group is addressing critical gaps in healthcare accessibility, ensuring families and communities across New South Wales can reach the care they need when it matters most.

Together, these initiatives reflect Mounties Group's commitment to reducing geographic and financial barriers to healthcare, supporting vulnerable children, regional families and patients in emergency situations through practical, life saving solutions.



Little Wings: removing distance as a barrier to children's healthcare

Mounties Group provides major financial support to Little Wings, a children's charity delivering free air transport for seriously ill children living in regional and remote NSW who require specialist hospital care. Little Wings relies on community partnerships essential to its ability to operate and grow.

Mounties Group funding enabled Little Wings to expand its services and support 100 additional families in a single year, providing safe, fast and reliable medical flights for children attending critical appointments. This support ensures treatment is not delayed or missed due to distance, cost or logistical complexity.

By covering transport needs, Mounties Group helps reduce the financial, emotional and logistical strain placed on families facing long distance medical travel, easing pressures associated with accommodation, fuel costs and extended time away from home.

Strengthening healthcare equity for regional and remote communities

The Little Wings partnership directly improves healthcare equity by ensuring children in regional and remote areas can



access the same specialist care as metropolitan patients. This proactive approach supports early intervention, continuity of treatment and improved long term health outcomes for vulnerable children and their families.

CareFlight: rapid emergency response and hospital level care

Mounties Group's partnership with CareFlight further demonstrates its commitment to improving access to critical healthcare services, particularly in emergency and trauma situations. Through Mounties Care, the Group is the naming rights sponsor of the Mounties Care CareFlight Helicopter, one of Australia's fastest aeromedical response helicopters.

In 2024, Mounties Group announced a \$10 million, five year sponsorship extension, bringing its total commitment to CareFlight to \$18.7 million across a 14 year partnership. This investment ensures the continued operation of a rapid response helicopter capable of reaching major trauma scenes within 15-20 minutes of tasking, delivering hospital level care on scene and during transport.

This capability is critical in improving survival rates and recovery outcomes, particularly in situations where immediate access to advanced medical care is the difference between life and death.



A coordinated approach to healthcare access

By supporting both Little Wings and CareFlight, Mounties Group addresses healthcare access across the full continuum, from planned medical transport for children, to rapid emergency response, patient transfers and community education. This coordinated approach ensures care is available before, during and after medical emergencies, particularly for regional and remote communities.

Expanding access through patient transport and education

Mounties Group's support is also acknowledged on CareFlight's Northern NSW Patient Transport Service, operating eight patient transport vehicles and three King Air aircraft, enabling safe transfers for regional patients requiring specialist treatment.

In addition, funding supports community education and health awareness programs, including:

- Trauma Care education
- Sick and Injured Kids in the Bush
- Crash car simulator training
- The Westmead engagement helicopter simulator

These initiatives strengthen community understanding of emergency care, promote prevention and improve preparedness, contributing to better long term health outcomes.

A lasting commitment to community health

Together, these partnerships demonstrate Mounties Group's leadership in improving healthcare accessibility, affordability and quality of life. Through sustained investment, trusted partnerships and a clear focus on access, Mounties Group continues to deliver meaningful health outcomes — ensuring individuals and families receive timely, life saving care regardless of where they live.

5. MAINTAINING INDEPENDENCE

Enabling people to live confidently, safely and independently



MOUNTIES CARE MOBILITY & INDEPENDENCE

At Mounties Care, our focus is simple: to improve the lives of our members and the communities we serve by making independence more accessible.

Mounties Care Mobility & Independence provides a comprehensive range of high-quality aids designed to support everyday living. From mobility equipment to practical solutions that enhance comfort and confidence, our offering is carefully curated to ensure our customers have access to the best options available.

More than a retail space, our showrooms are designed to help individuals and families make informed, confident decisions. By experiencing products firsthand and receiving personalised guidance, customers are able to find solutions that genuinely support their lifestyle and wellbeing.

Through this service, Mounties Group can continue to play an important role in helping people maintain their independence, improve their quality of life, and remain connected to their community.



Personalised care
is at the heart of
Mounties Care

MOUNTIES CARE HOME CARE

Personalised care is at the heart of Mounties Care Home Care, supporting more members to live independently and confidently in their own homes. By enabling people to remain in familiar surroundings, the service helps preserve dignity, autonomy and connection to community, key factors in long-term wellbeing.

As an approved NDIS and MyAged Care provider, Mounties Care Home Care delivers tailored support across government-funded and private programs. Flexible services, including personal care, domestic assistance, companionship and more intensive support, ensure individuals can access the care they need, when they need it. Through a subsidised model, Mounties Care plays an important role in improving affordability and access to essential in-home services.

Delivered by a team of highly qualified and compassionate professionals, care extends beyond daily support to building meaningful relationships and community connection. With a growing national footprint across New South Wales, Queensland, Victoria and the Australian Capital Territory, Mounties Care is expanding its impact, supporting more Australians to live well, remain independent, and stay connected to the communities they call home.

Services include:

- Transportation
- Housekeeping & Laundry
- Personal Care, including bathing, grooming & dressing
- 24 Hour Care
- Care & Companionship
- Live-In Care
- Respite Care
- Overnight Care
- Social Support
- Nursing Support

WATERMARK OVER 55'S LIVING

Watermark Freshwater is widely recognised as a benchmark in retirement living, offering a distinctive and active lifestyle for members aged 55 and over.

As Australia's first intergenerational lifestyle village, it fosters meaningful connections between residents and the broader community, creating an environment that supports social inclusion and enhances overall wellbeing.

Located on Sydney's Northern Beaches, Watermark Freshwater combines contemporary living with a premium coastal setting. With its elevated position overlooking the ocean, it provides residents with a unique and sought-after lifestyle, bringing together comfort, community and connection in one of the region's most desirable locations.

6. GIVING BACK AND STRENGTHENING COMMUNITY



As Mounties Group grows, we are strengthened by the continued support of our members, whose participation enables us to do more for the communities we serve.

Every visit, every membership, and every interaction contributes to a larger purpose. It allows us to build a sustainable model where growth is not an end in itself, but a means to deliver greater value, deeper support and more meaningful outcomes for the people who rely on us.

This growth places us in a unique position. As a profit-for-purpose organisation, we are able to reinvest directly back into our members and community through benefits, funding and essential services. As our scale increases, so too does our ability to keep experiences affordable, expand our programs,

and invest in initiatives that address real and emerging needs, particularly during periods of economic pressure.

The result is a continuous cycle of impact. The more our members engage with Mounties Group, the more we can give back whether that be through community partnerships, social support programs, health services or critical funding for organisations making a difference on the ground. It is a model built on shared success, where growth directly translates into stronger communities, better outcomes, and a lasting, positive impact in the lives of those we serve.



\$32.34 million
in community impact

\$5.2 million
in ClubGRANT funding

218
community groups
supported

396
lives saved

Nearly 5,000
jobs created



COMMUNITY ClubGRANTS

As part of operating poker machines in NSW, Mounties Group is required to pay tax on gaming revenue. Through the ClubGRANTS scheme, we can direct a portion of this obligation towards eligible community programs and services, allowing funding to be invested directly into local communities.

The required amount this year was \$3.4 million in a ClubGRANTS requirement but once again our community support went far beyond any required amount and we contributed over \$30 million in local community support. \$15.2 million of this was in cash and around the same amount was in non-financial support through assistance like free room hire for local charities.

However, the best measurement of this support is not in how much is given. It is in the positive impact our contributions make and where the money goes directly to impact lives.

A special thank you to our Grants Committee members, whose commitment ensures funding reaches the organisations and programs making the greatest difference in our communities. Their dedication helps maximise the impact of every dollar invested, creating positive outcomes for thousands of people each year.



ClubGRANTS FUNDING 2025/2026:

Summary	Category 1	Category 2	Category 3	Total
Mounties	1,045,777	2,289,611	554,567	3,889,955
Mekong	163,238	196,570	84,003	443,811
Harbord	52,037	335,872	31,380	419,289
Triglav	84,623	26,620	44,402	155,646
Halekulani	54,973	61,150	24,749	140,872
Wyong	43,250	94,427	17,424	155,101
Breakers	34,360	102,117	18,333	154,810
	1,478,258	3,106,367	774,859	5,359,483

ClubGRANTS BENEFICIARIES IN FY 25-26

Assistance Dogs Australia	Historical Archives Of Slovenian	Rotary Club Warringah
Aust Chinese Buddhist Society	Hoxton Park Public School	Saigon Sydney Entertainment
Aust Chinese Youth Sports	Integrated OT	Smithfield Little Athletics
Australia Jing Yee Dragon	Kari Foundation	South Curl Curl SLSC
Australia Remembers Committee	Koori Kids Pty Limited	South west Acers Inc
Australian Red Cross	Ladies Like To Lunch	South west Sydney Women's Centre
Australian Yung Chun	Latin Carnival	Stars of Central Coast
Autism Advisory & Support Service	Les Powell Special School	Stewart House
Baby Block Classes	Level Up Youth foundation	Sydney Paragliding & Hang Gliding
Be Unstoppable	Life Educations NSW	Terrigal Probus Club
Beyond League Inc	Little Wings Limited	Terrigal Wamberal Lions Club
Bonnyrigg public School	Liverpool Girls High School	The Good Samaritan Aid Society
Breakers RSL / Terrigal Wamberal RSL	Liverpool Neighbourhood Connections	The Shepherd Centre for Deaf Children
Brisbane Water Soroptimist	Liverpool Netball Association	The Support Society Australia
Busby West Public School	Mainsbridge School	Think & Do Tank Foundation
Central Coast Domestic Violence	Miller Technology High School	U3A (Breakers)
Central Coast Ice Hockey	Minifit	Variety – The Children's Charity
Chantilly's	Miracle Babies Foundation	Vietnamese Community in Australia
Charmhaven Lions Club	Miss Compassionate NDNA Pageant	Vintage Speedcar Association
Children of the Sun	Motor Neurone Disease NSW	Volunteer Marine Rescue NSW
City of Liverpool – Meals on Wheels	Mt Pritchard Public School	VOSA SYDNEY
Club Italia Cultural Fund	Music For Seniors	Wetherill Park Cricket Club
Colours of Mesopotamia	National Australian Xiangqi	Wheelchair Sports NSW
Community Action Service Aust	New Baby Stay – Down Syndrome NSW	Wyong capes For Kids
DIDI Foundation	North Shore Underwater Club	Wyong Dance Unity
Fairfield Liverpool Cricket Association	Northern Beaches – Domestic Violence	Wyong District Pistol Club
FE FC Holden Car Club	NSW Indoor Bowls Association	Wyong Family History Group
Foster Care Sports Ltd	Probus Club – Halekulani	Wyong Pony Club
Freshwater Boardriders Inc	Purple Family Group Inc	Wyong RSL Sub Branch
Friends Of Ivanhoe	Queenscliff Surf Life Saving Club	Wyong SES
Halekulani Community Library	Red Gum House	Wyong Teachers federation
Halekulani Line Dancing	Rotary Club Liverpool West	YADA Young Adults Disabled Association
RSL Day Club	Rotary Club of Gosford North	Youth of Tomorrow
RSL Sub Branch		

BOARD OF DIRECTORS

Our leaders

Mounties Group is guided by a Board of nine volunteer Directors, entrusted with setting the strategic direction of the organisation and ensuring strong governance.

Elected by members from across the Mounties Group network, these Directors represent the voice of the membership, bringing oversight, accountability and long-term vision to the organisation. Their role is central to maintaining a balanced, community-focused approach to decision-making.

Together, the Board remains committed to upholding Mounties Group's core purpose: to improve the lives of its members and the communities it serves.



STEVE FITZPATRICK MAICD
President

Steve has dedicated his life to community service, guided by a deep commitment to supporting those most in need. As President and Director of Mounties Group, and Chair of the Grants & Donations Committee, Steve leads with purpose, driving impact through a Profit-for-Purpose model that invests directly back into the community.

With more than 30 years on the Mounties Group Board, including 25 years as Vice President, Steve brings extensive leadership experience and a passion for grassroots involvement. He has been a devoted committee member of the Snooker Club for 34 years, and holds Life Membership with Mounties, the Quinlan Shield, and the Snooker Club. Steve also represents Mounties on the Federation of Workers Clubs, and draws on his long standing career in importing and freight to help shape the Group's continued growth to better serve its members.



PAMELA HANSEN MAICD
Vice President

Pam is a retired Marketing Director, with a particular focus on Member Rewards Benefits, and Governance. Her expertise in strategic communications and stakeholder engagement brought tangible benefits to countless members over the years and now serves her well in her continued commitment to community. As Vice President of Mounties Group, Pam applies her extensive business acumen to ensure the Group's operations remain member-focused and forward-thinking. She brings a sharp eye for value and equity, ensuring that initiatives deliver genuine benefits to members of all ages and backgrounds. In retirement, Pam has channelled her professional experience into volunteer leadership, supporting RSL and community support groups that preserve local heritage and honour the sacrifices of those who served. Her drive to give back is rooted in a belief that strong communities are built through compassion, recognition of history, and inclusive practices.



TREVOR WILKS MAICD
Vice President

Trevor brings over 30 years of hands-on experience in the hospitality industry to his role at Mounties Group. Having spent much of his career on the front lines, Trevor brings an invaluable employee perspective that shapes how the Group supports and recognises its staff. His commitment to creating rewarding career pathways ensures Mounties' team members are among the best supported in the Australian hospitality sector. Trevor's deep understanding of customer service and operational excellence makes him a vital contributor to continually enhancing the member experience.



JOHN DEAN MAICD

Director

John brings more than 25 years of leadership experience to the Mounties Group Board, underpinned by over 39 years of membership and recognition as a Life Member. He has played a pivotal role in driving the largest community contributions and member rewards in the Group's history. John has served in key executive roles, including President, Vice President, and Treasurer, offering deep insight into organisational operations and member needs. His focus on strong corporate governance, best practice processes, and meticulous attention to detail has positioned Mounties as a leader within the NSW Club industry.



TREVOR FORMAN MAICD

Director

Trevor is a dedicated local business owner and community member who brings both professional expertise and personal passion to his role at Mounties Group. A proud father and long-time supporter of grassroots sport, Trevor believes every member should have the opportunity to get involved. This ethos reflects Mounties' commitment to self-inclusion across all ages. With extensive experience in facilities, construction, and business management, Trevor plays a key role in providing strong oversight on Club projects and ensuring responsible spending. His practical insight and deep community connection continue to help shape a vibrant and inclusive future for all Mounties members.



LEON HANSEN

Director

Leon is a long-serving advocate for inclusive representation across Mounties Group's multi-location network. With over a decade on the Board and previous leadership as Chair of the Harbord Advisory Committee, Leon ensures that every member voice, from all communities, is heard and valued. A retired local government Roads and Pavement Supervisor, he was instrumental in welcoming Harbord Diggers into the Mounties family in 2006. He remains committed to helping each child club maintain its unique identity while ensuring consistent services and support that reflect the needs of their communities.



JENNY McNEVIN

Director

Jenny has served on the Mounties Group Board since 2014, bringing both professional insight and a heartfelt commitment to community wellbeing. As Chair of the Sports Committee, she champions broad participation, ensuring members of all ages can connect through friendship, sport, and shared experiences. Her efforts have helped thousands lead more connected lives, while her commercial business background reinforces a strong culture of accountability and responsible governance across the Group.



STEVE SOARES MAICD

Director

A local business owner with a deep commitment to junior sport and creating pathways for local children to achieve their sporting dreams, Steve Soares brings his career experience in logistics and planning to deliver carefully planned strategy to meet out members needs in the future. Steve's decades of community volunteering and service place him well to hear the needs and feedback of our local community to ensure Mounties Group remains relevant to local people today and into the future.



DONNA WILLIAMS MAICD

Director

Donna is a proud Mounties Group member of more than 39 years, bringing a deep understanding of both the organisation and the community it serves. A Defence Veteran and former Hospitality Manager, she has built a career spanning more than three decades, grounded in leadership, service and industry expertise. Her extensive hospitality experience and member-focused perspective help guide decisions that reflect the needs and expectations of Mounties Group members.

GOVERNANCE IN ACTION

Mounties is no longer a single venue club operating only traditional hospitality and gaming activities. It is a large, diversified group with multiple venues, commercial operations, health, property, leisure and investment activities, and subsidiaries. That scale does not change the core member-elected registered club model, but it materially raises the importance of disciplined reporting, specialist risk management and clear lines of accountability.

Governance in NSW registered clubs operates within a hybrid model. A registered club is generally a company limited by guarantee, but it is also subject to the Registered Clubs Act 1976 (NSW), the Registered Clubs Regulation 2025 (NSW), liquor and gaming legislation, its constitution, licensing conditions and sector-specific regulatory supervision.

This model differs from an ordinary company limited by shares because member democracy, not-for-profit purpose, gaming and liquor privileges, community benefit expectations and regulator oversight are built into the governance framework. The Board is therefore not merely a corporate board in the commercial sense. It is also the governing body of a member-based community institution with a social licence.

- The Corporations Act 2001 (Cth) supplies the general framework for director's duties, records, financial reporting, meetings, member rights and corporate accountability.
- The Registered Clubs Act 1976 (NSW) supplies additional controls directed to member control, voting integrity, not-for-profit operation, conflicts, club good faith obligations and regulatory intervention.
- The Board operates under a complex accountability model, owing duties to the company, obligations to members and community purpose, and accountability to regulators.

Our Governance structure is based on 9 key principles established by ASX companies and supported by the Australian Institute of Company Directors

- Purpose & Strategy
- Roles & Responsibilities
- Board Composition
- Board Effectiveness
- Risk Management
- Performance
- Accountability & Transparency
- Stakeholder Engagement
- Conduct & Compliance

This year, we contracted an independent governance review and introduced a range of improvements including updating of board reporting formats, enhanced director training, new board advisory committees.

As a result, our Directors and Management have undergone a range of optional additional training including AML/CTF, Risk, Finance and the Australian Institute of Company Directors (AICD) course to improve the capability and skills of our leadership without sacrificing the important volunteer nature of a community representative body. This has been supported with updated risk review, statements and policies, clear role descriptions and enhanced delegations of authority. A monthly risk & compliance meeting is supported by a quarterly review and strategy workshop for directors and senior management to ensure ongoing oversight.

BEFORE BEING APPOINTED, ALL DIRECTORS AND SENIOR MANAGEMENT ARE REQUIRED TO UNDERTAKE

Before Appointment



Once appointed, all Directors are committed to ongoing enhanced training which in the past year included:

	Steve Fitzpatrick	Pam Hansen	Trevor Wilks	John Dean	Trevor Forman	Leon Hansen	Jenny McNevin	Steve Soares	Donna Williams
Responsible Service of Alcohol	✓	✓	✓	✓	✓	✓	✓	✓	✓
Responsible Conduct of Gambling	✓	✓	✓	✓	✓	✓	✓	✓	✓
Advanced Responsible Gambling	✓	✓	✓	✓	✓	✓	✓	✓	✓
Cyber Security	✓	✓	✓	✓	✓	✓	✓	✓	✓
AML/CTF	✓	✓	✓	✓	✓	✓	✓	✓	✓
Compliance Oversight	✓	✓	✓	✓	✓	✓	✓	✓	✓
Governance & the Practical Environment	✓	✓	✓	✓	✓	✓	✓	✓	✓
ESG Reporting	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legal Environment	✓	✓	✓	✓	✓			✓	✓
Risk & Strategy	✓	✓	✓	✓	✓		✓	✓	✓
Financial Literacy & Performance	✓	✓	✓	✓	✓			✓	✓
Achieving Board Effectiveness	✓	✓	✓	✓	✓			✓	✓
Domestic Violence Response	✓	✓	✓	✓	✓	✓	✓	✓	✓

RISK, COMPLIANCE & TRUST

We often hear risk and compliance management bundled together as a single discipline and while it is true that both overlap in many ways, they are actually different in practice but if not delivered strongly, both are very impactful on the trust we have from our members and stakeholders.

Risk Management is the process of identifying all the various risks across Mounties Group and finding ways to either control or minimise any negative effects that they could have whilst Compliance management is the process of ensuring that Mounties Group always adheres to the regulatory and legal requirements of our industry.

RISK MANAGEMENT FRAMEWORK

Mounties Group manages risk through an enterprise-wide Risk Management Framework designed to support strategic objectives, protect members and stakeholders, strengthen decision-making and create long-term sustainable value. The framework provides a consistent approach across the organisation and supports the identification, assessment, management and monitoring of risk.

Our Risk Management Framework is founded on our Risk Management Policy and supported by a defined Risk Appetite, robust risk governance and a strong risk culture, underpinned by ongoing communication, consultation, monitoring and review, and implemented through a continuous process of identifying, assessing, responding to and monitoring risks across the Group.

RISK APPETITE

During the year, Mounties Group refreshed its Risk Appetite Statement to provide greater clarity on the level of risk that may be accepted in pursuit of strategic objectives. The Group maintains a very low tolerance for risks that may impact safety, regulatory compliance, cyber security, privacy or member trust, while supporting carefully considered opportunities that create long-term value.

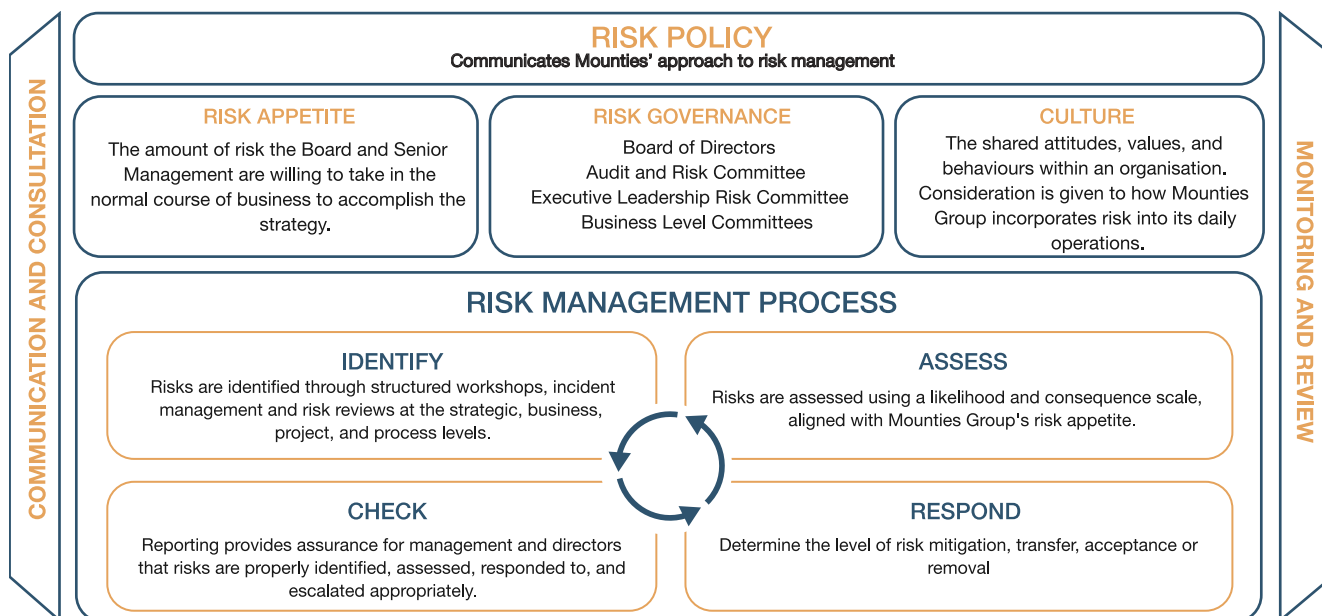
RISK CULTURE

Risk management is everyone's responsibility. We continue to strengthen a culture of accountability, openness and continuous improvement, ensuring employees are encouraged to identify risks, raise concerns and contribute to better outcomes for our members, communities and stakeholders.

KEY ACHIEVEMENTS

In uplifting and embedding risk management at Mounties Group, we have taken a number of key steps in the last year, including:

- An in-depth risk review across the organisation has been undertaken and mitigations actioned
- We have replaced our quarterly risk sub-committee that all directors now sit on the Risk & Compliance Committee and meet monthly
- We have 14 full-time experts employed in-house in our legal, risk, compliance and financial crime risk management function
- Board and Senior Management have undertaken enhanced training in risk and compliance matters.



GOVERNANCE & ACCOUNTABILITY

The Board maintains ultimate responsibility for risk management and is supported by the Audit & Risk Committee, Executive Leadership Team and dedicated Risk,

Compliance and Assurance function. Risk ownership is embedded throughout the organisation, ensuring risks are appropriately managed and escalated where required.



ETHICS, RESPONSIBILITY & SOCIAL LICENCE

At Mounties Group, trust is not a statement, it is something we earn, year after year, through our actions, decisions and the way we serve our community.

As a member-driven, profit-for-purpose organisation, we recognise that our responsibility extends far beyond compliance. While meeting regulatory and governance requirements is essential, how we operate in the eyes of our members and the community is also critical. This ongoing confidence and support, our social licence, is built on trust, transparency and a clear alignment with community expectations.

Our approach to ethics and responsibility is grounded in doing what is right, not simply what is required. Every decision is guided by a commitment to integrity, fairness and accountability, ensuring that the interests of our members and the broader community remain at the centre of everything we do. These principles are not theoretical; they are embedded in day-to-day operations, from responsible service and financial oversight to the way we engage with and support our community.

Mounties Group's governance framework, led by our Board of Directors, plays a critical role in safeguarding this trust. By providing strategic oversight and maintaining strong governance practices, the Board ensures the organisation continues to operate with transparency and accountability, two key foundations of community confidence.

Importantly, trust is built through consistency. It is reinforced through the way we listen to our members, respond to community needs, and deliver on our commitments. Whether through significant community investments, support for local initiatives, or the delivery of essential services, Mounties Group demonstrates its purpose in action, reinvesting back into the communities that support us.

Our integrated model across health, community, hospitality and wellbeing services further strengthens this connection. By delivering meaningful outcomes, improving health, supporting vulnerable groups and creating spaces for connection, we continue to contribute positively to the lives of our members and the wider community.

We also recognise that trust is fragile. It takes time to build and can be quickly lost if not carefully protected. That is why Mounties Group holds itself to a high standard, continuously reviewing, improving and evolving to meet the expectations of the community we serve.

Ultimately, our social licence is not something we own, it is something granted to us by our members and our community. It is reflected in their continued support, their engagement, and their belief in what we stand for.

By operating with integrity, remaining accountable, and staying true to our purpose, Mounties Group continues to earn the trust placed in us, today, and for the future.



AN ORGANISATION WE ARE PROUD OF

Our business model is designed around the lives of the people we serve, understanding their needs at every stage and responding with services that make a meaningful difference.

By identifying the challenges individuals and families face throughout their lives, Mounties Group delivers targeted programs, facilities and support services that enhance wellbeing, strengthen independence and improve quality of life within our community.

At Mounties Group, everything begins with one simple idea: we exist because our community needs us.

As a member-focussed, profit-for-purpose organisation, our role extends far beyond that of a traditional club. While many registered clubs were established for specific sporting or social purposes, Mounties Group was founded with a broader commitment—to improve the lives of the people and communities we serve.

This purpose is not just a statement. It is reflected in the impact we deliver each year. In 2026 alone, more than \$30 million was contributed back into the community, supporting vital services, infrastructure, and programs that make a real and lasting difference in people's lives. This is what defines Mounties Group as a true community organisation.

Our business model is built around understanding people at every stage of life—identifying the challenges they face and responding with meaningful solutions. Whether it is health, wellbeing, social connection or independence, we design services that meet real needs and create tangible outcomes.

Unlike traditional businesses, Mounties Group has never issued shares or paid dividends to external shareholders. For more than 60 years, every dollar generated has been reinvested into our members and our community. This allows us to continually expand our services, improve our facilities, and deliver initiatives that strengthen the communities we are part of.

Today, we operate across hospitality, health and leisure, not as ends in themselves, but as a means to create sustainable funding and support for community impact. This diversified model ensures we can continue to invest in the areas that matter most, while reducing reliance on traditional revenue streams and building a more resilient future.

Guiding this approach are our core values:

Honesty, Loyalty, Fun, Family, Caring, Innovation and being Outcome Driven.

These values are embedded in everything we do, shaping how we serve our members, engage with our community, and make decisions for the future.

A key focus of our strategy is fostering connection and inclusion. Through sport, sub-clubs and community programs, we create spaces where people come together, reducing isolation, strengthening relationships and building a more inclusive and connected society. At the same time, our investment in employment, training and education helps create opportunity and empower individuals across our communities.

We also recognise the responsibility that comes with operating as a community organisation. Our social licence is built on trust, and that trust is earned through safe, ethical and responsible practices, ensuring support is available for those who need it while maintaining the highest standards of care and governance.

As we continue to progress through our long-term strategic plan, our focus remains clear: to grow in a way that delivers greater impact. With a strong financial foundation and a deep understanding of our community's needs, Mounties Group is committed to creating meaningful change, today and for generations to come.



Guiding this approach are
our core values:
Honesty, Loyalty, Fun, Family,
Caring, Innovation and being
Outcome Driven.

INVESTING IN OUR PEOPLE

With a workforce creating over 5,000 jobs, Mounties Group is committed to building a culture where people can learn, grow and thrive.

Our continued investment in learning and development helps local people build the skills, knowledge and confidence needed to deliver exceptional experiences for our members while supporting their own professional and personal growth.

Throughout 2025–26, employees participated in a broad range of development opportunities delivered through on-the-job learning, formal training programs, workshops, mentoring and online learning platforms. These programs were designed to strengthen capability across all areas of the business, from customer service and operations through to leadership, compliance and emerging technologies.

Our commitment to maintaining a safe, compliant and accountable workplace remained a priority throughout



the year. Pleasingly, 100% of employees completed training this year, ensuring staff remained up to date with key legislative, regulatory and organisational obligations.

BUILDING CAPABILITY FOR THE FUTURE

As our industries, communities and member expectations continue to evolve, so too must the skills of our workforce. During the year, Mounties Group continued to invest in programs that prepare employees for the future, including training in digital tools, emerging technologies and new ways of working.

We also supported employees pursuing professional qualifications, industry certifications and tertiary education relevant to their current and future needs. Through study assistance, flexible learning arrangements and career development opportunities, our team were empowered to continue building their expertise while contributing to the long-term success of Mounties Group.

DEVELOPING LEADERS

Strong leadership remains critical to creating engaged teams and delivering positive outcomes for our members and communities. Throughout the year, we invested in leadership programs aimed at developing current and emerging leaders across the Group.

These initiatives focused on enhancing management capability, coaching skills, effective communication, employee wellbeing, strategic thinking and leading through change. By strengthening leadership capability at all levels, we continue to build a resilient organisation that is well positioned for future growth.

A CULTURE OF LEARNING

Our investment in learning and development reflects a simple belief: when our people succeed, our organisation succeeds. In 2025–26, Mounties Group invested nearly \$300,000 in training and professional development, with employees completing over 9,811 training days during the year.

By providing meaningful opportunities for growth, supporting further education and maintaining a strong focus on capability development, we are creating a highly skilled workforce that is ready to meet the needs of our members, communities and business for years to come.





Training and development delivered during the year included:

Compliance and regulatory training

- Responsible Service of Alcohol (RSA)
- Responsible Conduct of Gambling (RCG)
- Advanced Responsible Conduct of Gambling (ARCG)
- Anti-Money Laundering and Counter-Terrorism Financing (AML/CTF)
- Machine Shut-down Periods & Venue Trading Times

Leadership and management development

- Organisational Culture and Mental Health Workshop

Operational and technical skills training

- First Aid
- CPR

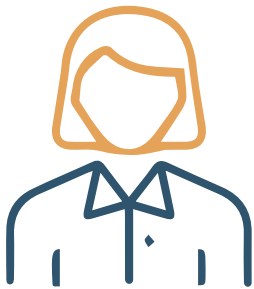
Health, safety and wellbeing programs

- Fire Awareness and Evacuation Training



OUR STAFF ARE PART OF OUR COMMUNITY

At Mounties Group, workplace diversity encompasses, but goes beyond, the traditional concept of Equal Employment Opportunity (EEO). The object is to ensure that we are representative of the community we serve and that we value and make the fullest possible use of the diverse backgrounds, skills, talents and perspectives of all our people.



40%

of our C-suite Managers are female compared to 23-30% across Corporate Australia

6.96%

of our 1,062 employees speak a language other than English



58%

of our staff are female



14.6%

of our staff were born overseas





MOUNTIES GROUP SENIOR MANAGERS

86.4%

of our staff love working with the team and 97.2% think we have a strong operational structure



In Australia about 74% of employees trust their managers but at Mounties, 81.6% of our staff trust their manager to do the right thing by them and 82.9% feel that their employer truly cares about them as a person.

62%

of our workforce lives within 10km of the Mounties venue in which they work



The 2025 Workplace Happiness Index has revealed just 57% of Australians are happy at work overall, while 33% dread going to work. At Mounties, 67.8% of our total team go beyond describing their job as good or happy and describe is as awesome and/or great.



From left to right:
Dave Callan, Sam Abbott, Rachelle Bernia, Dale Hunt, Katie Francis, Darren Marino, Amy Williams

MEMBERS AT THE CENTRE

Our members speak 74 languages, represent every stage of life and come from communities across Australia, but they share one thing in common: a desire to belong. Together, 279,599 members make Mounties Group one of Australia's largest and most diverse club communities.



279,599
Members

GENERATIONS CONNECTED

83% of our members are aged between 26 and 75 years

Demonstrating strong engagement across working, family and retirement years.

LIFELONG COMMUNITY

118,351 members are aged 56 and over

Showing the important role our clubs play in keeping older Australians socially connected and active.

FAMILY FOCUSED

113,192 members are aged between 26 and 45

Representing young professionals, parents and growing families.



113,192
Members
Aged 26-45

118,351
Members
Aged 56+

4,331
Junior
Members

74
Languages
Spoken

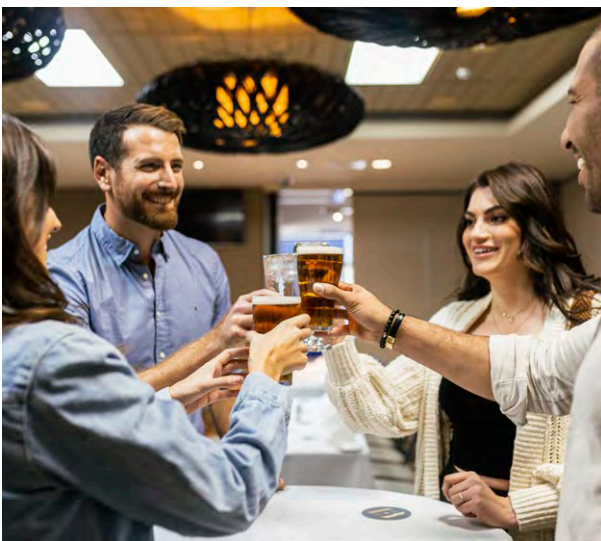
8
Generational
Cohorts



82.9% of our members state they are so happy and loyal to Mounties Group that they would stand and fight if Mounties was at risk.

MULTI-GENERATIONAL MEMBERSHIP

Our membership spans more than seven decades of life, from children under 18 through to members aged 76 and over.



A MULTICULTURAL COMMUNITY

74 languages are spoken by Mounties Group members.

English is the most common language, followed by Vietnamese, reflecting the rich cultural diversity of the communities we serve.

Almost 280,000 Strong

If Mounties Group members gathered in one place, we would form a city larger than many regional centres across Australia.



SUSTAINABILITY



In FY26, Mounties Group identified several key opportunities across energy management, renewable energy, infrastructure renewal and environmental performance.

RENEWABLE ENERGY

- Commencement of the **Halekulani Solar Project**
- Further solar feasibility investigations at Mounties and Triglav
- Continued renewable energy generation from existing assets, including approximately **70,000 kWh** generated at Breakers Country Club during the year

ENERGY EFFICIENCY

- Completion and optimisation of Building Management System (BMS) projects across Mounties, Breakers, Harbord, Triglav and Mekong
- Ongoing LED lighting upgrades
- HVAC modernisation and efficiency improvements
- Energy monitoring enhancements across key venues

SUSTAINABLE INFRASTRUCTURE

- Completion of the Mt Pritchard Central Thermal Plant Upgrade
- Central plant upgrades at Harbord
- HVAC upgrades at Halekulani
- Replacement of ageing gas heating infrastructure with more efficient alternatives
- Critical asset renewal programs across the portfolio

WASTE AND RESOURCE MANAGEMENT

- Expansion of bottle recycling and clothing recycling initiatives
- Preparation for Food Organics and Garden Organics (FOGO) implementation
- Continued waste diversion efforts across venues
- Water conservation initiatives, including cooling tower optimisation

Together, these projects represent one of the most comprehensive periods of sustainability and infrastructure investment undertaken by the Group.

FY26 Sustainability Highlights

30%

Approximate reduction in electricity consumption achieved through the new Mt Pritchard Central Thermal Plant Upgrade.

70,000 kWh

Renewable energy generated by solar assets at Breakers Country Club during FY26.

5 Venues

Operating on upgraded or optimised Building Management Systems.

3 Venues

Progressing electric vehicle charging infrastructure.

Group-Wide LED lighting, HVAC upgrades, water conservation and waste reduction initiatives delivered across multiple sites.

FY25 focused on identifying opportunities. FY26 focused on delivering them. Through strategic investment in renewable energy, smarter buildings and critical infrastructure, Mounties Group made significant progress towards a more sustainable and resilient future.

Transforming Our Largest Energy Asset

Mount Pritchard Central Thermal Plant Upgrade

One of the most significant sustainability and infrastructure projects completed during the year was the replacement of the ageing central cooling plant at Mounties Mount Pritchard.

The previous system had reached end of life, becoming increasingly unreliable and expensive to maintain. Rising repair costs, refrigerant leaks and reduced operational efficiency made renewal essential.

The completed project delivers a modern, high-performance cooling system designed to support both current operations and future growth. The upgrade included the replacement of chillers, cooling towers, pumping systems, switchboards, water treatment infrastructure and the installation of a new Building Management System. A new standalone plant room was also constructed to house the upgraded equipment.

SUSTAINABILITY BENEFITS

The new system delivers substantial environmental improvements, including:

- Approximately **30% lower electricity consumption** for the same cooling output through the use of high-efficiency magnetic bearing compressor technology.
- Removal of ozone-depleting refrigerants previously used by the old plant and replacement with refrigerants that have no ozone depletion potential and negligible global warming impact.
- Installation of variable speed drives and high-efficiency motors throughout the system.
- More efficient pumping arrangements that allow different areas of the Club to operate based on actual demand rather than site-wide peak requirements.

IMPROVED CAPACITY AND RELIABILITY

The upgrade also future-proofs Mounties Mount Pritchard by increasing cooling capacity from **3.5 MW to 6 MW**, providing greater resilience, operational flexibility and capacity to support future developments.

Importantly, the project establishes a framework for future HVAC upgrades, allowing additional ageing systems to transition to the central plant over time while improving operational efficiency across the site.





Reducing Our Environmental Footprint

Environmental sustainability extends beyond energy consumption.

During the year, Mounties Group continued to expand initiatives focused on reducing waste, conserving resources and embedding circular economy principles throughout the organisation.

Projects included:

WASTE REDUCTION

- Expansion of bottle recycling programs
- Continued clothing recycling initiatives
- Increased diversion of waste from landfill
- Preparation for FOGO implementation

WATER CONSERVATION

- Cooling tower optimisation projects
- Water efficiency improvements across facilities
- Ongoing investigation of further conservation opportunities

These initiatives help reduce environmental impacts while creating more efficient and sustainable operations across the Group.

Investing in Smarter Buildings

Throughout FY26, Mounties Group continued to modernise building systems across the portfolio through increased automation, monitoring and control.

Building Management System projects were completed and optimised across:

- Mounties
- Breakers Country Club
- Harbord Diggers
- Triglav
- Mekong

These systems provide greater visibility of energy consumption, improved operational control and better management of critical assets. By capturing real-time data and responding dynamically to operating conditions, our venues can operate more efficiently while maintaining comfort for members and guests.

The ongoing rollout of LED lighting upgrades and HVAC renewal projects further supports reduced energy consumption and improved building performance.





Preparing for the Future

While substantial progress was achieved during FY26, the year also laid important groundwork for the future.

Key priorities for FY27 include:

- Progressing climate reporting readiness and alignment with emerging disclosure requirements
- Expanding solar energy investments across the portfolio
- Delivering electric vehicle charging infrastructure at key venues
- Continuing HVAC renewal and energy efficiency projects
- Investigating opportunities to support long-term energy transition planning
- Strengthening water conservation initiatives
- Improving sustainability outcomes through strategic asset renewal and capital investment

As expectations around environmental performance continue to evolve, Mounties Group remains focused on delivering practical, measurable improvements that benefit our members, communities and future generations.

Focus Area	FY25	FY26
Climate Readiness	Began exploring climate-related reporting requirements and governance frameworks.	Advanced climate reporting readiness activities and strengthened governance frameworks to support future compliance requirements.
Renewable Energy	Assessed renewable energy opportunities across the portfolio.	Completed the Halekulani Solar Project and progressed additional solar opportunities at Mounties and Triglav.
Solar Energy Generation	Existing solar assets continued to provide renewable energy generation.	Existing solar assets continued to generate renewable energy, including approximately 70,000kWh at Breakers Country Club.
Building Management Systems	Planning and rollout of smart building technologies commenced.	BMS upgrades completed and optimised across Mounties, Breakers, Harbord, Triglav and Mekong.
Energy Efficiency	Site assessments identified opportunities for lighting, HVAC and plant optimisation.	Continued LED upgrades, HVAC modernisation and energy optimisation projects across multiple venues.
Electric Vehicle Infrastructure	Investigated future EV charging opportunities.	Planning, design and commercial agreements progressed for EV charging installations at Mounties, Breakers and Harbord.
Water Conservation	Baseline assessments and efficiency opportunities identified.	Cooling tower optimisation works completed and further water efficiency initiatives delivered across the portfolio.
Waste Reduction	Expanded recycling initiatives and investigated additional diversion opportunities.	Progressed FOGO readiness, expanded bottle and clothing recycling programs and increased waste diversion initiatives.
Major Sustainability Infrastructure	Asset renewal priorities identified.	Completed the Mt Pritchard Central Thermal Plant Upgrade and progressed major HVAC upgrades across the portfolio.
Heating & Energy Transition	Assessment of ageing gas assets undertaken.	Continued replacement of ageing gas heating systems with more energy-efficient alternatives.
Asset Resilience	Long-term asset renewal planning completed.	Delivered significant infrastructure upgrades designed to improve efficiency, reliability and future resilience.

Looking Ahead

FY26 marked a shift from planning to action. Through targeted investment in renewable energy, efficient infrastructure and smarter asset management, Mounties Group has strengthened the sustainability performance of its portfolio while creating safer, more comfortable and resilient venues for members.

These achievements provide a strong foundation for future emissions reduction, improved resource efficiency and long-term environmental stewardship across the Group.

SUPPORTING OUR MEMBERS THROUGH COST OF LIVING PRESSURES



Over the past 12 months, cost of living pressures have continued to impact households across our community.

As cost-of-living pressures continued to impact households across our communities, Mounties Group remained committed to helping members make their budgets go further. Through heavily subsidised dining, affordable food and beverage offerings, discounted family entertainment, and value-driven member promotions, we ensured social connection and community participation remained accessible during a challenging economic period.

We also invested in programs that reduce the cost of everyday activities for families. Discounted learn-to-swim lessons, subsidised junior sport participation, and affordable leisure experiences helped remove financial barriers while supporting health, wellbeing and community engagement. These initiatives enabled thousands of members and their families to continue enjoying important recreational and developmental opportunities without compromising household budgets.



To deliver even greater value, we expanded the benefits available through the Mounties Rewards+ program, providing members with exclusive discounts, reward points, special offers and additional opportunities to save. Enhanced gift card promotions, points raffles and member reward campaigns returned further value directly to members, ensuring the benefits of membership extended beyond our venues and into everyday life. Together, these initiatives reinforced our commitment to improving members' lives by easing financial pressure, supporting wellbeing and creating meaningful opportunities to connect, belong and thrive.

Importantly, the impact of these initiatives extended beyond financial relief. Cost pressures can often lead to reduced participation and social isolation. By keeping services accessible and programs affordable, Mounties Group helped ensure that members could continue to stay connected to their community, their friends and the spaces that matter to them.

This focus on connection is central to the role we play in our communities. It is not only about reducing pressure, but about maintaining quality of life during periods of uncertainty.

The response from members reinforced the importance of this approach. Strong engagement across our services demonstrated that these initiatives were not only valued, but relied upon. In a difficult environment, Mounties Group remained a consistent source of support, offering both practical relief and a sense of stability.

This work is made possible through our profit-for-purpose model. By reinvesting every dollar back into our community, we are able to respond directly to the needs of our members. In the past year alone, this has contributed to almost \$30 million in community support, funding programs and initiatives that deliver meaningful impact.

Ultimately, our response to cost of living pressures reflects a simple principle: when our community faces challenges, we step forward.

\$3,133,357

discounted member food
and beverages

\$3,638,758

member points redeemed

1,000+

Back to school backpacks and supplies
delivered to local children in need



WE'VE GOT YOU: SUPPORTING MEMBERS THROUGH COST-OF-LIVING PRESSURES



1000 School
backpacks



\$15
family meals



Beer of
the month



Family Cruise
discounts



Spend your points
in local businesses



Child
play discounts



\$3 million to sponsor
social inclusion programs

Affordable Dining

Subsidised meals and member pricing

- Value meal offers across venues
- Discounted food and beverage promotions
- Family dining experiences at affordable prices

More Value Through Membership

Mounties Rewards+

- Member discounts across venues
- Exclusive promotions and special offers
- Additional reward points campaigns
- Gift card giveaways and member raffles

Lower-Cost Family Essentials

Making everyday activities more accessible

- Discounted Swim lessons
- Subsidised junior sport participation
- Affordable family entertainment and recreation

Community Support & Wellbeing

Helping members stay connected

- Mental health initiatives
- Social inclusion programs
- Domestic violence support services
- Community affordability programs

Improving Lives When It Matters Most

Throughout FY26, Mounties Group invested in practical initiatives that helped members manage rising living costs while remaining connected to their community.

- | | |
|--|---|
| 1 Subsidised meals and affordable dining options | 5 Additional points promotions and reward campaigns |
| 2 Discounted learn-to-swim programs | 6 Gift card raffles and giveaways |
| 3 Value-priced family entertainment experiences | 7 Community affordability initiatives |
| 4 Enhanced Mounties Rewards+ member benefits | 8 Mental health and wellbeing support programs |

Cost of Living Support

- Subsidised Meals
- Discounted Learn to Swim

Member Value

- Rewards+ Benefits
- Gift Card & Points Raffles

Community Wellbeing

- Mental Health Support
- Domestic Violence Support

Staying Connected

- Social Inclusion Programs
- Affordable Family Experiences



“We absorbed rising costs wherever possible, ensuring members continued to access affordable meals, recreation, wellbeing programs and community support throughout the year.”

COMMUNITY STORY: CITY OF LIVERPOOL MEALS ON WHEELS

Supporting Liverpool Meals on Wheels: Delivering Care When It's Needed Most

Every weekday morning, before the day has fully begun, volunteers from Liverpool Meals on Wheels set out across the community, delivering more than just meals.

For many of the people they visit, this moment is often the most important interaction of the day. A warm meal is placed on the table, but just as importantly, a conversation is shared, a familiar face appears at the door, and a sense of connection is restored.

For older Australians and individuals living with disability, these simple interactions provide reassurance, dignity and the ability to remain living independently at home.

In a time where rising costs are placing increasing pressure on households and community organisations, the importance of this support has only grown.

Demand continues to rise as more people face financial strain, reduced mobility and social isolation.

Through ClubGRANTS funding, Mounties Group has continued to strengthen this essential service, supporting both the infrastructure and the people who make it possible. This includes funding critical equipment upgrades to ensure meals can be prepared safely and delivered consistently without disruption.





SUPPORTED BY MOUNTIES GROUP
SINCE 2004

\$14,920
provided in 2025/26

\$114,046
total funding



Just as importantly, support extends to the volunteers who power the service. Initiatives like the Hearts of Christmas program help recognise and retain volunteers, ensuring they feel valued, supported and able to continue their work within the community.

The impact is felt far beyond the organisation itself. More than 250 vulnerable clients continue to receive consistent care, while over 50 volunteers remain connected, engaged and committed to supporting others.

In today's economic climate, services like this are not just beneficial, they are essential. They provide stability during uncertain times, helping people maintain independence while staying connected to their community.

This partnership reflects Mounties Group's commitment to responding to real community need with practical, meaningful action.

Sometimes, the greatest impact comes from the simplest things. A meal delivered. A conversation shared. The reassurance that someone is there.

MOUNT PRITCHARD & DISTRICT COMMUNITY CLUB LTD
ABN 98 000 458 622

General Purpose **FINANCIAL REPORT**

for the year ended 30 June 2026

CONTENTS

77	Directors' Report
82	Auditor's Independence Declaration
83	Consolidated Statement of Profit or Loss and Other Comprehensive Income
84	Consolidated Statement of Financial Position
85	Consolidated Statement of Changes In Equity
86	Consolidated Statement of Cash Flows
87	Notes to the Consolidated Financial Statements
114	Consolidated Entity Disclosure Statement
115	Directors' Declaration
116	Independent Auditor's Report To The Members of Mount Pritchard & District Community Club Ltd

GENERAL INFORMATION

The financial statements were authorised for issue, in accordance with a resolution of Directors, on 3 September 2026.
The Directors have the power to amend and reissue the financial statements.

DIRECTORS' REPORT

The Directors present their report, together with the financial statements of Mount Pritchard & District Community Club Ltd (the "Club" or "Parent") and the entities it controlled (collectively referred to as the "Group") for the year ended 30 June 2026.

DIRECTORS

The names and details of the directors in office during the financial year and until the date of this report are as follows:

Fitzpatrick, Stephen
Hansen, Pamela
Wilks, Trevor Dallas
Dean, John Joseph
Forman, Trevor James
Hansen, Leon George
McNevin, Jeanette Carol
Soares, Steven
Williams, Donna (Appointed: 26 October 2025)
Byrne, Denis William (Resigned: 26 October 2025)

PARTICULARS OF DIRECTORS

Name:	Fitzpatrick, Stephen
Title:	President since 2024
Director:	Director since 1993
Qualifications:	Retired Custom Classifier
Experience and expertise:	Club Life Member, FCSWC Delegate, Community Grants Director
Current Committee Membership:	Audit Risk & Compliance Committee, Disciplinary Committee
Name:	Hansen, Pamela
Title:	Vice President
Director:	Director since 2023
Qualifications:	Retired Marketing Director
Experience and expertise:	Club Member
Current Committee Membership:	Community Grants Committee, Sports Committee, Disciplinary Committee
Name:	Wilks, Trevor Dallas
Title:	Vice President, Gaming Director
Director:	Director since 2023
Qualifications:	Retired Hospitality Manager
Experience and expertise:	FCSWC Delegate and WH&S Committee Representative
Current Committee Membership:	Sports Committee, Disciplinary Committee
Name:	Dean, John Joseph
Title:	Director
Director:	Director since 1997
Qualifications:	Retired Engineering Manager
Experience and expertise:	Club Life Member, Leagues Club Associate Delegate, Clubs NSW Western Metropolitan Region Delegate
Current Committee Membership:	Disciplinary Committee

Name:	Forman, Trevor James
Title:	Director
Director:	Director since 2012
Qualifications:	Manufacturing Manager and Business Owner
Experience and expertise:	Club Life Member, Leagues Club Association Delegate
Current Committee Membership:	Gaming Committee, Disciplinary Committee
Name:	Hansen, Leon
Title:	Director
Director:	Director since 2024
Qualifications:	Retired Roads and Pavement Supervisor Local Council
Experience and expertise:	RSL & Services Clubs Delegate
Current Committee Membership:	Disciplinary Committee
Name:	McNevin, Jeanette Carol
Title:	Sports Directors, Entertainment Director
Director:	Director since 2014
Qualifications:	Retired Account Manager
Experience and expertise:	Club Life Member
Current Committee Membership:	Community Grants Committee
Name:	Soares, Steven
Title:	Director
Director:	Director since 2024
Qualifications:	Transport Company Managing Director
Experience and expertise:	
Current Committee Membership:	Audit Risk & Compliance Committee, Gaming Committee, Community Grants Committee, Sports Committee, Disciplinary Committee
Name:	Williams, Donna
Title:	Director
Director:	Director since 2025
Qualifications:	Returned Serviceman, Retired Hospitality Manager
Experience and expertise:	RSL & Services Delegate, Clubs NSW Western Metropolitan Region Delegate
Current Committee Membership:	Gaming Committee, Disciplinary Committee
Declared Interest in Contracts	Hansen, Pamela – Director of New Diggers Service Co Pty Ltd, New Diggers Land Co Pty Ltd, New Diggers Car Park Co Pty Ltd, Mekong Lease Co Pty Ltd, Ignite Property Group Pty Ltd, Publications for Life Pty Ltd, Mounties Pathways Pty Ltd, Southwest Mounties Magi Pty Ltd, Specialist Services Management Group Pty Ltd Forman, Trevor – Director of New Diggers Service Co Pty Ltd, New Diggers Land Co Pty Ltd, New Diggers Car Park Co Pty Ltd, Mekong Lease Co Pty Ltd, Ignite Property Group Pty Ltd, Publications for Life Pty Ltd, Mounties Pathways Pty Ltd, Southwest Mounties Magi Pty Ltd, Specialist Services Management Group Pty Ltd Wilks, Trevor – Director of Meadows Commercial Pty Ltd, Humphries-Pritchard Investments Pty Ltd, Mounties Care Pty Ltd, Ozcott Pty Ltd, Moto Wholesale Pty Ltd, MOTO 1 Pty Ltd, MOTO 2 M Pty Ltd, MOTO 3 Pty Ltd, Motobility Australia Pty Ltd Soares, Steven – Director of Meadows Commercial Pty Ltd, Humphries-Pritchard Investments Pty Ltd, Mounties Care Pty Ltd, Ozcott Pty Ltd, Moto Wholesale Pty Ltd, MOTO 1 Pty Ltd, MOTO 2 M Pty Ltd, MOTO 3 Pty Ltd, Motobility Australia Pty Ltd

DIRECTORS' MEETINGS

The number of meetings of Directors held and the number of meetings attended by each director during the financial year were as follows:

Director	Number of Meetings Attended	Number of Meetings Held
Fitzpatrick, Stephen	33	33
Hansen, Pamela	29	29
Wilks, Trevor Dallas	29	29
Dean, John Joseph	28	29
Forman, Trevor James	29	29
Hansen, Leon George	29	29
McNevin, Jeanette Carol	24	29
Soares, Steven	33	33
Williams, Donna	18	18

PRINCIPAL ACTIVITIES

The principal activity of Mount Pritchard & District Community Club Ltd and the entities it controlled (the "Group") is to improve the lives of Mounties Group members by enriching the community in which they live. This includes operating clubs licensed in NSW under the provisions of the *Registered Clubs Act 1976* (as amended), encouragement of sport, provision of accommodation and health care products and services for members and the community.

Number of members at year end was 279,599 (2025: 278,993).

There were no other significant changes in the nature of this activity during the year.

MEASUREMENT OF SUCCESS

The Group measures success by focusing on two key areas:

1. Financial performance measured through:
 - i. Group Revenue
 - ii. Group Expenses, including wages and salaries
 - iii. Net Profit attributable to members
 - iv. Return on capital employed
2. Provision of social welfare for the Group's members and the community.

OPERATING RESULTS FOR THE YEAR

The net deficit of the Group for the financial year ended 30 June 2026 after providing for income tax was \$8,010,331 (2025: net profit \$19,883,982).

REVIEW OF OPERATIONS

During the year our membership base remained stable to close the year at just under 280,000 members. Visitation to our sites during the year was 4.102 million, an increase of +1% versus the prior year. This ultimately led the Group to deliver a record revenue of \$266.096 million, +\$23.650 million +9.8% versus the prior year.

Our traditional business of hospitality grew revenue in total by +6.6% on a like for like basis to close the year at \$210.759 million. All venues performed positively during the year driven through a variety of campaigns continuing to deliver value for money for our members whilst the cost-of-living pressures significantly impacted household budgets.

Our non-traditional business (Retirement, Health and Leisure/Other) continues to evolve with overall revenue increasing year on year by \$10.654 million or 23.8% to close the year at \$55.336 million. The changes to NDIS legislation created a headwind for our Health operations specifically within Mobility & Independence businesses across the country. Despite these challenges we still grew sales significantly compared to the prior year.

The Group's operations continue to provide significant employment opportunities to our local communities. Total employment costs for the Group in the year were \$71.573 million which was up by +10.9% versus the prior year, driven through a combination of additional employees and annual increases to wages and superannuation contributions.

We continued our disciplined deployment of capital across the Group, investing a total of \$31.454 million in capital expenditure during the year. Most of the expenditure this year was directed to upgrading of behind-the-scenes systems most notably at Mount Pritchard where the new chillers and cooling towers were replaced.

Financial community support exceeded \$15 million for the second successive year continuing once again demonstrating our commitment to improve the lives of our members and enrich the community in which they live.

SHORT AND LONG TERM OBJECTIVES OF THE GROUP

The short term objectives of the Group are:

- a. To maintain a level of operational profitability that supports the Club's objectives, and
- b. To develop a long term supporter base which will benefit from the Club's success.

The long term objective of the Group is:

- a. To improve the lives of our members and enrich the community in which they live.

We are achieving this by having a lifetime offering of benefits from the time the members are young families (through Major Fun and Ignite) to social activities of our more mature members (club activities such as beverage, dining and entertainment) through to health care (Mounties Care) and retirement living (Harbord Retirement Village).

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

During the year, the Group acquired the assets of a hospitality services business and incorporated them in a new entity "Engage Promotions Pty Ltd" whilst also making an investment into a consultancy services business.

Changes to NDIS legislation in November 2025 have caused a downturn in mid-term sales and profit projections within our Mobility & Independence business. Therefore, the group decided to impair all the goodwill from the six acquisitions made during the previous three financial years equating to a one off \$8.715m charge to the profit and loss account in FY26.

SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

There are no significant events occurring after the reporting period which will affect either the Club's operations or results of those operations of the Club's state of affairs.

MEMBERS' LIABILITY

Members are liable to contribute a maximum of \$2 in the event that the Club is wound up.

The total liability of members is limited to \$559,198 (2025: \$557,986).

DIRECTORS' BENEFITS

During or since the end of the financial year, no director of the Group has received or become entitled to receive a benefit, other than a benefit included in the aggregate amount received or due and receivable as shown in the consolidated financial statements, by reason of a contract entered by the Group with:

- a director; or
- a firm of which the director is a member; or
- an entity in which a director has a substantial financial interest.

INDEMNIFICATION OF AUDITOR

To the extent permitted by law, the Group has agreed to indemnify its auditor, Ernst & Young (Australia), as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young (Australia) during or since the financial year.

INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

During the financial year the Group paid premiums in respect of a contract insuring all the directors and executives of Mount Pritchard & District Community Club Ltd against legal liability arising for any wrongful act committed, attempted or allegedly committed or attempted in the course of their duties as a director or executive of the Group. The policy prohibits disclosure of the premium paid.

AUDITOR'S INDEPENDENCE DECLARATION

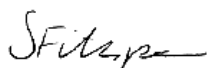
A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this Directors' report.

ROUNDING

The amounts contained in the directors' report have been rounded to the nearest \$1,000 (where rounding is applicable) as provided in ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2026/183.

The directors received a declaration of independence from the auditor. The declaration is included within this annual report.

Signed in accordance with a resolution of the directors.



Stephen Fitzpatrick
Director



Trevor Wilks
Director

3 September 2026

AUDITOR'S INDEPENDENCE DECLARATION



Ernst & Young
200 George Street
Sydney NSW 2000 Australia
GPO Box 2646 Sydney NSW 2001

Tel: +61 2 9248 5555
Fax: +61 2 9248 5959
ey.com/au

Auditor's independence declaration to the directors of Mount Pritchard & District Community Club Ltd

As lead auditor for the audit of the financial report of Mount Pritchard & District Community Club Ltd for the financial year ended 30 June 2026, I declare to the best of my knowledge and belief, there have been:

- a. No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit;
- b. No contraventions of any applicable code of professional conduct in relation to the audit; and
- c. No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Mount Pritchard & District Community Club Ltd and the entities it controlled during the financial year.

Ernst & Young

Anthony Ewan
Partner
3 September 2026

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 June 2026

		Consolidated	
	Note	2026 \$	2025 \$
Revenue from contracts with customers	7	266,095,562	242,445,473
Poker machine taxes		(46,666,489)	(42,497,128)
Purchases net of movement in inventories	14	(23,128,511)	(18,254,379)
General and administration expenses	8	(66,149,941)	(67,245,545)
Employee benefits expense	9	(71,573,166)	(64,533,386)
Depreciation and amortisation expense		(17,615,555)	(16,736,638)
Profit from trading activities		40,961,900	33,178,397
Fair Value gain/(loss) on financial assets		2,823,651	486,279
Fair value gain/(loss) on investment property		650,000	1,650,000
(Loss)/gain on sale of property, plant and equipment		(456,319)	(146,287)
Dividend and Interest income		1,947,973	2,298,814
Other		1,454,387	2,114,843
Other Income		6,419,692	6,403,649
Community support and donations		(15,214,120)	(15,957,900)
Finance costs	10	(134,985)	(294,984)
Regulatory Provision		(29,500,000)	–
Impairment of goodwill		(8,715,169)	–
(Deficit)/Profit before income tax expense		(6,182,682)	23,329,162
Income tax expense	11	(1,827,649)	(3,445,180)
(Deficit)/Profit after income tax expense for the year		(8,010,331)	19,883,982
Other Comprehensive income for the year, net of tax		–	–
Total Comprehensive income for the year, net of tax		(8,010,331)	19,883,982

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

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

		Consolidated	
	Note	2026 \$	2025 \$
Assets			
Current assets			
Cash and cash equivalents	12	19,266,780	19,967,668
Trade receivables	13	8,916,622	8,808,365
Inventories	14	6,265,367	7,479,006
Other financial assets	15	2,351,593	2,383,662
Total current assets		36,800,362	38,638,701
Non-current assets			
Trade receivables	13	513,986	513,986
Property, plant and equipment	16	327,008,455	320,713,900
Investment properties	17	434,790,287	387,620,287
Intangible assets	18	73,517,298	77,604,658
Investments	19	36,697,016	31,082,739
Right-of-use assets	20	288,843	591,556
Other financial assets	15	20,000,000	15,000,000
Total non-current assets		892,815,885	833,127,126
Total assets		929,616,247	871,765,827
Liabilities			
Current liabilities			
Trade and other payables	21	18,199,280	21,156,793
Deferred revenue	22	31,667,991	31,376,495
Provisions	23	30,862,065	1,691,100
Employee benefits liabilities	25	10,348,068	10,055,659
Resident loans	26	333,721,059	296,341,648
Lease liabilities	24	193,313	300,174
Total current liabilities		424,991,776	360,921,869
Non-current liabilities			
Deferred tax	11	52,301,503	50,473,854
Deferred revenue	22	1,274,265	959,013
Provisions	23	413,609	445,289
Employee benefits liabilities	25	1,412,149	1,523,047
Lease liabilities	24	172,934	382,413
Total non-current liabilities		55,574,460	53,783,616
Total liabilities		480,566,236	414,705,485
Net assets		449,050,011	457,060,342
Members' Equity			
Retained earnings		402,186,877	410,197,208
Reserves	27	46,863,134	46,863,134
Total members' equity		449,050,011	457,060,342

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

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2026

Consolidated	Retained earnings \$	Revaluation Reserve (Note 28) \$	Amalgamation Reserve (Note 28) \$	Total Equity \$
Balance at 1 July 2024	390,313,226	12,896,229	33,966,905	437,176,360
Profit after income tax expense for the year	19,883,982	–	–	19,883,982
Other Comprehensive income for the year, net of tax	–	–	–	–
Total Comprehensive income for the year	19,883,982	–	–	19,883,982
Balance at 30 June 2025	410,197,208	12,896,229	33,966,905	457,060,342

Consolidated	Retained earnings \$	Revaluation Reserve (Note 28) \$	Amalgamation Reserve (Note 28) \$	Total Equity \$
Balance at 1 July 2025	410,197,208	12,896,229	33,966,905	457,060,342
(Deficit) after income tax expense for the year	(8,010,331)	–	–	(8,010,331)
Other Comprehensive income for the year, net of tax	–	–	–	–
Total Comprehensive income for the year	(8,010,331)	–	–	(8,010,331)
Balance at 30 June 2026	402,186,877	12,896,229	33,966,905	449,050,011

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

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2026

		Consolidated	
	Note	2026 \$	2025 \$
Cash flows from operating activities			
Receipts from customers		256,562,999	229,743,813
Payments to suppliers and employees		(227,841,398)	(199,320,316)
Receipts from retirement village residents	26	4,255,863	2,566,000
Dividends and interest received		1,947,974	2,298,814
Interest paid		(134,986)	(294,984)
Net cash flows from operating activities		34,790,452	34,993,327
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		2,858,860	108,601
Purchase of property, plant and equipment	16	(26,910,283)	(15,116,168)
Purchase of intangibles assets	18	(23,146)	(350,000)
Payment for marketable securities		(1,924,772)	(12,797,586)
Purchase of term deposits		(5,000,000)	–
Payment for business combinations, net of cash acquired	4	(4,900,000)	(9,304,357)
Net cash used in investing activities		(35,899,341)	(37,459,510)
Cash flows from financing activities			
Payment of principal portion lease liabilities		(411,590)	(406,139)
Proceeds from borrowings		1,924,772	12,797,586
Repayment of borrowings		(1,105,181)	(10,825,000)
Net cash flows from financing activities		408,001	1,566,447
Net decrease in cash and cash equivalents		(700,888)	(899,736)
Cash and cash equivalents at 1 July		19,967,668	20,867,404
Cash and cash equivalents at 30 June	12	19,266,780	19,967,668

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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2026

NOTE 1. CORPORATE INFORMATION

The consolidated financial report for Mount Pritchard & District Community Club Ltd (the “Club” or “Parent”) and its controlled entities (collectively referred to as the “Group”) for the year ended 30 June 2026 was authorised for issue in accordance with a resolution of the Directors on 1 September 2026.

Mount Pritchard & District Community Club Ltd is a company limited by guarantee. The Constitution prohibits paying a dividend to members. The Club is incorporated and domiciled in Australia.

The primary objective of the Club is the provision of services for members; the directors have accordingly determined the Club is a ‘not-for-profit’ entity for accounting purposes. In accordance with its Constitution the liability of members in the event of the Club being wound up would not exceed \$2 per member.

The registered office of Mount Pritchard & District Community Club Ltd is located at 101 Meadows Road, Mount Pritchard, NSW 2170.

The Group employed 1,062 employees as at 30 June 2026 (2025:1,091).

Further information on the nature of the operations and principal activities of the Club are described in the directors’ report. Information on the Club’s structure is provided in Note 6. Information on other related party relationships of the Club is provided in Note 30.

NOTE 2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Summary of material accounting policies

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

a) Basis of preparation

These general purpose financial statements have been prepared in compliance with the requirements of the *Corporations Act 2001* and *Australian Accounting Standards – Simplified Disclosures*. The Company is a not-for-profit, private sector entity which is not publicly accountable for the purposes of preparing these financial statements.

The consolidated financial statements have been prepared on a historical cost basis, except for investments in marketable shares and investment properties that have been measured at fair value.

The financial report is presented in Australian dollars (\$).

b) Changes in accounting policies, disclosures, standards and interpretations

Accounting Standards and Interpretations issued but not yet effective

Certain Australian Accounting Standards and Interpretations have recently been issued or amended but are not yet effective. The directors have not early adopted any of these new or amended standards or interpretations. The directors intend to adopt the new or amended standards or interpretations when they become effective.

c) Going concern

The financial report has been prepared on a going concern basis, which contemplates continuity of normal business activities and realisation of assets and settlement of liabilities in the ordinary course of business.

At 30 June 2026, the Group’s total current liabilities exceeded total current assets by \$388,191,414 (2025: \$322,283,168).

Note 2. Material accounting policy information continued

However, the directors are of a view that the Group is a going concern as:

- The net current liability position includes \$333,721,059 (2025: \$296,341,648) relating to the resident loans owed to the retirement village residents. Although the expected average residency term is 12 years, these obligations are classified as current liabilities because the Group does not have an unconditional right to defer settlement to more than twelve months after reporting date if a resident leaves the village. The Directors are of the view that it is highly unlikely that a significant number of residents would depart Watermark Freshwater without new residents entering, thereby replenishing the resident loans balance.
- The net current liability position also includes \$31,194,805 (2025: \$30,911,978) of deferred revenue which represents deferred management fees already earned from retirement village residents which is being deferred for straight-line revenue recognition over the expected average residency term of 12 years. There are no expected cash outflows relating to this balance.
- The Group has had positive operating cash flow of \$29,790,452 (2025: \$34,993,327). Management has prepared a forecast cash flow assessment for 12 months past the authorisation date of this financial report and anticipate the Group to continue earning positive cash flows from operations.
- To assist with liquidity requirements, the Group has access to an overdraft banking facilities of \$10,000,000 with Westpac bank, expiring on 30 June 2029.

Consequently, the Directors have concluded that the use of the going concern assumption in the preparation of the financial report is appropriate.

d) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Club and its subsidiaries as at 30 June 2026. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of a subsidiary to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

e) Amalgamations

Amalgamations are accounted for in accordance with AASB 3 *Business Combinations* using the purchase method of accounting. The purchase method of accounting involves assessing the fair value of the assets and liabilities acquired and the contingent liabilities assumed at the date of amalgamation; gains from amalgamation are recognised as a direct addition to amalgamation reserve within equity and any goodwill arising from amalgamation is brought into account as goodwill on amalgamation if such value is sustainable. Amalgamation-related costs are expensed as incurred and included in general and administrative expenses.

f) Business combinations

Business combinations are accounted for in accordance with AASB 3 *Business Combinations* using the purchase method of accounting. The purchase method of accounting involves assessing the fair value of the assets and liabilities acquired and the contingent liabilities assumed at the date of acquisitions; gains from acquisitions are recognised as goodwill. Acquisition-related costs are expensed as incurred and included in general and administrative expenses.

The Group determines that it has acquired a business when the acquired set of activities and assets include an input and a substantive process that together significantly contribute to the ability to create outputs. The acquired process is considered substantive if it is critical to the ability to continue producing outputs, and the inputs acquired include an organised workforce with the necessary skills, knowledge, or experience to perform that process or it significantly contributes to the ability to continue producing outputs and is considered unique or scarce or cannot be replaced without significant cost, effort, or delay in the ability to continue producing outputs.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity. Contingent consideration classified as an asset or liability that is a financial instrument and within the scope of AASB 9 *Financial Instruments*, is measured at fair value with the changes in fair value recognised in the statement of profit or loss in accordance with AASB 9. Other contingent consideration that is not within the scope of AASB 9 is measured at fair value at each reporting date with changes in fair value recognised in profit or loss.

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed). If the fair value of the net assets acquired is in excess of the aggregate consideration transferred, the Group re-assesses whether it has correctly identified all of the assets acquired and all of the liabilities assumed and reviews the procedures used to measure the amounts to be recognised at the acquisition date. If the re-assessment still results in an excess of the fair value of net assets acquired over the aggregate consideration transferred, then the gain is recognised in profit or loss.

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the Group's cash-generating units that are expected to benefit from the combination irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a cash-generating unit (CGU) and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

g) Current versus non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

Note 2. Material accounting policy information continued

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

h) Cash and cash equivalents

Cash in the consolidated statement of financial position comprise cash at banks and on hand.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash as defined above.

i) Other receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components when they are recognised at fair value. The Group holds the receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest rate (EIR) method.

j) Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Finished goods: purchase cost on a first-in/first-out basis

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

k) Property, plant and equipment

Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment. When significant parts of property, plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Buildings and improvements	5-30 years
Leasehold improvements	33 years
Plant and equipment	3-20 years
Member use properties	33 years

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss and other comprehensive income when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

l) Other member use properties

The Group owns or holds an occupancy right to a number of holiday properties. The properties are held for the primary purpose of member use. The properties are accounted for on the same basis as the other property, plant and equipment as set out in Note 2.1(k).

m) Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise, including the corresponding tax effect.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

n) Impairment of non-financial assets

At each reporting date, the Group assesses whether there is an indication that an asset may be impaired. Where an indicator of impairment exists or where annual impairment testing for an asset is required, the Group makes a formal estimate of the recoverable amount. An impairment loss is recognised for the amount by which the carrying amount of an asset exceeds recoverable amount, which is defined for not for profit entities as the higher of an asset's fair value less costs to sell or depreciated replacement cost. For the purpose of assessing impairment, assets are grouped at the level for which there are separately identifiable cash flows. An impairment loss is recognised in the consolidated statement of profit or loss and other comprehensive income.

o) Goodwill

Goodwill acquired in a business combination and allocated to a CGU is initially measured at cost being the excess of the cost of the business combination over the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities.

Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (CGU), to which the goodwill relates. When the recoverable amount of the CGU is less than the carrying amount, an impairment loss is recognised. When goodwill forms part of a CGU and an operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this manner is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Impairment losses recognised for goodwill are not subsequently reversed.

Goodwill is tested for impairment annually as at 30 June 2026 and when circumstances indicate that the carrying value may be impaired.

Note 2. Material accounting policy information continued**p) Intangible assets**

Electronic Gaming Machine (EGM) Entitlements are considered intangibles in accordance with AASB 138 *Intangible Assets* and recognised at cost at the date acquired. Fair value was determined by reference to market prices at which the entitlements had been traded. It is considered that an active market for these entitlements ceased to exist from 1 July 2009 and consequently they are carried at the most recent valuation.

The entitlements are considered to have an indefinite life and accordingly are not amortised.

The entitlements are tested for impairment on an annual basis or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

The Group conducts an annual internal review of asset values, which is used as a source of information to assess for any indicators of impairment. External factors, such as changes in Government regulations, technology and economic conditions, are also monitored to assess for indicators of impairment. If any indication of impairment exists, an estimate of the asset's recoverable amount is calculated.

An impairment loss is recognised for the amount by which the entitlements' carrying amount exceeds its recoverable amount. Recoverable amount is the higher of which an asset's fair value less costs to sell and value in use. Impairment losses are written off against the revaluation reserve (which arose due to recording the entitlements at fair value up to 30 June 2009) to the extent the revaluation reserve is exhausted and then against consolidated statement of profit or loss and other comprehensive income.

The gain or loss brought to account on sale of revalued entitlements will represent the difference between the proceeds on disposal and the revalued carrying amount.

Electronic Gaming Machine Entitlements acquired by way of club amalgamation are, in accordance with AASB 3 *Business Combinations*, initially brought to account at the date of amalgamation at the fair value at that date, and subsequently accounted for in accordance with the above policy.

q) Investments

An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of the investee but is not control or joint control over those policies.

r) Financial instruments

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

(i) Financial assets**Initial recognition and measurement**

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortised cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

Financial assets at amortised cost (debt instruments)

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

The Group's financial assets measured at amortised cost includes cash and short-term deposits, term deposits and other receivables.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes investments in marketable shares held at fair value. This category includes derivative instruments and listed equity investments which the Group had not irrevocably elected to classify at fair value through OCI. Dividends received are also recognised as other income in the statement of profit or loss when the right of payment has been established.

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired, or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

s) Leases

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

(i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- Plant and machinery 3 to 5 years

Note 2. Material accounting policy information continued

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in Note 2.1(n) Impairment of non-financial assets.

(ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

(iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

t) Trade and other payables

Trade and other payables are initially recognised at fair value and subsequently carried at amortised cost and represent liabilities for goods and services provided to the Group prior to the end of the financial year that are unpaid and arise when the Group becomes obliged to make future payments in respect of the purchase of goods and services.

u) Interest-bearing loans and borrowings

All interest-bearing loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in the consolidated statement of profit or loss and other comprehensive income.

v) Provisions and employee benefit liabilities

General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, 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. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the consolidated statement of profit or loss and other comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Mortality payment

A provision for mortality payment is recognised for the expected costs associated with the members eligible to receive the mortality payment. The provision is based on the number of members entitled to receive the payment, discounted for the time value of money.

Wages and salaries

Liabilities for wages and salaries and non-monetary benefits which are expected to be settled within 12 months of the reporting date are recognised in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled.

Long service leave and annual leave

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

Employee benefits expenses and revenues arising in respect of the following categories:

- wages and salaries, non-monetary benefits, annual leave, long service leave and other leave benefits; and
- other types of employee benefits; are recognised against profits on a net basis in their respective categories. In respect of superannuation plans, any contributions made to the fund by the Group are recognised against profits when incurred.

Regulatory Penalties and Fines

Where a regulatory investigation, compliance breach, or enforcement action has occurred prior to the reporting date and management determines that payment of a penalty or fine is probable, a provision is recognised in the statement of financial position and the corresponding expense is recognised in the statement of profit or loss and other comprehensive income. The measurement of provisions require management judgement, including consideration of available evidence, legal advice, regulatory correspondence and likelihood of enforcement outcomes. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate of the obligation.

w) Revenue from contracts with customers

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods and services before transferring them to the customer.

Rendering of services

Revenue from rendering of services comprises revenue earned from the provision of gaming facilities together with other services to members and other patrons of the Group. Revenue is recognised when the service is provided.

Note 2. Material accounting policy information continued**Deferred Management Fees**

Deferred management fee (DMF) revenue on retirement village investment property is earned while the resident occupies the independent living unit or serviced apartment and is recognised as income over the resident's expected tenure. The expected tenure is calculated with reference to expected rollovers within the Group and is 12 years for the independent living units.

DMF revenue is not discounted to present value, as the income received is offset against repayment of the existing resident loan on its settlement. DMF revenue from each resident is amortised over the expected period of tenure of the resident and is calculated by reference to 'exit'-based contracts, where the current market value of the underlying unit.

DMF revenue to which the Group is contractually entitled at reporting date is presented in the consolidated statement of financial position as a deduction from resident loans. The excess of DMF revenue to which the Group is contractually entitled at reporting date, over DMF revenue earned to date by amortisation over the expected period of tenure, is included in deferred revenue in the consolidated statement of financial position. DMF revenue is considered to meet the definition of a lease and therefore is within the scope of AASB 16 *Leases*.

Commissions and member fees and subscriptions

Commissions and member fees and subscriptions are recognised as revenue over the period to which they relate.

Loyalty points programme

The Group has a loyalty points programme which allows customers to accumulate points that can be redeemed for free products. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. A portion of the transaction price is allocated to the loyalty points awarded to customers based on relative stand-alone selling price and recognised as a contract liability until the points are redeemed. Revenue is recognised upon redemption of products by the customer.

When estimating the stand-alone selling price of the loyalty points, the Group considers the likelihood that the customer will redeem the points. The Group updates its estimates of the points that will be redeemed on a quarterly basis and any adjustments to the contract liability balance are charged against revenue.

x) Finance income

Interest income is recorded using the EIR. The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Interest income is included in finance income in the consolidated statement of profit or loss and other comprehensive income.

y) Finance cost

All other finance costs are expensed in the period in which they occur. Finance costs consist of interest and other costs that an entity incurs in connection with the lease liabilities.

z) Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

aa) Taxes

The Income Tax Assessment Act 1997 (Amended) provides that under the concept of mutuality, Clubs are only liable for income tax on income derived from non-members and from outside entities. Current tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities based on the current period's taxable income. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred income tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

In determining tax balances, the Waratah formula applicable to registered licensed clubs is used.

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except:

- When the GST incurred on a sale or purchase of assets or services is not payable to or recoverable from the taxation authority, in which case the GST is recognised as part of the revenue or the expense item or as part of the cost of acquisition of the asset, as applicable
- When receivables and payables are stated with the amount of GST included

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the consolidated statement of financial position. Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

Cash flows are included in the consolidated statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

Note 2. Material accounting policy information continued**ab) Fair value measurement**

The Group measures financial instruments such as investments in shares, and non-financial assets such as investment properties, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data is available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

ac) Comparatives

Where necessary, comparative figures have been reclassified to conform with changes in presentation in the current year.

NOTE 3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Revaluation of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in the consolidated statement of profit or loss and other comprehensive income. For investment properties a valuation methodology based on a cash flow model is applied by management, as there is a lack of comparable market data because of the nature of the properties. The Group used CBRE to assess the fair value of the investment property of the seniors' living village as at 30 June 2026.

Estimation of useful lives of assets

The Group determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold, will be written off or written down.

Impairment of non-financial assets

The Group assesses impairment of all non-financial assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. These include economic and political environments and business expectations. If an impairment trigger exists, the recoverable amount of the asset is determined except for Goodwill and Electronic Gaming Machine Entitlements which are tested for impairment annually. Management do not consider that the triggers for impairment testing have been significant enough and as such these assets have not been tested for impairment in this financial period.

Long service leave provision

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at balance date. In determining the present value of the liability, attrition rates and pay increases through promotion and inflation have been taken into account.

Taxes

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

Group as lessee

Determining the lease term of contracts with renewal and termination options

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

Where the Group is reasonably certain to exercise an option to renew on a lease agreement, the renewal period has been included as part of the lease term when calculating the right of use asset and lease liability under AASB 16.

Estimating the incremental borrowing rate (IBR)

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

Deferred management fee revenue

Deferred management fee (DMF) revenues are earned from residents of the retirement village at a rate of 4% per year up to a maximum of 20% across 5 years, based on the fair value of the independent living unit (ILU) occupied at the date the resident exits the village.

The fair value of the underlying ILU is inherently subject to significant estimation, which drives changes in the estimated DMF revenues earned at any point in time until the resident exits the village.

Note 3. Significant accounting judgements, estimates and assumptions continued

DMF revenues are recognised across the expected average tenure of the resident in the retirement village, which management has estimated to be 12 years. Amounts earned but not yet recognised in the income statement are recognised as deferred revenue in the balance sheet. Amounts deferred are recognised to the income statement immediately where a resident leaves the village before the estimated 12 year tenure.

Provision for Regulatory Penalties and Fines

During the reporting period, if the Group identifies matters relating to regulatory compliance that may result in financial penalties, a provision is recognised based on management's assessment of the probable obligation arising from events occurring before the reporting period. The provision represents the best estimate of the expected settlement amount, taking into consideration available information and external professional advice. The actual outcome remains subject to regulatory determination and may differ from the amount provided.

NOTE 4. BUSINESS COMBINATIONS**Acquisitions in 2026**

During the financial year, the Group acquired a hospitality service business on 1 May 2026, providing promotional and customer loyalty programmes services.

In addition to this acquisition, the Group also acquired 100% of voting shares in two professional service companies on 29 May 2026. These companies provide advisory and consulting services across many business sectors.

Assets acquired and liabilities assumed;

The fair value of the identifiable assets and liabilities at the date of acquisition were;

	Fair value recognised on acquisition
Assets and Liabilities	\$
Prepaid Expenses	36,627
Employee benefit liabilities	(133,926)
Trade Creditors	(830)
Total identifiable net assets at fair value	(98,129)
Goodwill arising on acquisition	4,900,000
Purchase consideration transferred	4,801,871
Representing:	
Cash paid	4,801,871

NOTE 5. AMALGAMATIONS

There were no amalgamations in the current financial year.

NOTE 6. GROUP INFORMATION

Information about the subsidiaries

The consolidated financial statements of the Group include the Club and the below subsidiaries:

Name	Principal Activities	Country of Incorporation	% Equity Interest	
			2026	2025
Humphries-Pritchard Investments Pty Ltd	Service Company	Australia	100	100
Ignite Property Group Pty Ltd	Service Company	Australia	100	100
Meadows Commercial Pty Ltd	Service Company	Australia	100	100
Mekong Lease Co Pty Ltd	Service Company	Australia	100	100
Mounties Care Pty Ltd	Health and Home Care	Australia	100	100
New Diggers Car Park Pty Ltd	Service Company	Australia	100	100
New Diggers Land Co Pty Ltd	Service Company	Australia	100	100
New Diggers Service Co Pty Ltd	Service Company	Australia	100	100
Ozcott Pty Ltd	Home Care, NDIS, retail and wholesaler	Australia	100	100
Publications for Life Pty Ltd	Media Publications Company	Australia	100	100
Moto Wholesale Pty Ltd	Wholesaler	Australia	100	100
Moto 1 Pty Ltd	Health Retail	Australia	100	100
Moto 2 M Pty Ltd	Health Retail	Australia	100	100
Moto 3 Pty Ltd	Health Retail	Australia	100	100
Motobility Australia Pty Ltd	Franchisor	Australia	100	100
Mounties Pathways Pty Ltd	Sports Development	Australia	100	–
Engage Promotions Pty Ltd	Promotional Activities	Australia	100	–
Specialist Services Management Group Pty Ltd	Service Company	Australia	100	–

NOTE 7. REVENUE FROM CONTRACTS WITH CUSTOMERS

Set out below is the disaggregation of the Group's revenue from contracts with customers:

Types of goods or service	Consolidated	
	2026 \$	2025 \$
Hospitality revenue *	210,759,207	197,762,954
Health related revenue **	29,741,816	20,137,189
Leisure revenue ***	8,799,806	7,938,647
Retirement Village revenue	16,794,733	16,606,683
Total revenue from contracts with customers	266,095,562	242,445,473

* Hospitality revenue from registered club operations: \$176,561,005 from Poker Machines, \$24,877,581 from Food & Bars and \$9,320,621 from other club revenue.

** Health related revenue from Home Care, GP Clinics and Allied Services, Mobility & Independence retail stores and wholesale; \$19,354,172 Mobility & Independence stores, \$8,638,211 Home Care and \$1,749,433 GP Clinics and Allied Health.

*** Leisure revenue from Health & Fitness Centre, Play Centres, Holiday Cottages, Rental properties and Publications; \$4,468,916 Health & Fitness Centre, \$1,737,918 Play Centres, Publications \$1,602,040 and \$990,932 from resorts and promotions.

Note 7. Revenue from contracts with customers continued

Geographical markets	Consolidated	
	2026 \$	2025 \$
New South Wales	248,040,939	233,095,337
Queensland	4,714,816	4,713,879
Victoria	897,768	1,058,426
Western Australia	12,442,039	3,577,831
Total revenue from contracts with customers	266,095,562	242,445,473

Timing of revenue recognition	Consolidated	
	2026 \$	2025 \$
Goods and services transferred at a point in time	242,686,223	218,889,737
Services transferred over time	23,409,339	23,555,736
Total revenue from contracts with customers	266,095,562	242,445,473

NOTE 8. GENERAL AND ADMINISTRATION EXPENSES

	Consolidated	
	2026 \$	2025 \$
Club services	(3,667,855)	(3,083,156)
Advertising and promotions	(11,628,367)	(10,789,261)
Administration expenses	(17,680,594)	(14,535,280)
Repairs and maintenance	(11,881,991)	(15,254,789)
Property costs	(1,562,099)	(1,562,898)
Short-term lease expense	(310,765)	(394,352)
Member loyalty and gift shop	(6,974,211)	(7,886,198)
Resort expenses	(361,354)	(319,221)
Poker machines	(6,472,865)	(6,370,009)
Bars	(737,391)	(721,195)
Fitness centres	(94,130)	(985,639)
Membership	(253,643)	(256,770)
Admissions and raffles	(2,264,357)	(2,894,392)
Club Keno and Tab commissions	(108,784)	(124,242)
Catering commissions and booking fees	(2,151,535)	(2,068,143)
	(66,149,941)	(67,245,545)

NOTE 9. EMPLOYEE BENEFITS EXPENSE

	Consolidated	
	2026 \$	2025 \$
Wages and salaries	(57,809,195)	(51,940,627)
Staff on-costs	(3,350,249)	(3,055,007)
Superannuation	(7,054,713)	(5,934,400)
Other employee benefits	(3,359,009)	(3,603,352)
	(71,573,166)	(64,533,386)

NOTE 10. FINANCE COSTS

	Consolidated	
	2026 \$	2025 \$
Interest expense	134,985	294,984

NOTE 11. INCOME TAX

The major components of income tax expense are for the years ended 30 June 2026 and 2025 are:

	Consolidated	
	2026 \$	2025 \$
Consolidated statement of profit or loss		
<i>Income tax expense:</i>		
Current income tax charge	–	140,572
Utilisation of carried forward tax losses	–	(140,572)
Deferred income tax	1,827,649	3,445,180
Aggregate income tax expense	1,827,649	3,445,180
Income tax expense is attributable to:		
Profit from continuing operations	1,827,649	3,445,180
Income tax expense reported in the consolidated statement of profit or loss	1,827,649	3,445,180
<i>Reconciliation of income tax expense and the accounting profit multiplied by Australia's domestic tax rate for 2026 and 2025:</i>		
Deficit/Profit before income tax expense	(6,182,682)	23,329,162
Tax at the statutory tax rate of 30%	(1,854,805)	6,998,749
Tax effect amounts which are not deductible/(taxable) in calculating taxable income:		
(Recognition)/Derecognition of deferred tax assets	(1,345,237)	(453,581)
Members only income	(4,992,548)	(5,810,280)
Members only expenses	7,685,105	9,215,843
Effect of mutuality	(6,517,993)	(4,551,954)
Non-deductible expenses	11,470,002	2,028,798
Other deductible expenditure	(2,693,700)	(3,982,395)
Sundry items	76,825	–
Income tax expense reported in the consolidated statement of profit or loss and other comprehensive income	1,827,649	3,445,180

Note 11. Income tax continued

	Consolidated	
	2026	2025
	\$	\$
<i>Amounts credited directly to members' equity</i>		
Deferred tax assets	–	(116,611)

	Consolidated	
	2026	2025
	\$	\$
Deferred Tax		
Deferred tax asset		
Deferred tax asset comprises temporary differences attributable to:		
Amounts recognised in profit or loss:		
Employee benefits	885,258	944,023
Rectification provision – Accrued expenses	242,532	146,092
Recognised carry forward and current year tax losses	5,248,445	4,932,870
Leases	1,664	–
Income in advance	74,655	–
Other provisions and accruals	91,301	–
Blackhole expenditure	153,992	–
Fixed assets	78,429	–
Deferred tax asset	6,776,276	6,022,985
Movements:		
Opening balance	116,611	–
Credited to members' equity	–	116,611
Closing balance	116,611	116,611

	Consolidated	
	2026	2025
	\$	\$
Deferred tax liability		
Deferred tax liability comprises temporary differences attributable to:		
Amounts recognised in profit or loss:		
Prepayments	25,045	–
Net fair value gain on investment properties	58,920,503	55,508,923
Valuation of trading investments	148,644	140,778
Tax gain on amalgamation	100,199	963,748
Deferred tax liability	59,194,391	56,613,449
Deferred tax liabilities, net	(52,418,114)	(50,590,465)
Movements:		
Opening balance	(50,473,854)	(47,028,674)
Credited to profit or loss	(1,827,649)	(3,445,180)
Closing balance	(52,301,503)	(50,473,854)

NOTE 12. CASH AND CASH EQUIVALENTS

Consolidated		
	2026 \$	2025 \$
Cash at bank	19,266,780	19,967,668

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise the above.

NOTE 13. TRADE RECEIVABLES

Consolidated		
	2026 \$	2025 \$
Current assets		
Trade debtors and prepayments	8,916,622	8,808,365
Non-current assets		
Other receivables	513,986	513,986
	513,986	513,986

NOTE 14. INVENTORIES

Consolidated		
	2026 \$	2025 \$
Catering and bar – at cost	708,289	696,621
Merchandise – at cost	6,135	29,820
Retail – at cost	5,550,943	6,752,565
Total Inventory at cost	6,265,367	7,479,006

Cost of inventories sold to customers amounting to \$23,128,511 (2025: \$18,254,379) was recognised as an expense during the year.

NOTE 15. OTHER FINANCIAL ASSETS

Consolidated		
	2026 \$	2025 \$
Current assets		
Term Deposits	2,351,593	2,383,662
Non-current assets		
Term Deposits	20,000,000	15,000,000

Term deposits classified as current other financial assets have a maturity more than 90 days but less than 365 days.

NOTE 16. PROPERTY, PLANT AND EQUIPMENT

	Freehold land \$	Building improvements and other buildings \$	Leasehold improvements \$	Plant and equipment \$	Member use properties \$	Construction in progress \$	Total \$
Cost							
At 1 July 2025	61,833,531	290,583,282	6,136,159	100,500,822	4,513,209	7,885,377	471,452,380
Additions	4,007,960	–	10,725	40,501	–	22,851,097	26,910,283
Transfer	–	20,274,647	–	6,815,491	45,995	(27,136,133)	–
Disposal	–	(4,188,510)	(146,895)	(3,262,622)	–	–	(7,598,027)
At 30 June 2026	65,841,491	306,669,419	5,999,989	104,094,192	4,559,204	3,600,341	490,764,636
Depreciation							
At 1 July 2025	–	(78,576,128)	(2,856,390)	(67,054,670)	(2,251,292)	–	(150,738,480)
Depreciation charge for the year	–	(8,518,433)	(199,905)	(8,489,305)	(92,906)	–	(17,300,549)
Disposals	–	1,389,079	83,811	2,809,958	–	–	4,282,848
At 30 June 2026	–	(85,705,482)	(2,972,484)	(72,734,017)	(2,344,198)	–	(163,756,181)
Net book value							
At 30 June 2026	65,841,491	220,963,937	3,027,505	31,360,175	2,215,006	3,600,341	327,008,455
At 30 June 2025	61,833,531	212,007,154	3,279,769	33,446,152	2,261,917	7,885,377	320,713,900

NOTE 17. INVESTMENT PROPERTIES

	Consolidated	
	2026 \$	2025 \$
Investment Property Watermark Freshwater – at independent valuation	434,790,287	387,620,287
Opening fair value	387,620,287	315,315,287
Changes in fair value of investment property	47,170,000	72,305,000
Closing balance at 30 June 2026	434,790,287	387,620,287

Investment properties relates to interest in operating retirement living properties (independent living apartments).

The value reported as at 30 June 2026 is in accordance with AASB 140 Investment Property under the Fair Value model and supported by an independent external valuation carried out by a qualified and industry experienced appraiser, CBRE on all independent living units (occupied and unoccupied units) at Watermark Freshwater.

Investment properties are initially recognised at cost including acquisition costs and subsequently stated at fair value at each balance date. The fair value has been determined using the Discounted Cash Flow and Direct Comparison valuation approach and key assumptions used under this valuation.

NOTE 18. INTANGIBLES

	Electronic Gaming Machine entitlement \$	Goodwill \$	Software \$	Patent and Trademarks \$	Website \$	Total
Cost						
At 1 July 2025	43,434,613	33,814,468	20,950	350,000	–	77,332,355
Additions	–	–	16,226	–	6,920	23,146
Adjustment to provisional accounting	–	(287,676)	–	–	–	(287,676)
Acquired through business combinations	–	4,900,000	–	–	–	4,900,000
At 30 June 2026	43,434,613	38,426,792	37,176	350,000	6,920	82,255,501
Accumulated amortisation						
At 1 July 2025	–	–	15,373	–	–	15,373
Amortisation charge for the year	–	–	3,624	–	4,037	7,661
Impairment	–	8,715,169	–	–	–	8,715,169
At 30 June 2026	–	8,715,169	18,997	–	4,037	8,738,203
Net book value						
At 30 June 2026	43,434,613	29,711,623	18,179	350,000	2,883	73,517,298
At 30 June 2025	43,434,613	33,814,468	5,577	350,000	–	77,604,658

Description of the Group's intangible assets

For the nature and description of the intangible assets, please refer to the descriptions in Notes 2.1 (o) and 2.1 (p).

Website

Significant costs associated with the development of the revenue generating aspects of the website, including the capacity of placing orders, are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 10 years.

Patents and trademarks

Significant costs associated with patents and trademarks are deferred and amortised on a straight-line basis over the period of their expected benefit, being their finite life of 10 years.

Impairment

Management has recognised an impairment charge of \$8,715,169 in the current year against goodwill (2025: Nil). The impairment charge is recorded as a separate line in the Consolidated Statement of Profit or Loss and Other Comprehensive Income.

NOTE 19. INVESTMENTS

	Consolidated	
	2026 \$	2025 \$
Non-current assets		
Investments in associates held at cost	4,800,000	4,800,000
Investments in marketable shares held at fair value	31,897,016	26,282,739
Total investments	36,697,016	31,082,739

During the year ended 30 June 2026, the Group received \$178,747 (2025: \$184,122) dividends on its investments.

NOTE 20. RIGHT-OF-USE ASSETS

Group as a lessee

The Group has lease contracts for various items of plant and machinery used in its operations. Leases of plant and machinery generally have lease terms between 3 to 5 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets.

The Group also has certain leases of equipment with lease terms of 12 months or less and leases of equipment with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	Plant and Machinery
As at 1 July 2024	637,014
Depreciation expense	(45,458)
As at 30 June 2025	591,556
Additions	–
Depreciation	(302,713)
As at 30 June 2026	288,843

NOTE 21. TRADE AND OTHER PAYABLES

	Consolidated	
	2026 \$	2025 \$
Current liabilities		
Trade payables	6,269,218	7,163,604
Accruals	7,943,380	10,841,062
Other Payables	3,986,682	3,152,127
	18,199,280	21,156,793

NOTE 22. DEFERRED REVENUE

	Consolidated	
	2026 \$	2025 \$
Current liabilities		
Deferred revenue	473,186	464,517
Deferred management fee – deferred portion	31,194,805	30,911,978
	31,667,991	31,376,495
Non-current liabilities		
Deferred revenue	1,274,265	959,013

The Club collects club membership and gym membership fees in advance. At any point in time, where the services for those membership fees have not yet been provided they have been recorded as deferred revenue.

NOTE 23. PROVISIONS

	Consolidated	
	2026 \$	2025 \$
Current liabilities		
Mortality payments	331,687	315,406
Other provisions	30,530,378	1,375,694
	30,862,065	1,691,100
Non-current liabilities		
Mortality payments	413,609	445,289

During the year, the Group recognised a provision of \$29,500,000 in relation to the civil proceedings brought by AUSTRAC. Management has assessed that an obligation exists at the reporting date and expects these to be concluded within the next 12 months.

	Mortality \$	Other Provisions \$	Total \$
Movement in provision			
At 1 July 2024 (current and non-current)	773,463	1,756,009	2,529,472
Utilised/paid	(29,095)	(380,315)	(409,410)
Discounting and probability adjustments	16,327	–	16,327
At 30 June 2025 (current and non-current)	760,695	1,375,694	2,136,389
Arising during the year	–	29,599,000	29,599,000
Utilised/paid	(25,000)	(444,315)	(469,315)
Discounting and probability adjustments	9,600	–	9,600
At 30 June 2026 (current and non-current)	745,295	30,530,379	31,275,674

NOTE 24. LEASE LIABILITIES

	Consolidated	
	2026 \$	2025 \$
Current liabilities		
Lease liability	193,313	300,174
Non-current liabilities		
Lease liability	172,934	382,413
Group as a Lessee		
Presented below is a maturity analysis of future lease payments:		
Within one year	193,313	300,174
One to five years	172,934	323,136
	366,247	623,310

Note 24. Lease liabilities continued**Group as a lessor**

The Group has entered into operating leases on its investment property portfolio. These leases have terms of between 1 and 20 years. Rental income recognised by the Group during the year is \$4,307,194 (2025: \$4,141,925).

	2026 \$	2025 \$
Future undiscounted lease payments to be received under non-cancellable operating leases as at 30 June are as follows;		
Within one year	3,192,062	3,150,106
After one year but not more than five years	9,299,329	7,800,393
More than five years	–	3,409,933
	12,491,391	14,360,432

NOTE 25. EMPLOYEE BENEFITS LIABILITIES

	Consolidated	
	2026 \$	2025 \$
Current liabilities		
Employee benefits	10,348,068	10,055,659
Non-current liabilities		
Employee benefits	1,412,149	1,523,047

All employees are entitled to benefits on retirement, disability or death. The Club contributes to employees nominated superannuation fund at the statutory rate of 12% (2025: 11.5%); these contributions are legally enforceable.

NOTE 26. RESIDENT LOANS

	Consolidated	
	2026 \$	2025 \$
Current liabilities		
Resident Loans	333,721,059	296,341,648

Reconciliation

Reconciliation of the fair values at the beginning and end of the current and previous financial year are set out below:

Opening balance	296,341,648	240,716,708
Deferred management fee recognised in consolidated statement of profit or loss and other comprehensive income	(13,113,625)	(12,990,420)
Net cash receipts on resident departures and arrivals	4,255,863	2,566,000
Change in fair value of resident loan	46,520,000	70,655,000
Change in deferred revenue – DMF	(282,827)	(4,605,640)
Closing balance at 30 June	333,721,059	296,341,648

Resident loans are classified as financial liabilities at fair value through profit and loss with resulting fair value adjustments recognised in the consolidated statement of profit or loss and other comprehensive income. Fair value is the amount payable on demand and is measured at the principal amount plus the residents' share of any increases in market value to reporting date less deferred management fees contractually accruing to reporting date.

Although the expected average residency term is around 12 years, these obligations are classified as current liabilities, as required by Accounting Standards, because the Club does not have an unconditional right to defer settlement to more than twelve months after reporting date.

Resident loans are non-interest bearing and are payable at the end of the resident contract. The rate at which the Group's retirement residents vacate their units, and hence the rate at which the resident loans will fall due for repayment, can be estimated based on statistical tables.

NOTE 27. MEMBERS' EQUITY

	Consolidated	
	2026	2025
	\$	\$
Revaluation reserve		
Balance at beginning of the year	12,896,229	12,896,229
Balance at the end of the year	12,896,229	12,896,229
Amalgamation reserve		
Balance at beginning of the year	33,966,905	33,966,905
Balance at the end of the year	33,966,905	33,966,905

Revaluation reserve

The revaluation reserve is used to record increases and decreases in the fair value of electronic gaming machine entitlements to the extent that they offset each other up to 30 June 2009. It was considered that an active market for these entitlements ceased to exist from 1 July 2009 and consequently they are carried at the most recent valuation. Electronic gaming machine entitlements are tested for impairment annually and any impairment losses are recorded first against the revaluation reserve to the extent that prior fair value gains have been recognised, and subsequently through profit or loss.

Amalgamation reserve

The amalgamation reserve represents the gain arising on the amalgamation of Triglav and Mekong in 2013, Wyong RSL and Halekulani Bowling Club in 2021, and Breakers Country Club in 2022.

NOTE 28. COMMITMENTS

	Consolidated	
	2026	2025
	\$	\$
The Group has entered into contractual arrangements for capital expenditure and sponsorship commitments but not recognised as a liability as at reporting date:		
Payable not later than one year	1,684,818	7,683,274
Payable more than one year	9,000,000	—
	10,684,818	7,683,274

NOTE 29. RELATED PARTY TRANSACTIONS

There were no transactions with related parties during the current and previous financial year.

Key management personnel

Disclosures relating to key management personnel including remuneration paid are set out in Note 30.

NOTE 30. DIRECTOR AND EXECUTIVE DISCLOSURES

30.1 Key management personnel

Key management personnel, being those persons having authority and responsibility for planning, directing and controlling the activities of the entity, include the Directors and Senior Management.

Compensation

Total compensation for key management personnel including Directors and Senior Management of the Consolidated entity during the financial year are set out below:

	Consolidated	
	2026 \$	2025 \$
Total compensation	5,763,932	3,924,389

The increase in key management personnel remuneration between 2025 and 2026 is due to termination payments, long term sick leave arrangements, the full year impact of certain key management personnel roles and general increases in base salaries for expanded duties as the group diversifies its business operations.

The Directors' remuneration is of the nature of expense reimbursements, and is capped at the amounts approved each year by the members at the Annual General Meeting. The remuneration of directors is all of the nature of short term compensation; the directors are not entitled to post-retirement benefits or other long term benefits.

Senior Management are entitled to normal annual leave, vesting sick leave, and long service leave (subject to qualification) and superannuation benefits, they are not entitled to any other long term benefits.

30.2 Compensation of management

30.2.1 Compensation policy

The performance of the Group depends on the quality of its directors and management staff. To prosper, the Group must be able to attract, motivate and retain highly skilled management staff. To this end, the Group embodies the following principles in its compensation framework:

- Provide competitive rewards to attract high calibre executives;
- Establish appropriate market measures of salaries and ensure that management salaries are maintained at market value.
- Maintain and continually develop a reputation as an employer of choice in our industries.

30.2.2 Remuneration committee

Four (4) members of the Board of Directors, together with the Executive Manager People and Culture and Chief Executive Officer form the Remuneration Committee, and maintain responsibility for reviewing compensation arrangements for senior management personnel.

The Remuneration Committee assess the appropriateness of the nature and amount of compensation of key management personnel on a periodic basis by reference to relevant employment market conditions with the overall objective of ensuring maximum membership and Club benefit from the retention of a high quality executive team.

30.2.3 Compensation structure

In accordance with best practice corporate governance, the Remuneration Committee use information obtained from an external consultant in the form of a written report detailing market levels of compensation for comparable executive roles. The report is then presented to a meeting of the Remuneration Committee who review executive remuneration levels, and make recommendations to the Board.

In consideration of the job market, state of the economy, business location, type of organisation and business performance, it has been resolved that the Group will reward management personnel within the market range relevant to the position that they hold, and that the market will be checked every 2 years to ensure that this is maintained.

Senior Management personnel are on employment contracts which specify all conditions of employment and remuneration details. These contracts are reviewed at determined intervals in line with performance, salary and market reviews.

NOTE 31. EVENTS AFTER THE REPORTING PERIOD

There are no significant events occurring after the reporting period which will affect either the Club's operations or results of those operations of the Club's state of affairs.

NOTE 32. REMUNERATION OF AUDITORS

During the financial year the following fees were paid or payable for services provided by Ernst & Young (Australia), the auditor of the Company:

	Consolidated	
	2026	2025
	\$	\$
<i>Audit services – Ernst & Young</i>		
Audit of the financial statements	288,250	328,400
<i>Other services – Ernst & Young</i>		
Non-audit services	50,120	80,448
	338,370	408,848

NOTE 33. INFORMATION RELATING TO MOUNT PRITCHARD & DISTRICT COMMUNITY CLUB LTD (THE PARENT)

Set out below is the supplementary information about the parent entity.

Statement of profit or loss and other comprehensive income

	Parent	
	2026	2025
	\$	\$
Profit after income tax	30,031,571	23,186,194
Total Comprehensive income	30,031,571	23,186,194

Statement of financial position

	Parent	
	2026	2025
	\$	\$
Total current assets	24,413,024	27,450,423
Total assets	903,471,595	835,598,016
Total current liabilities	358,015,197	322,030,612
Total liabilities	413,097,414	375,255,964
Members' Equity		
Reserves	46,863,134	46,863,134
Retained Earnings	443,511,047	413,478,918
Total members' equity	490,374,181	460,342,052

Material accounting policy information

The accounting policies of the parent entity are consistent with those of the Consolidated entity, as disclosed in Note 2.

CONSOLIDATED ENTITY DISCLOSURE STATEMENT

As at 30 June 2026

Entity name	Entity type	Place formed/ Country of incorporation	Ownership interest %	Tax residency
Humphries-Pritchard Investments Pty Ltd	Service Company	Australia	100.00%	Australia
Ignite Property Group Pty Ltd	Service Company	Australia	100.00%	Australia
Meadows Commercial Pty Ltd	Service Company	Australia	100.00%	Australia
Mekong Lease Co Pty Ltd	Service Company	Australia	100.00%	Australia
Mounties Care Pty Ltd	Health and Home Care	Australia	100.00%	Australia
New Diggers Car Park Pty Ltd	Service Company	Australia	100.00%	Australia
New Diggers Land Co Pty Ltd	Service Company	Australia	100.00%	Australia
New Diggers Service Co Pty Ltd	Service Company	Australia	100.00%	Australia
Ozcott Pty Ltd	Home Care, NDIS, retail and wholesale	Australia	100.00%	Australia
Publications for Life Pty Ltd	Media Publications	Australia	100.00%	Australia
Moto Wholesale Pty Ltd	Wholesaler	Australia	100.00%	Australia
Moto 1 Pty Ltd	Health retail	Australia	100.00%	Australia
Moto 2 M Pty Ltd	Health retail	Australia	100.00%	Australia
Moto 3 Pty Ltd	Health retail	Australia	100.00%	Australia
Motobility Australia	Franchisor	Australia	100.00%	Australia
Mounties Pathways Pty Ltd	Sports Development	Australia	100.00%	Australia
Engage Promotions Pty Ltd	Promotional Activities	Australia	100.00%	Australia
Specialist Services Management Group Pty Ltd	Service Company	Australia	100.00%	Australia

DIRECTORS' DECLARATION

For the year ended 30 June 2026

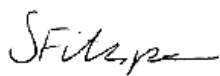
In accordance with a resolution of the directors of Mount Pritchard & District Community Club Ltd, we state that:

In the opinion of the directors:

- (a) the consolidated financial statements and notes of the Group for the financial year ended 30 June 2026 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 2026 and its performance for the year ended on that date; and
 - ii. complying with Australian Accounting Standards – *Simplified Disclosures* and the Corporations Regulations 2001;
- (b) there are reasonable grounds to believe that the Club will be able to pay its debts as and when they become due and payable;
- (c) the consolidated entity disclosure statement required by section 295 (3A) of the *Corporations Act* is true and correct.

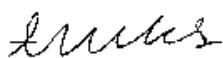
Signed in accordance with a resolution of Directors made pursuant to section 295(5)(a) of the *Corporations Act 2001*.

On behalf of the Board



Stephen Fitzpatrick

Director



Trevor Wilks

Director

3 September 2026

INDEPENDENT AUDITOR'S REPORT



Ernst & Young
200 George Street
Sydney NSW 2000 Australia
GPO Box 2646 Sydney NSW 2001

Tel: +61 2 9248 5555
Fax: +61 2 9248 5959
ey.com/au

Independent auditor's report to the members of Mount Pritchard & District Community Club Limited

Opinion

We have audited the financial report of Mount Pritchard & District Community Club Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2026, the 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, notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2026 and of its consolidated financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards - Simplified Disclosures and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of 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 also fulfilled our other ethical responsibilities in accordance with the Code.

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

Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information is the directors' report accompanying the financial report.

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

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

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

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of:

- ▶ The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards – Simplified Disclosures and the *Corporations Act 2001*; and
- ▶ The consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001*; and

for such internal control as the directors determine is necessary to enable the preparation of:

- ▶ The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- ▶ The consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

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

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

- ▶ Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to



**Shape the future
with confidence**

Page 3

events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Plan and perform the Group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the Group as a basis for forming an opinion on the Group financial report. We are responsible for the direction, supervision and review of the audit work performed for the purposes of the Group audit. We remain solely responsible for our audit opinion.

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

Ernst & Young

Anthony Ewan
Partner
Sydney
3 September 2026

A member firm of Ernst & Young Global Limited
Liability limited by a scheme approved under Professional Standards Legislation

PROPERTY SCHEDULE

Schedule of lands owned by Mount Pritchard and District Community Club Limited

CORE PROPERTIES

Mounties Club

101 Meadows Road, Mount Pritchard, NSW 2170

Property at end of Lena Street, Mount Pritchard, NSW 2170

221568 Lot 200 DP 1015848 & Lot 1 DP 837474

Consolidation Lena Street, Mount Pritchard, NSW 2170

(12,14,16,18,20, 21,22,23,24,25,27,28,29,30,31 and Lot 1 Lena)

Property Young Street, Mt Pritchard, NSW 2170

Consolidated Property

(Lot 13 Lot 14 & Lot 18 Young Street, Mount Pritchard, NSW 2170)

(formerly 29, 21 & 33 Young Street, Mount Pritchard, NSW 2170)

Closed Road Houston Place, Mount Pritchard, NSW 2170

1 Houston Place, Mount Pritchard, NSW 2170

2 Houston Place, Mount Pritchard, NSW 2170

3 Houston Place, Mount Pritchard, NSW 2170

4 Houston Place, Mount Pritchard, NSW 2170

5 Houston Place, Mount Pritchard, NSW 2170

4 Kewin Avenue, Mount Pritchard, NSW 2170

6 Kewin Avenue, Mount Pritchard, NSW 2170

8 Kewin Avenue, Mount Pritchard, NSW 2170

10 Kewin Avenue, Mount Pritchard, NSW 2170

12 Kewin Avenue, Mount Pritchard, NSW 2170

14 Kewin Avenue, Mount Pritchard, NSW 2170

35 Young Street, Mount Pritchard, NSW 2170

254 Humphries Road, Mount Pritchard, NSW 2170

113 Meadows Road, Mount Pritchard, NSW 2170

Mekong Club

Mekong – Unit 10, 117 John Street, Cabramatta, NSW 2166

Mekong – Unit 11, 117 John Street, Cabramatta, NSW 2166

Mekong – Unit 13, 117 John Street, Cabramatta, NSW 2166

Mekong – Unit 14, 117 John Street, Cabramatta, NSW 2166

Mekong – Unit 15, 117 John Street, Cabramatta, NSW 2166

Triglav Club

80-84 Brisbane Road, St Johns Park, NSW 2176

Club Wyong

15 Margaret Street, Wyong, NSW 2259

Part 13/6/3136

1/415164 (comprises auto-conso 7964-209) 121, 122 / 510189

Lot 13

Lot 1

Halekulani Bowling Club

4 Alexandra Street, Budgewoi, NSW 2262

Car Park Overflow

50 Natuna Avenue, Budgewoi, NSW 2262

(Actual address is 2 Alexandra Street, Budgewoi, NSW 2262)

63-71 Natuna Avenue, Budgewoi, NSW 2262

Car Park Main

Breakers Country Club

Lot 351 DP 1976

62-64 Dover Road, Wamberal, NSW 2260

1 Reservations and conditions in the crown grant

2 6421194 Lease to Ausgrid (seeAJ71566)

- AK971351 LEASE OF LEASE 6421194 to Blue Asset Partner Pty Ltd, Eric Alpha Asset Corporation 1,2,3,4 Pty Ltd (CLAUSE 2.3 (B) (11))
- AK971352 LEASE OF LEASE AK71351 to Blue Asset Partner Pty Ltd, Eric Alpha Asset Corporation 1,2,3,4 Pty Ltd clause 12.1
- AK971502 Mortgage of lease AK971351 to ANZ Fiduciary Services Pty Ltd
- AK71571 Change of name affecting lease 6421194 Lessee now Alpha Distribution Ministerial Holding Corporation

3 DP1180895 Restrictions on the use of land

4 DP1180895 Positive Covenant

Note: DP637899 (registered)

Breakers – car park

Lot 1 Torrens Title 1/514231 FREEHOLD

62-64 Dover Road, Wamberal, NSW 2260

Breakers – golf course

Lot 350 and 351 DP1976 FREEHOLD

62-64 Dover Road, Wamberal, NSW 2260

Lot 336 DP1976 FREEHOLD

124 Willoughby Road, Wamberal, NSW 2260

First lot of land comprising Auto Consol 8585-177

Lot 337 DP 455028

124 Willoughby Road, Wamberal, NSW 2260

Second lot of land comprising Auto Consol 8585-177

Lot 2 DP 708231

124 Willoughby Road, Wamberal, NSW 2260

Third (and final) lot of land comprising Auto Consol 8585-177

NON-CORE PROPERTIES

Mounties Club

17 Lena Street, Mount Pritchard, NSW 2170
89 Meadows Road, Mount Pritchard, NSW 2170
99 Meadows Road, Mount Pritchard, NSW 2170
115 Meadows Road, Mount Pritchard, NSW 2170
3 Young Street, Mount Pritchard, NSW 2170
3 Leo Street, Mount Pritchard, NSW 2170
4 Leo Street, Mount Pritchard, NSW 2170
5 Leo Street, Mount Pritchard, NSW 2170
7 Leo Street, Mount Pritchard, NSW 2170
8 Leo Street, Mount Pritchard, NSW 2170
9 Leo Street, Mount Pritchard, NSW 2170
10 Leo Street, Mount Pritchard, NSW 2170
12 Leo Street, Mount Pritchard, NSW 2170
10 Cherry Street, Mount Pritchard, NSW 2170
19 Young Street, Mount Pritchard, NSW 2170
87 Meadows Road, Mount Pritchard, NSW 2170
121 Meadows Road, Mount Pritchard, NSW 2170
121 Meadows Road, Mount Pritchard, NSW 2170
123 Meadows Road, Mount Pritchard, NSW 2170
5 Kewin Avenue, Mount Pritchard, NSW 2170
6 Lena Street, Mount Pritchard, NSW 2170
9 Lena Street, Mount Pritchard, NSW 2170
9 Young Street, Mount Pritchard, NSW 2170
11 Young Street, Mount Pritchard, NSW 2170
38 Young Street, Mount Pritchard, NSW 2170
256 Humphries Road, Mount Pritchard, NSW 2170
6 – 75 Silverwood Avenue, Luddenham, NSW 2745
LOT 8 DP 248069

Harbord Diggers Club

Diggers – 80 Evans Street, Freshwater, NSW 2096 – Consolidated Lots
Diggers – 80 Evans Street, Freshwater, NSW 2096
Diggers – 4a Lumsdaine Drive, Freshwater, NSW 2096
Watermark Freshwater
Subdivision Retirement Village –
Lot 1, Lot 3 and Lot 20, 80 Evans Street, Freshwater, NSW 2096
2 Harbord Street Sussex Inlet, NSW 2540 – Resorts
Shoalhaven Sussex Inlet – Rental property
253 River Road, Sussex Inlet, NSW 2540

Mekong Club

Mekong – Lot 12 – Strata Plan 23152

Club Wyong

Lot 201 Torrens Title 201/740551
20 Hope Street, Wyong, NSW 2259

Lot 200 Torrens Title 200/740551
24 Margaret Street, Wyong, NSW 2259

Halekulani Bowling Club

Lot 2194 Torrens Title 2194/30673
8 Alexandra Street, Budgewoi, NSW 2262
Address is 8 Alexandra Street

Lot 2195 Torrens Title 2195/30673
6 Alexander Street, Budgewoi, NSW 2262

Lot 2190 Torrens Title 2190/30673
1 Marina Street, Budgewoi, NSW 2262

Lot 2191 Torrens Title 2191/30673
3 Marina Street, Budgewoi, NSW 2262

Breakers Country Club

60 Dover Road, Wamberal, NSW 2260

Mounties Care

Wyoming Medical Centre
254 to 256 Henry Parry Drive, North Gosford, NSW 2260

6/3 Vuko Place, Warriewood, NSW 2101
Lot 5 in Strata Plan 36915

Street University

403 Newbridge Road, Moorebank, NSW 2170

SCHEDULE OF PROPERTY & LANDS LEASED BY MOUNT PRITCHARD & DISTRICT COMMUNITY CLUB LIMITED

Manly Bowling Club Perpetual

Lot 1 Torrens Title 1/705486

Lot 22 Torrens Title 22/526952

1 B85111 Land excludes Minerals

2 7914996 Lease to MPCC exp 30/6/2022 (See AS33539)

Parcels Land 338-339 in DP 1976

Lot 334 Torrens Title 334/1976

4/355-365 South Gippsland Highway, Dandenong South, VIC 3175

Shop 8/189 Station Road, Burpengary, QLD 4505

48 Redland Bay Road, Capalaba, QLD 4157

6-8 Imboon Street, Deception Bay, QLD 4508

4/73 Old Maryborough Rd, Pialba, QLD 4655

132 Boat Harbour Road, Pialba, QLD 4655

4/160 Brisbane Road Booval, QLD 4304

Unit 2, 376 Newbridge Road, Moorebank, NSW 2170

Warehouse, Offices & showroom 14 Burgay Court, Osborne Park, WA 6017

Warehouse Lot 2, 2 Burgay Court, Osborne Park, WA 6017

Warehouse 15 Burgay Court, Osborne Park, WA 6017

Showroom 2, 17 Gordon Road, Mandurah, WA 6210

Showroom Shop 31, 57 Joondalup Drive, Edgewater, WA 6027

Marina Building, Shop 6, Runaway Bay, QLD 4216

This page has been left intentionally blank.

CORPORATE DIRECTORY

MOUNTIES GROUP

101 Meadows Road
Mount Pritchard NSW 2170

Locked Bag 1
Wetherill Park NSW 2164
(02) 9822 3555

info@mountiesgroup.com.au
mountiesgroup.com.au

BUSINESS – COMPANY NAMES

- Mount Pritchard & District Community Club Limited
- Mounties
- Aidapt Australia
- Armrx Australasia
- Babylon Bites
- Breakers Country Club
- Carers and Companions
- Care Your Way
- Club Care
- Club Italia
- Club Wyong
- Engage Promotions
- Galen Healthcare^
- Galen Petroleum^
- Galen Property^
- Guildford Road Medical Centre
- Halekulani Bowling Club
- Harbord Diggers
- Humphries-Pritchard Investments Pty Ltd.
- Ignite Property Group Pty Ltd
- Invitation to Health
- Jumbo Seafood Restaurant
- Major Fun Freshwater
- Major Fun Mount Pritchard
- Manly Bowling Club
- M Brasserie
- Meadows Commercial Pty Ltd
- Mekong Lease Co Pty Ltd
- Moto 1 Pty Ltd
- Moto 2 M Pty Ltd
- Moto Wholesale Pty Ltd
- Mounties Academy of Excellence
- Mounties Bowling Club
- Mounties Care
- Mounties Care Retirement Living
- Mounties Care Health & Fitness
- Mounties Care Mobility & Independence
- Mounties Care Health Clinic
- Mounties Care Home Care
- Mounties Centre of Excellence
- Mounties @ Sussex
- New Diggers Carpark Co Pty Ltd
- New Diggers Service Co Pty Ltd
- New Diggers Land Co Pty Ltd
- Opulence 254 by Mounties
- Ozcott Pty Ltd
- Sanctuary Care
- Scooters Australia
- Southwest Mounties MAGIC Pty Ltd
- Specialist Oncology Group^
- Specialist Services Management Group Pty Ltd+
- SMG Auchenflower Qld^
- SSMG Bella Vista NSW^
- SSMG Blacktown NSW^
- SSMG Castle Hill NSW^
- SSMG Deakin ACT^
- SSMG Katoomba NSW^
- SSMG North Lakes Qld^
- SSMG Richmond NSW^
- SSMG Spring Hill Qld^
- SSMG Wentworthville NSW^
- SSMG Westmead NSW^
- Publications for Life Pty Ltd
- Rehab & Mobility
- Rehab & Mobility Products
- Rehab & Mobility Queensland
- Rehab & Mobility Wholesalers
- Rehab & Mobility Wholesalers NSW
- Spinners Restaurant
- Triglav
- Watermark Freshwater
- WOW! Mobility
- WOW! Mobility & Rehab

