



**IMPROVING THE LIVES OF  
OUR MEMBERS SINCE 1964**  
NOW AND INTO THE FUTURE

# ANNUAL REPORT 2023

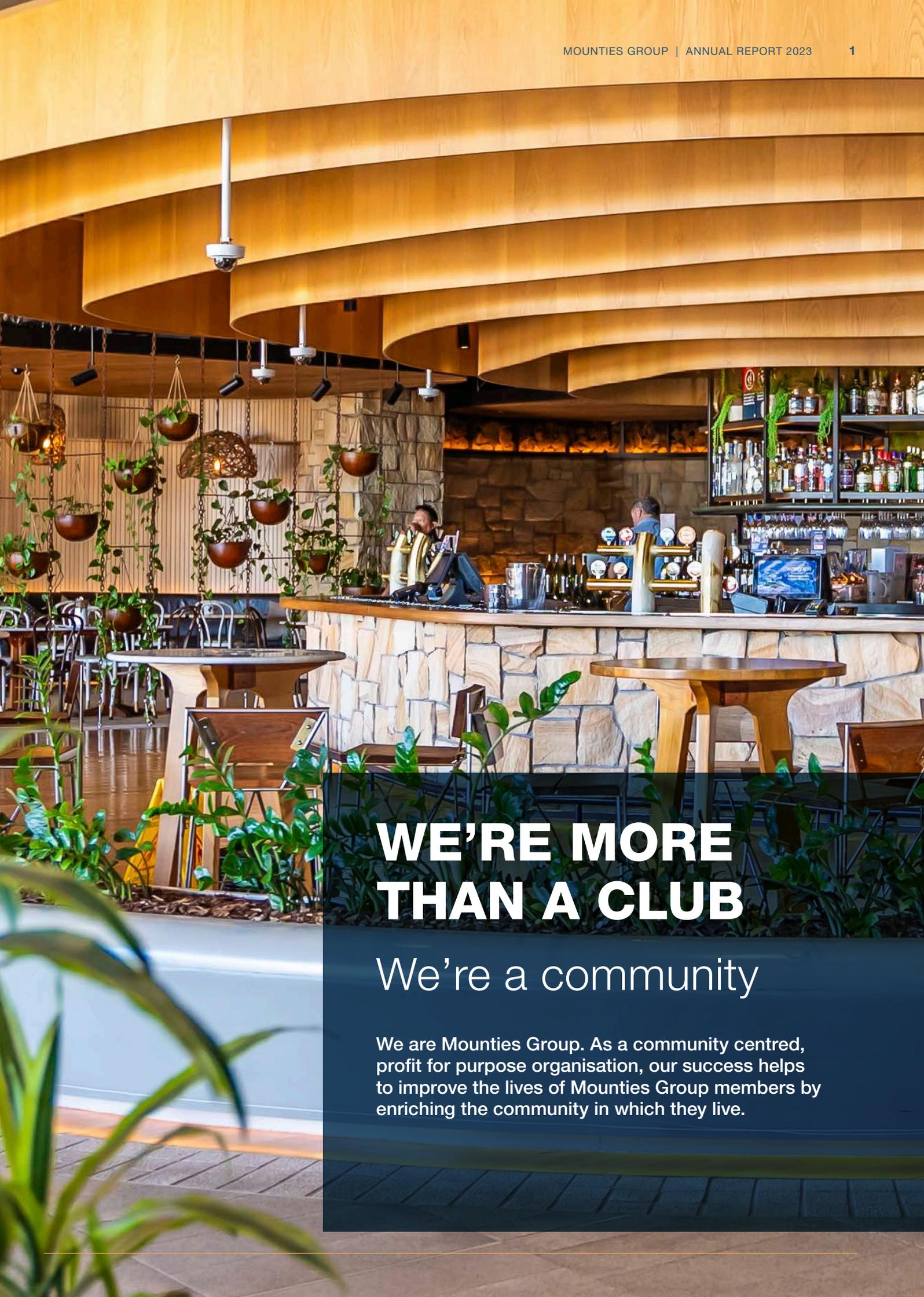


# Contents

<b>02</b>	FY23 Highlights	<b>60</b>	South West Mounties Magic
<b>04</b>	From the President	<b>60</b>	Power of Pathways for Females in Rugby League
<b>06</b>	From the CEO	<b>62</b>	Social Inclusion
<b>08</b>	Who are Mounties Group?	<b>66</b>	Mounties Care continues taking care to new heights
<b>10</b>	Our Financial Success	<b>67</b>	KARI Foundation can carry on Supporting Indigenous Youth
<b>12</b>	Not all Clubs are the Same	<b>68</b>	Building a Sustainable Future
<b>14</b>	Our Proud History	<b>70</b>	Creating a Safer Workplace by addressing domestic, family and sexual violence
<b>16</b>	What We Offer	<b>71</b>	Mounties Group Wins NSW Clubs & Community Awards
<b>36</b>	Strategy	<b>72</b>	Vale: Thomas Murphy
<b>38</b>	Board of Directors	<b>73</b>	Annual Christmas Carnival
<b>40</b>	Management Team	<b>74</b>	Our Governance
<b>42</b>	Women Inspire Us	<b>80</b>	ESG Reporting
<b>43</b>	Staff Portfolio	<b>83</b>	Director Duties & Responsibilities
<b>44</b>	Our Members	<b>84</b>	FY2023 Financial Report
<b>46</b>	Providing More for Our Communities	<b>85</b>	Directors' Report
<b>48</b>	Improving the Lives of Our Members	<b>91</b>	Auditor's Independence Declaration
<b>50</b>	The Difference We Make	<b>92</b>	Consolidated Financial Statements
<b>52</b>	Her Sport Festival Gets Boost to Support Women with Disabilities	<b>96</b>	Notes to the Consolidated Financial Statements
<b>53</b>	Spreading Rainbows One Swim at a Time	<b>122</b>	Directors' Declaration
<b>54</b>	Club Grant Report	<b>123</b>	Independent Auditor's Report
<b>56</b>	Keeping Hearts Beating One AED at a Time	<b>126</b>	Property Schedule
<b>57</b>	A Super Collaboration to Brighten the Smiles of Sick Children	<b>133</b>	Corporate Directory
<b>58</b>	Sports Director Report		
<b>59</b>	Mounties Group Sub Clubs		



Our 2022 Annual Report saw Mounties Group as a proud Bronze Award recipient in the 2023 Australasian Reporting Awards. The only Club in NSW to receive an award for transparency, openness and accuracy of reporting to our stakeholders.



# WE'RE MORE THAN A CLUB

We're a community

We are Mounties Group. As a community centred, profit for purpose organisation, our success helps to improve the lives of Mounties Group members by enriching the community in which they live.

# FY23 Highlights

The 2023 financial year continued to be a great year for growth and diversification for the Group as we continue to deliver on our purpose to improve the lives of our members.

This year we continued our expansion into health, providing our members with options for home care, health clinics and now independent living aids so they continue to receive Mounties Group benefits long after they can no longer visit our clubs.

As a profit for purpose business we continue to provide options for all our members, no matter their life stage.

LOCATIONS

**32**

TOTAL MEMBERS

**225,131**

CREATED OVER

**3,000**

LOCAL JOBS

SERVED

**1,479,339**

MEALS

SERVED OVER

**3 MILLION  
MEMBERS**

AND THEIR GUESTS

PROVIDED OVER

**600,000**

FITNESS CLASSES

PROVIDED OVER

**\$10 MILLION**

IN DIRECT COMMUNITY SUPPORT

SPENT OVER

**\$300,000**

ON UPKEEP AND MAINTENANCE OF  
LOCAL COUNCIL OWNED COMMUNITY  
PARKS AND FIELDS

PROFIT TO MEET OUR  
PURPOSE NEXT YEAR

**\$29 MILLION**





SUBSIDISED EXPENSE FOR

**15,000**

LOCAL CHILDREN TO PLAY  
JUNIOR SPORT IN OUR  
LOCAL COMMUNITY

SUPPORTED

**54 SOCIAL  
INCLUSION  
GROUPS**

WITH OVER

**\$3 MILLION**

IN FUNDING

SPENT OVER

**\$5 MILLION**

ON LIVE ENTERTAINMENT

PROVIDED MORE THAN

**\$10 MILLION**

TO MEMBERS IN PRIZES  
AND REWARDS



HELPED

**61 LOCAL  
COMMUNITY  
GROUPS**

WITH FINANCIAL ASSISTANCE

EXPANDED MOUNTIES CARE FOR  
OUR MEMBERS TO INCLUDE:

**CARE CONCIERGE  
HOME CARE  
HEALTH CLINICS  
INDEPENDENT  
LIVING AIDS  
DISABILITY SERVICES  
GENERAL PRACTICE  
MOBILITY AIDS  
ALLIED HEALTH**

**SPONSORED  
AUSTRALIA'S FASTEST  
RAPID RESPONSE RESCUE  
HELICOPTER TO DELIVER  
375 MISSIONS**



# FROM THE President

## Dear Members

The opening of the original Mounties Licensed Club occurred in April 1968. The company as we know it was formed some 4 years before that. Those founders I believe would be pleased with the progress made over the years, but we always remain mindful of the core reason for creation that they laid down.

The financial year FY23 commenced with COVID-19 still in the community and on everyone's mind. From a Club perspective there were no forced closures by the Government unlike the previous year.

At the AGM in October 2022, elected to the Board for the first time was Denis Byrne. Denis is a long standing member of Mounties.

Towards the end of the financial year, in May 2023, long serving Board member Tom Murphy passed away. Tom joined Mounties in June 1964. Recognised as Foundation Member number 63, Tom was just short of 59 years as a Mounties Group member. He was elected as Assistant Club Captain by the sports bodies in 1993, subsequently became Club Captain in 1994 and 1995. It was in 1995 that he was appointed to the Mounties Board, and subsequently elected at every election since.

For Tom's services to the Club over many years, the members elected him to Life Membership in 1998.

Tom was very involved with his chosen primary sport of Indoor Bowls. He became President of that sub club in 1989, a position he held until recently. During his active playing of the sport, he went all way winning various championships of club, district, state and national. Tom is sadly missed by all.

Consolidation of the newer Clubs into the Group continued successfully throughout the year.

Through the Mounties Care section of the Group, sponsorship of the CareFlight Rapid Response Helicopter is in its third year.

This is a critical and essential service to the greater Sydney area, potentially benefiting all Mounties Group members as well as the wider community.

Membership of the Group grew from ~203,000 in July 2022 to ~225,000 at the end of the financial year. With growth continuing into the new financial year, as local people show their support for our organisation in these challenging times.

Members of Mounties Group, with support from our Clubs, subsidised more than 15,000 local children to play sport, contributing around \$300,000 to the upkeep of local council grounds, so local children may enjoy better facilities. On top of this, we have also provided sponsorship to local sporting teams for a total of more than \$900,000

Staff, from senior management through front line and support services have yet again performed admirably throughout the year. This includes staff new to Mounties Group in medical and well-being services.

The Board continued in the year as a member focussed unit, putting members, local communities and the sustainability of the corporation at the forefront. The Board continually monitors our strategic plan and resets where required, to ensure we meet more of our members' needs. We recognise that health is the area in which we can make a big positive difference so have opened general practice medical clinics, home care nursing services, and mobility and independent living aids are coming shortly, to give our members a more independent and connected life as they age.

At the same time, we have continued to focus on our Clubs, by providing a destination of choice, with over \$5 million spent on entertainment and more than \$10 million given back to our members in prizes and rewards. Coupled soon with the opening of the new auditorium at Mounties site, to ensure affordable entertainment is available to all.



“Sixty three years ago, our founders had a dream to create an organisation that would purchase goods and sell themselves as members for a profit and then use the profits made to improve the lives of their families, friends and neighbours.”

Registered Clubs in NSW who earn \$1 million or more in gaming profit have an option to either pay that amount in tax or donate the money to worthwhile causes in our local community. This year, that expected requirement from Mounties Group was \$2 million but we once again chose to go far beyond the legal requirement as we always have.

The Group has continued, and will continue, community involvement in our operational areas. This includes support of various local volunteer organisations, sports, both internal to the Club Group and external by way of sponsorships. Detail on this is covered in the Grants and Donations section in this Annual Report, but totalled over \$10 million in direct community contributions.

Additionally, the Sports Committee provides monitoring and advises on sporting sub clubs that are a part of the Group.

The Grants Committee and the Sports Committee again are both to be congratulated for their professional approach and substantial time put in to assist the Board in its determinations in these areas. Congratulations also go to the six Advisory Committees providing input to the Board on local matters in their respective areas as well as on cultural matters where appropriate.

Through constructive management the Group CEO (Dale Hunt) and his team have again provided an excellent financial result as can be seen within this Annual Report. This allows the Board

to continue facility updates and upgrades as well as support for local charity organisations who provide much needed assistance to various sectors of our communities.

We strive to be an affordable option for our members, with generous subsidies on everyday products including providing a beer around 30% cheaper than the state average, regular discounts on meals in our outlets so families or friends can continue to gather over a lunch or dinner.

May I take this opportunity to again thank all members for their ongoing support of the Group Clubs and the growing Mounties Care areas.

Let us hope the balance of 2023, and beyond, are safe for all the community as we settle in to a new normal following the last few years of uncertainty and financial stress for many in the community.

*John Dean*

**John Dean**  
President, Mounties Group



# FROM THE Chief Executive Officer

**Dear Members**

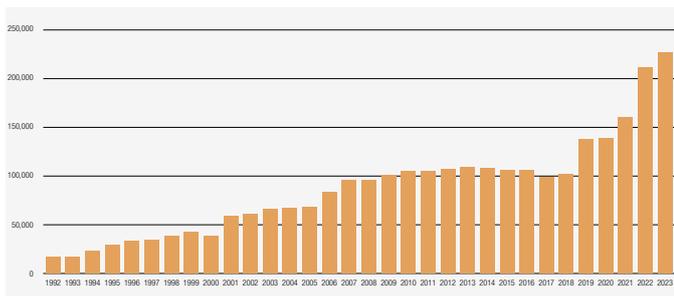
Anybody can write a policy or build a strategy on a page, but it means nothing if it's not embedded in the fabric of who we as an organisation are, and placed into action.

We spoke at our AGM in 2019 about getting back to our origins, managing our profit for purpose model, reducing our debt, and delivering to the needs of our local community by building greater success in our organisation which we could then use to invest in our core purpose of improving the lives of our members. At each meeting since then we have reported our progress and achievements.

I am pleased to say that 2023 saw that success continue to grow despite some hard challenges and negative media coverage of the Club industry as a whole.

Mounties Group membership grew once again, to now be over 225,000 people across NSW sharing one purpose, vision and goal and has recorded one of the greatest levels of engagement of any organisation in the country because local people choose Mounties Group as their system for delivering their purpose. Our number of members now exceed the population of NSW 5th largest city.

**Mounties Group Members**



Our Total Revenue grew from \$133 million to \$207 million this year, our Net Profit grew from \$23 million to \$29 million and our Net Assets grew from \$388 million to \$416 million.

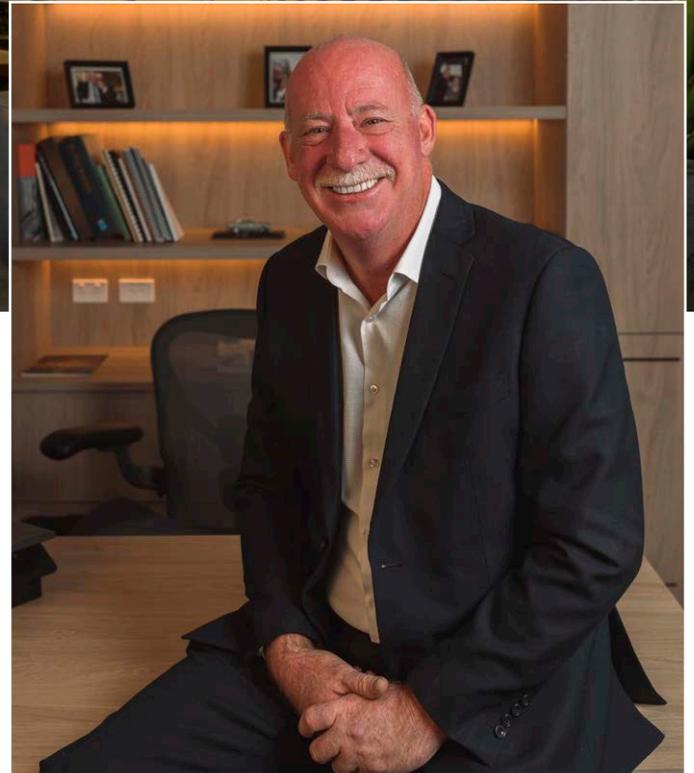
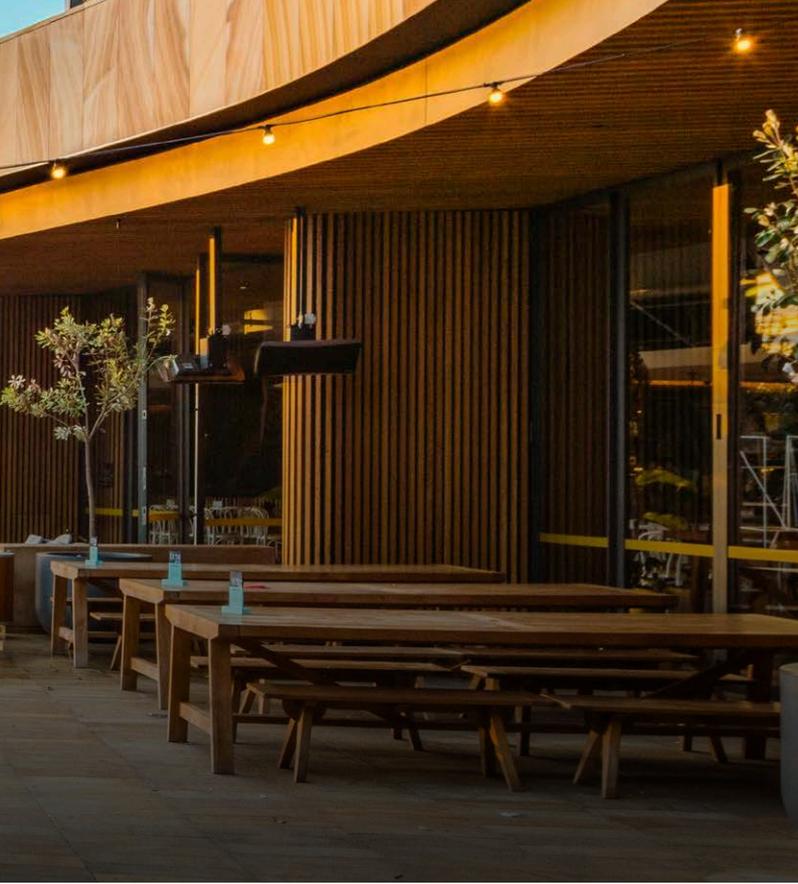
When we compare our total revenue with our number of members, that means that on average each Mounties Group member spends \$2.52 per day across our Group.

While pub owners may use their profits to buy a bigger house for themselves or casino owners may take their profits overseas to spend, this year, the member owned Mounties Group has provided lifesaving helicopters, subsidised sports to over 15,000 local children, youth centres for hundreds of troubled teens, clothes for sick children in hospital and spent more than \$3 million on 54 sub clubs for social inclusion programs.

In years of past, we had large debt amounts, spent less on our members than we do now and concentrated more on traditional club offerings such as gambling and alcohol. Today, our approach has simply been around our “profit for purpose” ethos, where we make a profit and then use the profit we make to improve the lives of our members.

Our EBITDARD is our trading profit (before Interest, Tax, Depreciation, Amortisation, Rent and Donations), which is the most recognised way to measure financial performance and we have again improved the performance of the organisation to allow us to contribute more to meeting our core purpose. This year our EBITDARD grew from \$29 million to \$51 million.

We are fortunate to have a social license to operate in certain industries and we take that responsibility seriously with the welfare of our members being on the front foot. We have continued to ensure poker machine players within our venues are limited to a maximum bet of \$10, we offer third party exclusion for those at risk and that each and every person playing a gaming machine or drinking alcohol shows identification when entering any of our venues amongst other measures. We have also improved our ESG reporting once again to provide even better communication and transparency in what we do.



**Trading Profit (EBITDARD)**

	2023	2022
Hospitality (Clubs)	\$48,500,00	\$28,100,000
Health & Leisure	\$2,500,000	\$500,000
<b>TOTAL</b>	<b>\$51,000,000</b>	<b>\$28,600,000</b>

We have used our financial success from last year to open general practice medical clinics, offer home care nursing services, disability care services and now discounted mobility and disability aids to members so you enjoy a better quality of life.

We also continue to improve our Club offerings with the new auditorium at Mounties, the new bowling greens at Halekulani, the updated pro shop at Breakers and much more.

New activities such as donating 50 life saving defibrillators to the local community, a NSW wide domestic violence program that will save the lives of local women and providing backpacks full of schools supplies to over 500 local children certainly had big positive impacts on local lives and were just some of the great things we achieved as a member based organisation when we enjoy financial success.

This year, we grew our staff to more than 1,000 local people paying out \$52 million in wages at the same time as creating over 3,000 more jobs with suppliers, giving employment to our neighbours and community members.

To our President John and our Directors, all of whom are volunteers and give of their own time and skills to make the lives of our members better, you make a huge positive difference and to all fellow members that make all of this possible. I offer my heartfelt thanks for your support and friendship.

I hope Kev would be proud.

*Dale Hunt*

**Dale Hunt**  
 ACCM; AMAMI; AIMM; MAICD  
 Chief Executive Officer, Mounties Group

# WHO ARE Mounties Group?



## ABOUT Mounties Group

On 19 February 1960, a small group of local families met around a dining table in Cabramatta to discuss opening a social enterprise that would generate an income, make a profit and then use the profits generated to improve the lives of their families, friends and neighbours.

Their concept became an organisation in the form of a registered club in 1968 with an official opening held on Saturday, 22 June of that year. We have always been a business that evolves with the needs of our members. Over the years this willingness to change has seen us grow from a small army hut in South West Sydney which held nothing more than a bar, a pool table and library into today's reality of the largest registered club group in Australia.

The journey has not always been easy, we too have faced our challenges. From our early days in 1968 when we faced penalties and backlash from the government for treating women as equal members of the Club, to more recent challenges of a worldwide pandemic, we continue to succeed due to the support and loyalty of our members.

Today, Mounties Group is the largest and most successful club group in Australian history. We retain our original ethos "to improve the lives of our members" but the manner in which we deliver this purpose has evolved into meeting the needs of our members today in modern society.

### OUR MISSION

To improve the lives of our members.

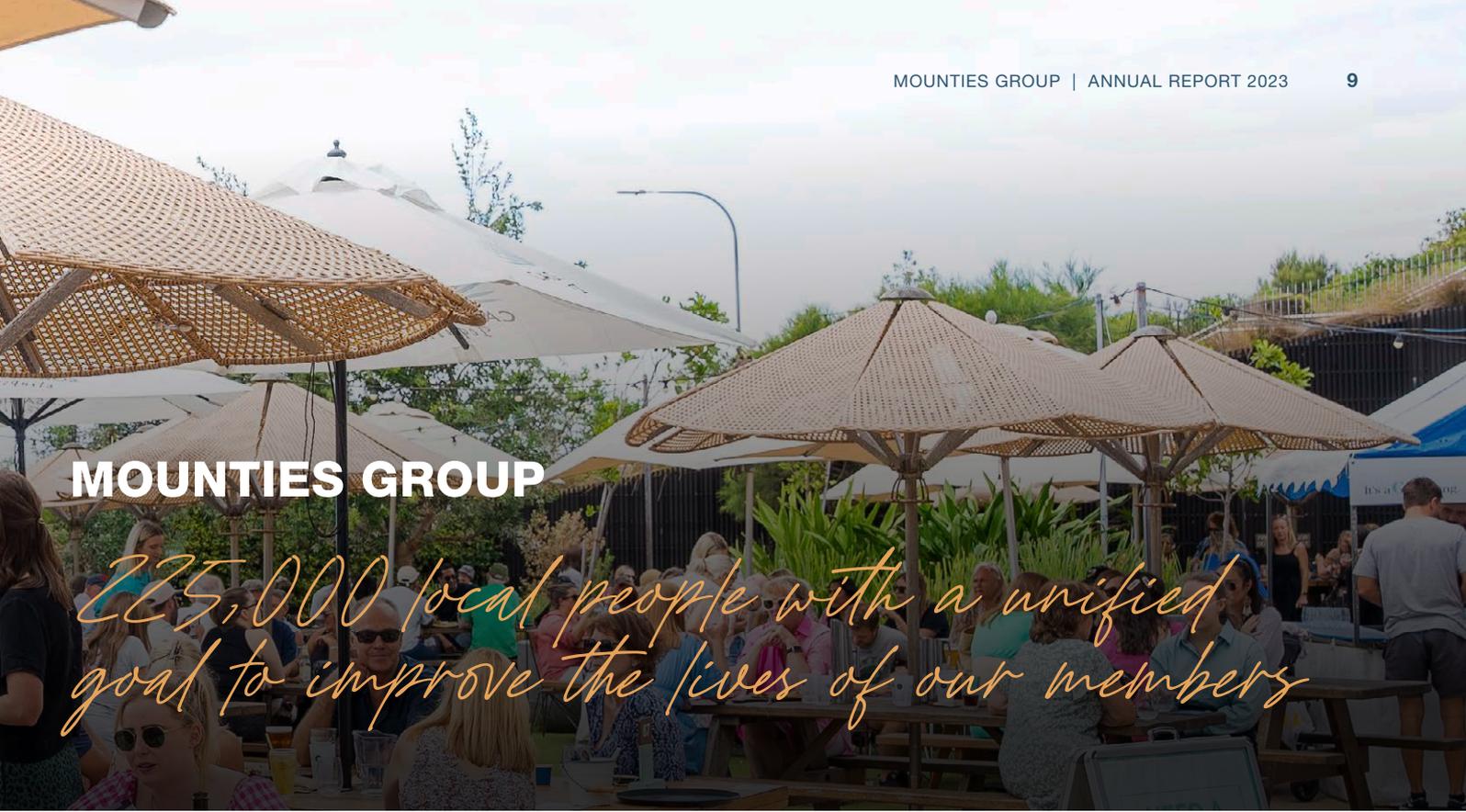
### OUR VALUES

Family	Fun	Honest
Loyalty	Care	Innovative
Outcome Driven		

### WE ARE UNIQUE

#### WE ARE UNLIKE ANY OTHER CLUB IN AUSTRALIA.

The profit we make, is given back to our members and local community to improve their lives. Whether that be through donations to local community groups, building infrastructure in our local communities, supporting employment for 3,000 people, subsidising health programs, or providing a hub for social inclusion.



# MOUNTIES GROUP

*225,000 local people with a unified goal to improve the lives of our members*

## OUR

# Mounties dollar

(for every dollar you spend)

### 16%

COMMUNITY FACILITIES AND SUPPORT

\$10 million in Direct community support

\$3 million spent on Social Inclusion programs

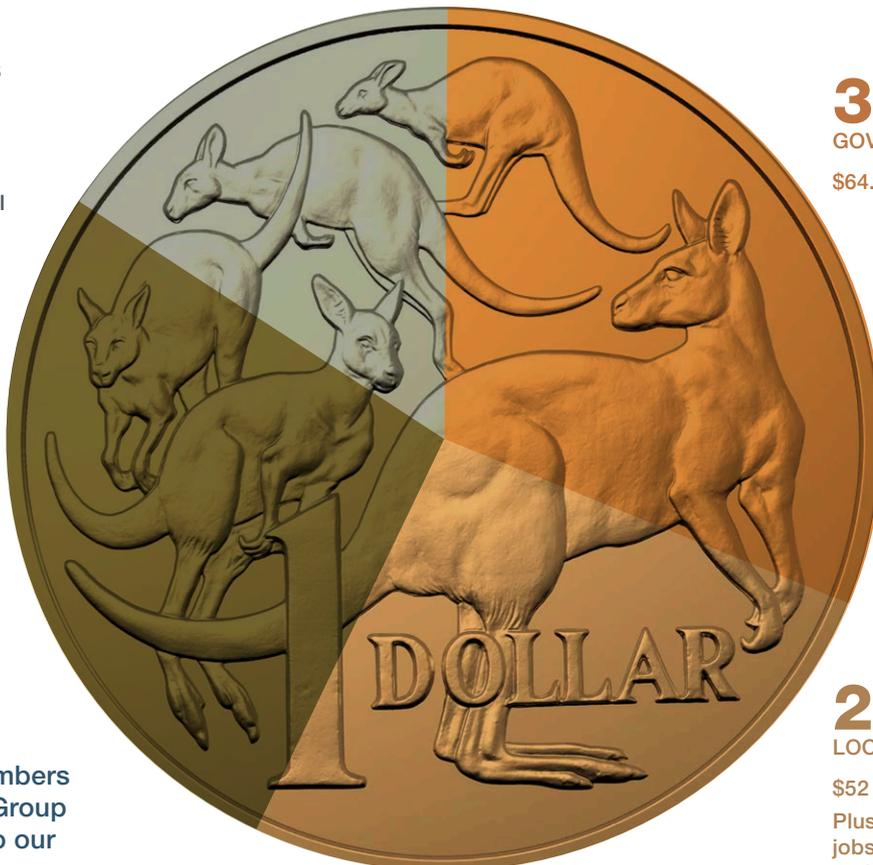
\$900,000 in sponsoring local sporting teams

### 27%

PURCHASES FROM LOCAL BUSINESSES

\$56 million spent buying produce, milk, food and other products

Every dollar our members spend at Mounties Group is invested back into our communities.



### 31%

GOVERNMENT TAXES

\$64.2 million paid in taxes

### 26%

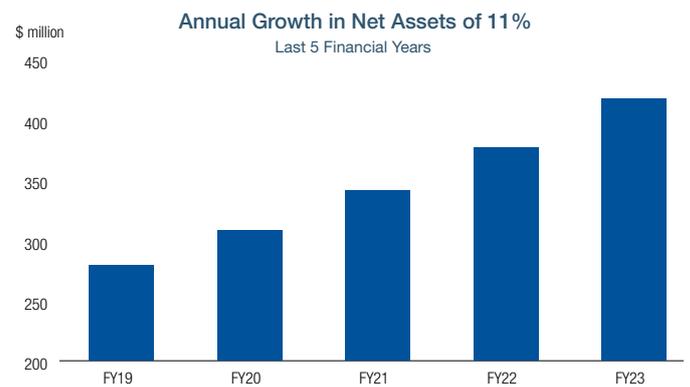
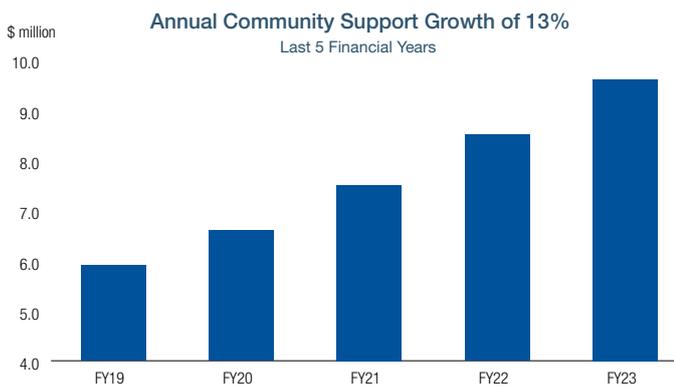
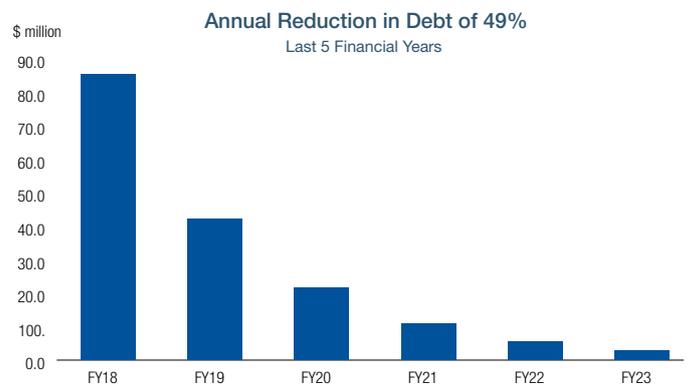
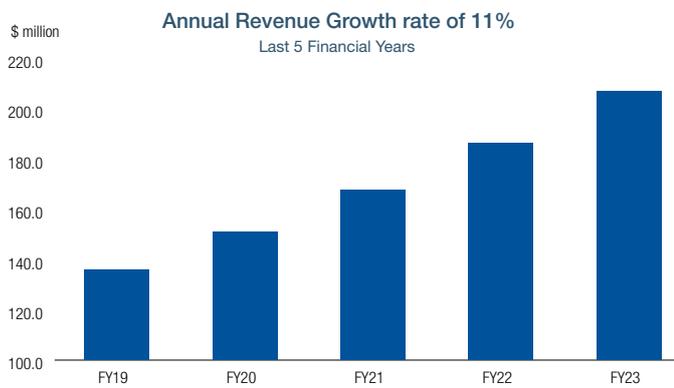
LOCAL JOBS

\$52 million in wages

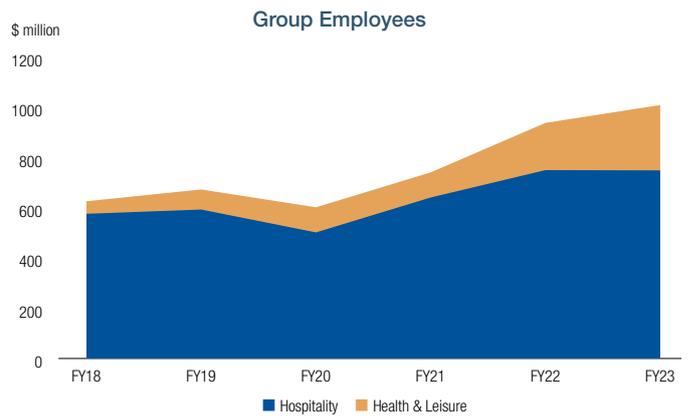
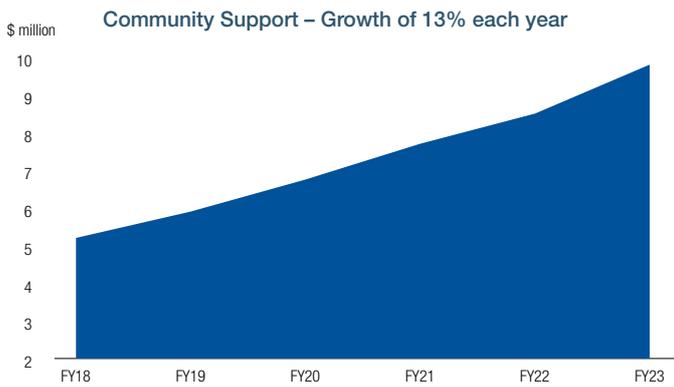
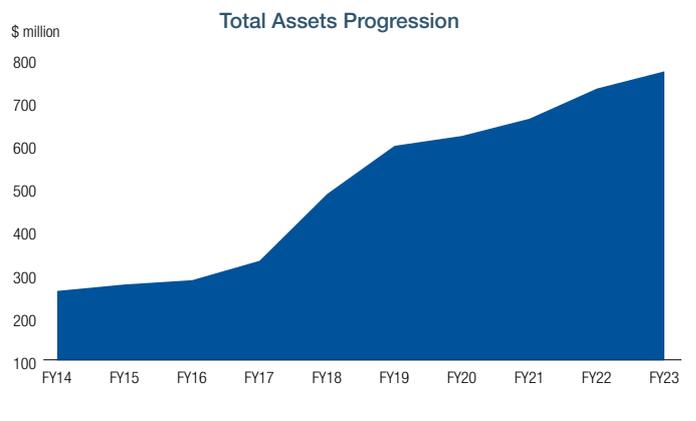
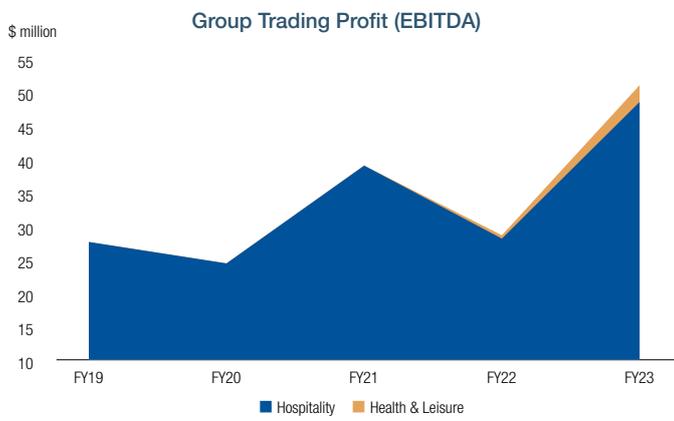
Plus an additional 3,000 local jobs created for our suppliers and partners

# OUR FINANCIAL SUCCESS

## SINCE 2019 WE HAVE STRENGTHENED OUR BUSINESS



Compounded over the past 5 years.



# HOSPITALITY | HEALTH | LEISURE | PROPERTY

## NOT ALL CLUBS are the same

While other clubs do wonderful work for the traditions of RSL or to funding sport such as rugby league, Mounties Group's focus is on our members and community.

Mounties Group's distinctive approach is evident in our mission. The profit earned is channelled back into improving the lives of our members and the community – worthy causes, needed services, supporting sporting clubs and improved facilities. We are a profit for purpose business that strives to improve the lives of our members, in many different ways.

Through donations to community groups, bolstering local infrastructure or subsidising sport for 15,000 local kids, we are proud to stand out from the crowd. But it doesn't stop there. Mounties Group has evolved beyond the traditional club model, positioning itself as a hub for social inclusion and support for its members.

### CHAMPIONING RIGHTS

A testament to Mounties Group's moral compass is its history of standing up against injustice. In an era where women were segregated and Aboriginal rights were overlooked in the 1960s and 1970s, Mounties Group took a public stand for equality, even when it led to controversy. With a record of standing quietly in the background for all to have a fair say, before coming together as one, to stand united for what we believe is right. That commitment remains today as we stand in support of numerous minority groups and people in our community as well as our members right to choose how they live their own lives.

### INDEPENDENCE & MOBILITY

Understanding the unique challenges of our ageing community, we have further diversified our offerings this year to provide health care solutions that matter. While Mounties Care has provided health and medical services for many members, a focus on independent living aids and mobility products has meant we have expanded our reach to support those who want to maintain their independence.

By empowering older members to remain active participants in their communities, Mounties Group is proud to assist locals to remain independent, sustain friendships and of course have greater access to affordable products that improve their lives.

## A FUTURE AT HOME

As part of our health care journey, Mounties Group has made strides to reduce the need for residential aged care facilities through Mounties Care Home Care services. Mounties Care has grown its home care offerings substantially this year providing assistance to more people as they age. Home Care services range from simple companionship or help with shopping to full time live-in care. This means that fewer of our members now need to enter a residential aged care setting and can remain independent in their own homes for longer.

## GENERAL MEDICAL

Mounties Care Health Clinics have grown across wider Sydney in the last twelve months bringing a new level of patient focused care to our local communities. These services allow locals to access the best possible care, while also maintaining an affordable price for access to quality general medicine.

Our expansion across the Mounties Care portfolio underscores our commitment to provide quality health care that doesn't break the bank.

## MEMBER STORES WITH MORE

The traditional club gift shop is about discounts on non-essential items such as gifts and alcohol, but Mounties has taken this beyond the norm. Our member stores now offer discounts on various important products and equipment including mobility aids, asthma equipment and sensory tools for autistic children.

We also know that it's nice to enjoy those traditional discounts so as the cost of living increases, we have introduced some certainty such as the price of a beer where a member can lock in a price on their beer for a year ahead, offering a simple way to ensure our members have access to guaranteed savings.

## SUPPORTING YOUTH THROUGH STREET UNI

Mounties Group does more than simply enrich the lives of our present members but goes deeper to truly make a difference to young people in our community. Ted Noffs Foundation opened its first Street University in Liverpool thanks to the funding and support from Mounties Group.

Since then, Street University has helped thousands of young people find exciting new futures and we were proud to recently be able to provide an entirely new home for the Liverpool Street Uni where they can continue their amazing work. The new facilities for Liverpool Street University now enable the Ted Noffs Foundation to support and fulfill the dreams of more local youth both now and in the future.

## A SAFER APPROACH TO GAMBLING

Mounties Group understands the responsibility that comes with operating venues that have gaming machines. We are committed to providing the highest standards of customer care through implementing responsible gambling practices.

Our gambling guidelines balance our unique understanding that a member's decision to participate in gaming is a personal choice, but with that choice it also places a responsibility on Mounties Group to ensure relevant information, advice and assistance are available for our members to make informed decisions based on their circumstances.

While we adhere and endorse all legislated responsible gaming requirements we have taken further steps to increase compliance and safety by introducing further self-imposed responsibilities. These include requiring all persons playing gaming machines to provide their name and address for identification before playing. We have set maximum bet levels of \$10 on poker machines across our venues and provide an opportunity for family members to seek exclusion on play. All our Clubs also provide free problem gambling counselling and we have an independent review of our compliance conducted in all venues and gaming spaces on a regular basis.

Mounties Group is committed to providing a safe and responsible gambling environment for those members who choose to partake in this form of entertainment and we pride ourselves on doing more than the industry and our legislation ask of us.

## A NEW AUDITORIUM

Mounties has always been a place of gathering with friends and family and this year we made that even easier with the planned opening in October of our new multi-million dollar auditorium designed to bring affordable entertainment and events to local people.

## A CLUB THAT'S MORE THAN A CLUB

As we look back on another year, Mounties Group has embraced its role as a pillar of the community and is committed to do more than your average club.

With more than 225,000 members living locally we are a central hub for our local community.

We are proud to create a space and opportunity for people to form friendships and enjoy hobbies with our 54 subsidised sub clubs. From golf to bocce, chess, toastmasters and cultural groups there's something for everyone to enjoy and our venues provide the perfect place to meet and gather.

In a world where uniqueness is celebrated, Mounties Group is proud to have crafted a model that not only sets us apart but also sets the standard for clubs of the future. Mounties Group is more than a club—it's a beacon for positive change in Australia.

## OUR PROUD history

### 1960's

#### 5 FEBRUARY 1960

An argument about raffle tickets in Cabramatta Inn

#### 19 FEBRUARY 1960

The dining table meeting "provisional committee meeting"

#### 2 MARCH 1960

First official meeting held at Mt Pritchard Theatre

#### 24 MARCH 1960

Mt Pritchard Workers Club incorporated

#### 22 JULY 1960

An option on land in meadows road agreed upon

#### 11 AUGUST 1960

Council approval for land in Meadows Road to be used for Club

#### 14 NOVEMBER 1960

Plans for proposed club building lodged with Council

#### 22 FEBRUARY 1961

Murphy and Thirkills put their homes as collateral

#### 3 JULY 1961

Land purchased at Meadows Road for £3,200

#### DECEMBER 1962

Army Hut arrives at Meadows Road

#### 20 JUNE 1963

The first meeting held in the old Hut

#### 3 MARCH 1964

The Club's first sponsorship was of the Mt Pritchard under 15 Rugby League team

#### 21 MAY 1964

Mt Pritchard & District Community Club registered as a limited company

#### 7 JULY 1964

First social inclusion groups (sub clubs) recognised (golf, fishing, cricket, darts)

#### 24 JULY 1964

Mount Carmel School Burns down and Mounties becomes a school by day and a Club by night

#### 22 JUNE 1968

The official opening of Mt Pritchard & District Community Club Ltd

### 1970's

#### 1 JANUARY 1976

Mounties now the home of 16 social inclusion groups

#### 17 MAY 1978

Mounties becomes first Club to allow boxing nights in a Club

### 1980's

#### 1980

Anti-discrimination laws change and First female Director elected to Board (Judith O'Brien)

#### 1980

"Permanent" Membership (50 years) introduced to Club at the cost to Member of \$150

#### 1981

Mounties Sporting complex approved for council land on corner of Humphries & Cabramatta Rd with State Grant of \$50,000 and Mounties contribution of \$53,000

#### 24 JUNE 1983

Mounties Sports complex officially opened by Gough Whitlam includes 2 tennis courts, netball courts and BBQ area

#### JUNE 1987

Mounties spends more than \$600,000 extending the sports complex to include football and cricket

#### DECEMBER 1989

Mounties Christmas Carnival is launched on Mounties Sports Complex



## 1990's

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### 2 APRIL 1997

Mounties fitness centre opens

### 24 JULY 1997

Mounties amalgamates with Fairfield Bowling Club

## 2000's

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### 2001

Champions Sports area opens at a cost of \$6.3 million

### 2003

Mounties Group acquires Sussex Inlet resort from Harbord Diggers

### 2006

Mounties Group amalgamates with Harbord Diggers & Manly Bowling Club

Mounties open world class Health & Fitness complex

### 2013

Mounties Group amalgamates with Club Italia

### APRIL 2013

Mounties Group amalgamates with Triglav & Mekong

### SEPTEMBER 2020

Mounties Care Home Care is launched

### MARCH 2021

Mounties Group amalgamates with Halekulani Bowling Club

### MARCH 2021

Major Fun Freshwater opens

### MARCH 2021

Mounties Group amalgamates with Club Wyong

### APRIL 2021

Major Fun Mt Pritchard opens

### DECEMBER 2021

Invitation to Health Wyoming purchased by Mounties Care

### FEBRUARY 2022

Carers and Companions is purchased by Mounties Care

### MARCH 2022

Mounties Group amalgamates with Breakers Country Club

### AUGUST 2022

Mounties Care Health Clinic Freshwater opens

### SEPTEMBER 2022

Guildford Road Medical Centre purchased by Mounties Care

### FEBRUARY 2023

ESP Healthcare is purchased by Mounties Care

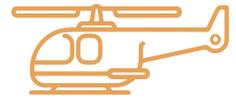
# WHAT we offer



**Entertainment  
and Hospitality**



**Health & Fitness**



**Mounties Care Careflight  
Rescue Helicopter**



**Social Inclusion  
Groups**



**Subsidised  
Sport**



**Golf  
Courses**



**Medical Centres**

*All to improve the lives  
of our members*

**Health &  
Beauty**



**Retirement  
Living**



**Home Care  
Services**

**Disability  
Services**



**Social  
Inclusion**

**Learn to Swim**



**Community  
Facilities**



**Children's  
Play Centres**



**Medical Specialists**



**Independent  
Living**



# NSW

## SYDNEY

-  Mounties  
*Mount Pritchard*
-  Harbord Diggers  
*Freshwater*
-  Manly Bowling Club  
*Manly*
-  Mounties Bowling Club  
*Fairfield*
-  Triglav  
*St Johns Park*
-  Mekong  
*Cabramatta*
-  Club Italia  
*Lansvale*
-  Specialist Services  
*throughout Greater Sydney*
-  Major Fun  
*Freshwater*
-  Major Fun  
*Mount Pritchard*
-  Mounties Care Health Clinic  
*Freshwater*
-  Carers & Companions
-  ESP Healthcare
-  Mounties Care Health Clinic  
*Guildford*
-  Mounties Care Home-Care  
*Balmain  
Northern Beaches  
Western Sydney*
-  Mounties Care Mobility & Independence  
*Mt Pritchard  
Northern Beaches  
Rydalmere*
-  Specialist Services Medical Group
  - *Westmead*
  - *Blacktown*
  - *Castle Hill*
  - *Katoomba*
  - *Norwest Private Hosital*
  - *Lakeview Pte Hospital Norwest*
  - *Richmond*
  - *SAN Clinic*
  - *Sydney West Vascular Clinic*

## NORTH COAST

-  FWSC  
*Urunga*
-  FWSC  
*Fingal Bay*
-  Specialist Services Medical Centre  
*Port Macquarie*

## SOUTH COAST

-  Mounties@Sussex  
*Sussex Inlet*

## CENTRAL COAST

-  Halekulani Bowling Club  
*Budgewoi*
-  Club Wyong  
*Wyong*
-  Breakers Country Club  
*Wamberal*
-  Invitation to Health by Mounties Care  
*Wyoming*
-  Mounties Care Home-Care



# QLD

## BRISBANE

-  Specialist Services Medical Group
  - *North Lakes*
  - *St Andrews War Memorial Hospital*
  - *St Vincent Private Hospital Northside*
  - *Sunnybank Clinic*
  - *The Wesley Hospital*
-  Mounties Care Mobility & Independence  
*Capalaba*
-  Sanctuary Care Home-care  
– *Sanctuary Cove*



# VIC

## DANDENONG

-  Scooters Australia



# ACT

-  Specialist Services  
*throughout ACT*

# WESTERN SYDNEY





## MOUNTIES

Mounties, our 'Mother' Club began with a humble start in 1960. We take great pride in our rich history, being created as a result of Government leaving local people abandoned and in need. Mounties has consistently fostered an environment that welcomes individuals from all walks of life and diverse backgrounds.

At Mounties, a wide array of offerings awaits our members. From six distinct dining establishments to nine vibrant bars, gym and swimming facilities, and children's play centre, we ensure there's something for everyone. Our commitment to community engagement is evident through over half an acre of free indoor sporting activities and the presence of more than 30 social inclusion sub clubs, providing our local members with opportunities to forge new friendships and actively participate in our thriving community.



## TRIGLAV

In 1971, the Slovenian Australian community laid the foundation for Triglav, driven by the heartfelt desire to offer a comforting sanctuary to Slovenian migrants navigating homesickness in a foreign land. Throughout the last four decades, Triglav has grown into a cherished club where members generously share their passion for cultural inclusion. This includes hosting a language school, vibrant folk dancing, captivating amateur drama, harmonious choir groups and the beloved Slovenian sport of bocce. Serving as a significant cultural hub, Triglav stands as one of the remaining bastions devoted to celebrating the integration of Slovenian heritage into the Australian landscape.



## MEKONG

Situated in the heart of Cabramatta, Mekong fulfills the cultural aspirations of the vibrant local Vietnamese community. With immense pride, Mekong embraces its responsibility in upholding and celebrating the rich Vietnamese culture and heritage. This is evident through its active involvement in organising sports, dance and community events that foster a sense of unity and belonging.



## CLUB ITALIA

Since 1968 Club Italia has remained a cherished gathering spot for individuals of Italian heritage, fostering a strong sense of community by sharing the richness of Italian culture with locals. The venue's dedication to education is evident through the provision of scholarships to encourage academic excellence. Additionally, Club Italia warmly engages with the younger generation by organizing cooking classes for local school children, creating lasting memories and nurturing a love for Italian traditions. Club Italia holds a special place in the hearts of many, exemplifying the spirit of unity and cultural preservation.



## MOUNTIES HEALTH & FITNESS

We are committed to providing an elite workout experience for the Western Sydney community. Our facility caters to people of all fitness levels, whether you're a regular gym-goer or just starting your fitness journey. Our focus is on creating a welcoming environment where everyone feels comfortable and supported.

At Mounties Health & Fitness, we offer a variety of classes suitable for both children and adults, including Swim & Survive and Squad Swimming to over 2,500 children. Our Indoor Heated Pool is open throughout the year, allowing you to enjoy swimming in either the 25 metre pool or the kids' pool.

This year we provided a multi-million dollar renovation of the facilities, including new gym equipment, brand new male and female bathrooms and the installation of two infrared saunas to improve the overall health of our members.

## MAJOR FUN MOUNT PRITCHARD

Major Fun play centres are designed with a strong focus on environmental sustainability, ensuring that kids not only have fun but also learn valuable lessons about caring for our planet.

At Mounties, Major Fun is an exhilarating jungle land where children immerse themselves in thrilling activities like climbing gyms, action courses, bumper cars and a disco room. As they enjoy these adventures, they also develop a deeper understanding of the importance of sustainability and protecting our environment.

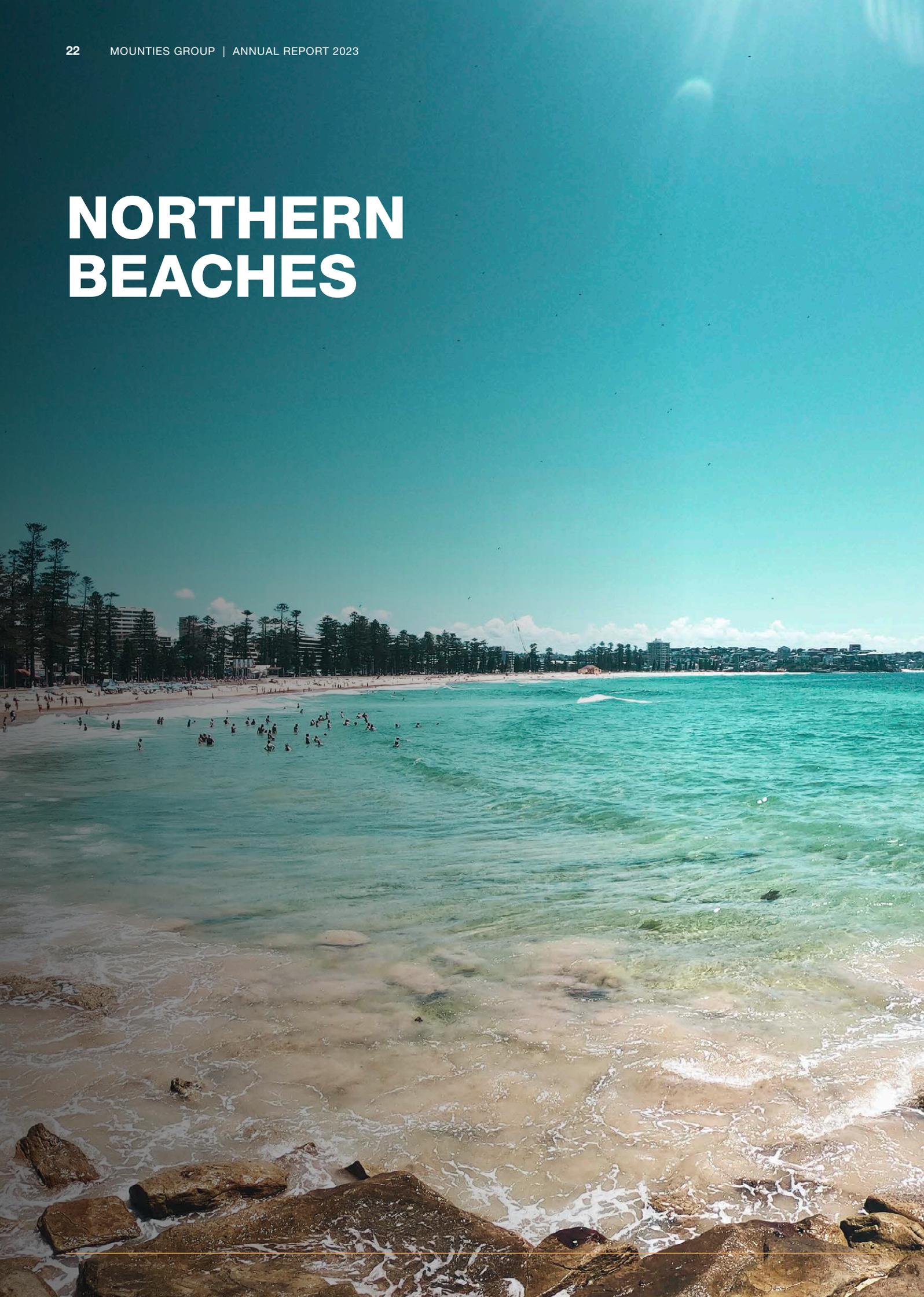
For parents seeking some quality alone time, Major Fun provides party rooms and Drop and Dine services. This means you can enjoy a lovely dinner date knowing that your kids are in safe hands and having a great time at the play centre. Additionally, the play centre offers a ninja course, dedicated cafe and a special area for toddlers to enjoy.



## MOUNTIES CARE HEALTH CLINIC GUILDFORD

Guildford Road Medical Centre has been providing medical care to members of our community since 1986. The practice offers medical treatments such as chronic pain and disease management, immunisation, travel vaccinations and wound management. The practice has allied health, nurse and pharmacy onsite. Mounties Care Health Clinic Guildford has been part of the Mounties Group family since 2023.

# NORTHERN BEACHES





## HARBORD DIGGERS

The first intergenerational community club in Australia brings together a mix of quality dining, beverages and entertainment, coupled with a diverse range of health and wellness services. Including childcare facilities, a Major Fun play centre, fitness amenities, Mounties Care Health Clinic Freshwater, health and beauty services, as well as retirement living options, all thoughtfully integrated within a vibrant community hub.

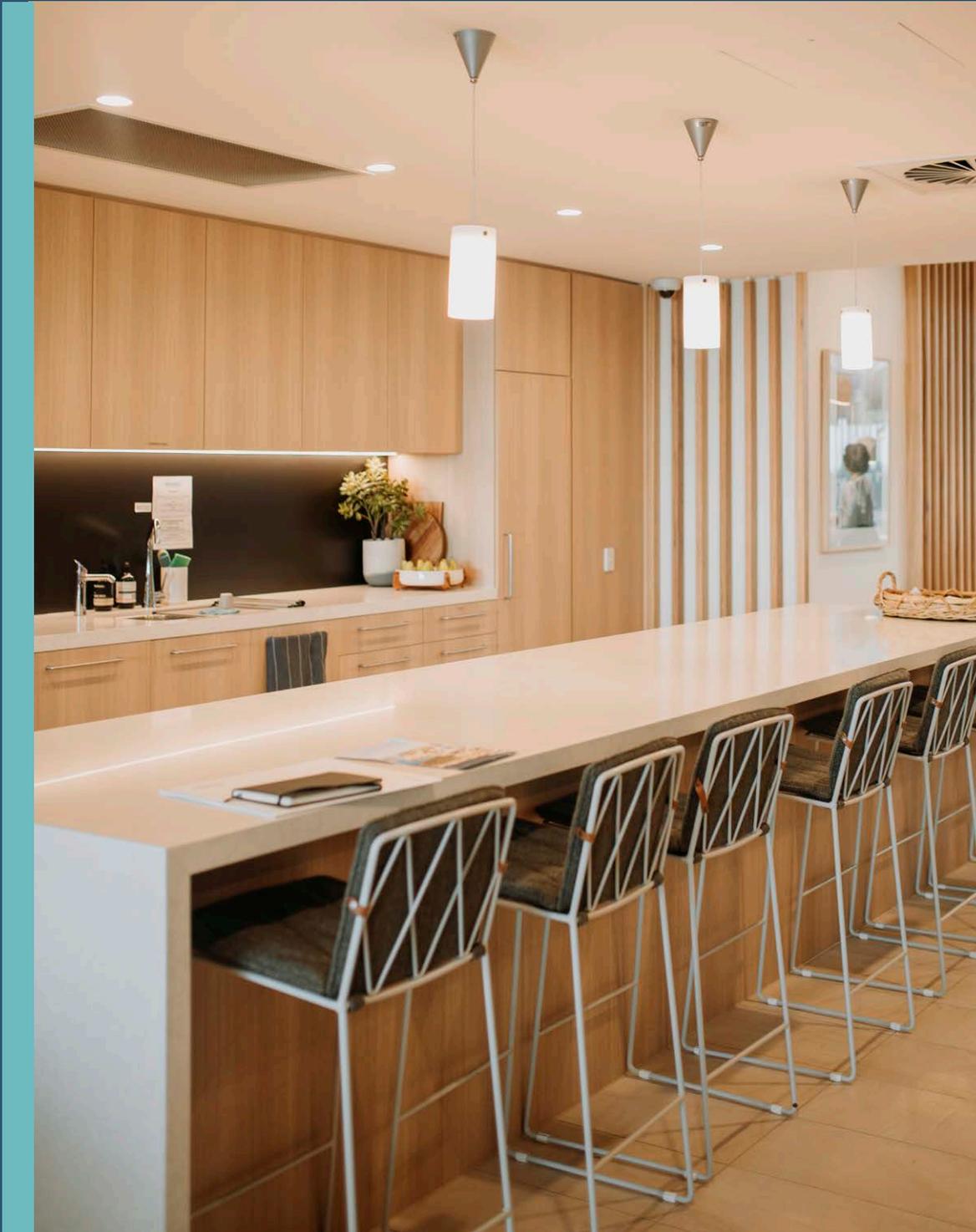
The Club's origins can be traced back to the courageous Diggers of World War One, who founded it after their service in significant locations like Gallipoli.



## MANLY BOWLING CLUB

Nestled in the heart of Manly and a mere stone's throw away from the iconic Manly Beach, you'll find one of Australia's oldest lawn bowls clubs. Embraced by lush greenery, this Club serves as a sanctuary, rekindling a sense of tradition amidst the fast-paced hustle and bustle of modern life.

Recently, the Club underwent a significant renovation, transforming its ambiance to new heights. With fresh new carpeting, a captivating mural skillfully curated by Brentos, vibrant new paintwork and an overall refreshing touch, the Club now exudes a modern and inviting atmosphere while preserving its cherished traditions.



## WATERMARK RETIREMENT LIVING FRESHWATER

Watermark Freshwater is internationally renowned as the “benchmark for retirement living,” providing a distinctive and active lifestyle village for members aged 55 years and above.

Pioneering the concept of Australia’s first inter-generational lifestyle village, Watermark Freshwater encourages interactions and connections among people of all ages. This approach aims to enhance mental well-being and foster social inclusion outcomes.

Situated exclusively on Sydney’s Northern Beaches, Watermark Freshwater is a luxurious retirement living village by the sea, occupying prime coastal real estate. This idyllic setting offers a unique and sought-after retirement experience for its esteemed residents.



## MOUNTIES CARE HEALTH CLINIC FRESHWATER

Our recently established Mounties Care Health Clinic at Freshwater adds to the commitment to enhancing the well-being of our members through improved health services.

Our dedicated teams, comprising of general practitioners, nurses, and therapists, work hand-in-hand with allied health services within Mounties Group to provide a comprehensive and patient-centric approach to healthcare.

We take pride in being at the forefront of a passionate group of practitioners who strive to create a new kind of medical centre and practice a form of medicine that truly revolves around the patient.

With a strong emphasis on preventive medicine, we offer additional integrative lifestyle health approaches to address more complex health concerns. This model has yielded exceptional results in areas like anxiety, depression, digestive problems, insomnia, allergies, diabetes and various chronic and inflammatory conditions.



## MAJOR FUN FRESHWATER

Major Fun Freshwater is an under the sea play land. Children can learn about sustainability while taking on the giant slides, climbing structures and enjoying our interactive games.

Major Fun Freshwater also offers Drop & Diner services, interactive play, dedicated cafe and 2 unique party rooms.

# CENTRAL COAST





## BREAKERS COUNTRY CLUB

Nestled on 50 acres of beautiful land, alongside the serene shores of Terrigal Lagoon, Breakers Country Club offers our members a modern and comfortable club experience. Here, you can also enjoy a stunning 9 hole golf course and two well maintained lawn bowling greens.

Within Breakers Country Club, you'll discover lively spaces designed for your pleasure, where top class food, beverages and entertainment await. Our outdoor deck is a sight to behold, complete with a covered children's play area, making it an ideal destination for the entire family to relish enjoy.

We are committed to continually enhancing our golf and Club facilities in the years to come, transforming this exceptional club into a prominent attraction on the Central Coast. For those visiting the beautiful Terrigal area, the Club promises to be an enticing destination for enjoyment and relaxation.



## CLUB WYONG

Club Wyong stands at the heart of Wyong on the Central Coast, upholding the cherished heritage of the century old Wyong RSL sub-branch. Keeping this rich history alive in our hearts and minds, the Club serves as a warm and welcoming community gathering spot. Here, everyone is invited to be a part of our vibrant community, playing a significant role in shaping its spirit and camaraderie.



## HALEKULANI BOWLING CLUB

For over six decades, Halekulani Bowling Club has been the cherished spot where Budgewoi locals come together, relishing the company of friends and family. Located beside Lake Munmorah on the Central Coast, it provides the perfect setting to savour a beer in the company of a mate, share a delightful meal with loved ones or engage in a friendly game of lawn bowls among friends.



## INVITATION TO HEALTH BY MOUNTIES CARE

In 2003, a dedicated team of experts, including doctors, nurses, and therapists, came together to bring their vision to life – a cutting edge Integrative Medicine Centre on the Central Coast of New South Wales. Integrative medicine is a unique approach that merges evidence based conventional medicine with complementary therapies, focusing on patients' overall health.

At our Centre, we take pride in treating a wide range of conditions, providing patients with attentive and compassionate care. Our deep diagnosis approach considers all aspects of their lives to ensure comprehensive treatment. Many individuals seek our services for chronic and challenging conditions that have persisted for years without resolution.

Over the years, our Centre has steadily grown, now serving more than 4,000 patients, thanks to our team of 12 practitioners. As a fully accredited practice, we offer traditional GP specialist services for common health issues, in addition to preventive medicine. Moreover, we provide integrative lifestyle health approaches for more complex health problems. This model has shown remarkable success in areas such as anxiety, depression, digestive problems, insomnia, allergies, diabetes and other chronic and inflammatory conditions.

# MOUNTIES

## Care

*mounties*  
*care*

*Integrative Health Clinics*

Mounties Care is an Australian first whole of patient approach to healthcare with integrated services working hand-in-hand for the best outcome of our members and community.

From general practitioner to specialist surgeon through to after hospital care, independent living aids and home care nursing services to reduce the need for members to enter aged care facilities later in life.

Mounties Care retains our profit for purpose ethos and directs all profits made into creating better lives for our members and better communities in which our members live.

Still in its early stages of development and subsidised by our success in other areas of the business, we see Mounties Care becoming a national network that will improve lives of millions in the years to come.



# MOUNTIES CARE

## General Practice

Our three General Practice Clinics offer GP services for commonly occurring health issues, as well as tackling uncommon and chronic diseases.

With a clear focus on preventative medicine, we provide additional integrative lifestyle health approaches for more complex health issues.



## MOUNTIES CARE

# Home Care

Personalised care to enable more members to continue living independently in their own homes. Mounties Care Home Care enables people to continue living independently in their own homes, to ensure that they make the most of every day.

As an approved NDIS and MyAged Care provider, Mounties Care Home Care can tailor a package under any form of funding or private care. Staff are handpicked, highly qualified, experienced carers who receive ongoing training and support, and understand the challenge of navigating a complex health system.

Mounties Care Home Care opened in 2020 and now services areas across NSW and Queensland.

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



# SPECIALIST SERVICES

## Medical Group

Mounties Group's positive impact spans from Queensland to South Australia, enhancing the lives of people behind the scenes, providing them with opportunities for a better life. As Australia's leading group of medical specialists, we are dedicated to delivering patient-focused and coordinated care. With over 140 medical specialists in 22 locations, our unique care model revolves around putting the patient at the centre, rather than focusing on the doctor.

Through our partnership in this model of medicine, we create a caring environment where excellence in patient care remains our primary focus. Our major shareholding in Specialist Services Medical Group allows us to foster excellence in medicine for our members in their local areas. By efficiently managing the administration areas of the practices, we enable doctors to concentrate on delivering the highest quality of care to a broader range of people.



*Impacting lives for people to enjoy a better life*

# MOUNTIES

## Complimentary Health

Mounties Group is committed to enhancing the physical and mental well-being of our members through our comprehensive allied health services. We continuously strive to improve our members' lives by offering a diverse range of services, including physiotherapy, dieticians, exercise physiologists, injury recovery, hair, beauty, massage treatments and now Cryotherapy. Our approach to health is centred around our members' needs and we've adopted a more holistic approach to achieving their wellbeing.

Our allied health services work in close collaboration with our conventional medicine practitioners, complementary health providers, medical specialists and other services, creating a unique and integrated model that sets us apart. By combining these elements, we provide a whole of life approach to health that addresses our members' physical and mental needs in a comprehensive manner, ensuring that they receive the best possible care and support.

<b>G Fitness Freshwater</b>	<b>Carlisle Swimming</b>	<b>Sports Focus Physio</b>
<b>Flamez Hair Design</b>	<b>Cryo Stay Young</b>	<b>Rebound Health Physio</b>
<b>The Beachclub Hair and Lifestyle</b>	<b>Mounties Care Hypnotherapists</b>	<b>Mounties Exercise Physiologists</b>
<b>Urban Beauty</b>	<b>Mounties Fitness</b>	<b>Mounties Care Naturopaths</b>
<b>Mounties Care Nutritionists</b>	<b>Mounties Care Health Coaches</b>	<b>Mounties Care Podiatrists</b>
<b>Mounties Allied Health</b>	<b>Mounties Aquatic</b>	<b>Sports Focus Physio</b>
<b>Mounties Care Massage Therapists</b>		



## MOUNTIES CARE

# Mobility & Independence

Mounties Group is proud to announce the opening of Mounties Care Mobility & Independence, another Australian first in helping people enjoy greater independence, spend more quality time with family and friends and more inclusion in our local community.

An integrated health experience for members to enjoy with a one-stop shop for mobility, disability aids, independent living products and in-home care services.

Our aim is to develop a network of convenient locations where our people can find high quality products and services supported by great advice and knowledge at a discounted price because of our size and support of Mounties Group.

Launching this year

- Mt Pritchard NSW
- Rydalmere NSW
- Northern Beaches NSW
- Dandenong VIC
- Capalaba QLD
- Hervey Bay QLD
- Cabramatta NSW
- Deception Bay QLD
- Burpengary QLD



# SUSSEX INLET



## MOUNTIES @ SUSSEX

Our Mounties Resort, located within minutes of Australia's most beautiful beaches, breathtaking national parks and waterways, plays a crucial role in offering our members an unforgettable vacation experience. Whether it's a family holiday or a weekend escape, our Mounties Resorts team provides a variety of relaxed activities that allow you to explore and immerse yourself in the picturesque locations throughout Sussex Inlet.

This affords members a wonderful opportunity to unwind, create cherished memories with your loved ones, and truly embrace the natural beauty of the area while enjoying all the comforts our resort has to offer. With our resort's convenient and picturesque setting, we strive to make every visit a memorable and rejuvenating experience for our valued members.

As members of the Federation of Community, Sporting and Workers Clubs collective, our members also receive discounts at resorts across NSW at

- CSWC URUNGA
- FCSWC FINGAL BAY
- FCSWC SUSSEX INLET

These beautiful locations offer families a wonderful place to spend time together and build lasting memories.

# STRATEGY

As unique as each of our clubs, our business strategy has been developed to deliver to our core purpose – to improve the lives of our members. As a profit for purpose business, the revenue generated by our businesses is directly invested into our members and their communities.

As a member focused social enterprise, we have no shareholders, so pay no dividends, we can therefore deliver all profit to meeting our core purpose.

We apply commercial strategies to maximise our Club in terms of financial, social and community wellbeing. Instead of working on one single bottom line expectation (profit), as other businesses do, we have an expectation to deliver to three bottom lines:

- People
- Profit
- Purpose.

Over the past 55 years, we contributed over \$300 million in direct financial community contributions to improve the lives of our members. The fact is that the more financially successful we are as an organisation, the bigger positive difference we make in our community.

Based on the lifespan of our members, we are able to identify the stages in their lives in which we can make a positive impact. Each stage is determined and we are able to deliver products and services in a commercially viable manner that offers the most affordable result for our members.

It is about creating conditions for equal opportunities for all. Social inclusion requires that all individuals be able to 'secure a job, access services, connect with family, friends, work, personal interests and local community, deal with personal crisis and have their voices heard'. This essentially means that all people have the best opportunities to enjoy life and do well in society.

It is about making sure that no one is left out.

Developing vibrant, sustainable and inclusive communities across NSW is a key strategic priority for the NSW Government and directly correlates with the strategic vision for Mounties Group.

It has been identified that people need:

- Active gathering places where all are welcome
- Better education services
- Better health services with easier access.

Those are the three key targets to which we are currently working.





# BOARD of Directors

MOUNTIES GROUP MEMBERS ARE REPRESENTED BY A BOARD OF ELECTED VOLUNTEER DIRECTORS RESPONSIBLE FOR OVERSIGHT, STRATEGY AND SETTING THE LONG TERM VISION FOR OUR FUTURE.

## TOM MURPHY Director

A founding member of Mounties Group and with over half a century of committed service, Tom leaves a legacy that impacts thousands of lives for generations to come.

*Vale 1937 – 2023*



## JEANETTE (JENNY) McNEVIN Director

With a contagious smile and a passion for providing a better life for local children and our sub club members, Jenny's work on growing social inclusion for all is highly admired.

## DENIS BYRNE Director

A commitment to pathways for local children to achieve their greatest potential and live better lives sees Denis play an integral part in our whole of life membership approach.



## STEPHEN EDWARDS Vice President

A lifelong connection through sport and family brings an unparalleled commitment to our members of all ages and from all walks of life.

## STEVE FITZPATRICK

### Director

Taking the financial success we experience and making sure it is distributed to make the biggest possible positive difference in our local community is the driving force behind Steve's commitment as a Mounties Group Board member for more than quarter of a century.

## LEON HANSEN

### Director

With our Clubs spread across multiple locations, Leon's commitment to ensuring all members are represented and spoken for drives consistency and care across thousands of lives.

## LORRAINE DEAN

### Director

Lorraine's drive for every local person to enjoy a better life with more opportunities and greater success sees Mounties Group deliver many programs to enhance the lives of our local community.



## JOHN DEAN

### President

With more than 25 years of leadership experience on our Board, John's commitment to continuous investment to improve the lives of our long term members is highly regarded.

## TREVOR FORMAN

### Vice President

Bringing practical business experience and decades of connection with our sporting teams, Trevor is driven to build a better community for our local children through our profit for purpose business model.

# MANAGEMENT team



OUR LEADERSHIP TEAM HAS BEEN HAND SELECTED FOR THEIR SKILLS, COMMITMENT AND CAPABILITY TO DELIVER OUR PROFIT FOR PURPOSE MODEL AND DELIVER TO OUR MEMBERS.

WITH DECADES OF EXPERIENCE AND EACH A SPECIALIST IN THEIR FIELD, THE TEAM CONTINUE TO DELIVER OUTSTANDING RESULTS FOR MOUNTIES GROUP MEMBERS.

**DAVE CALLAN**  
Chief Experience Officer

Whether it be our people, our communication or the entertainment you enjoy, the members experience is driven by Dave Callan.

**DALE HUNT**  
Group Chief Executive Officer

Leading our amazing team and delivering the Board's strategic direction is the responsibility of Dale Hunt.

**ANNEKE LEMMERMAN**  
Chief Commercial Officer

Leading our growth in Health, Leisure and Education, Anneke Lemmerman is responsible for our diversified businesses including our medical, home care, child play, fitness, beauty and property.

**SAM ABBOTT**  
Chief Financial Officer

Safeguarding our assets whilst unlocking our growth potential through disciplined capital development is Sam Abbott.



**DARREN MARINO**  
**Chief Operating Officer**

With more than 30 years experience in hospitality, Darren Marino heads up the operations of our Flagship venues such as Mounties and Harbord Diggers including the food, beverage and gaming experiences.

**MIRO RESMAN**  
**Chief Investment Officer**

Recognising opportunities where others may not see them and protecting our organisation through a spread of investments is the responsibility of Miro Resman.

**JASON WOODS**  
**General Manager – Hospitality**

Our growth is about bringing out the best in those with potential. Jason Woods leads our Emerging Venues by improving experiences for our members in food, beverage and all aspects of visiting a Club.

**FRANK FENG**  
**General Manager – Business Development**

Through careful analysis and projection we are able to have a better understanding to make more informed decisions thanks to Frank Feng.

# WOMEN inspire us



**With over 1,000 direct staff and creating more than 2,500 local jobs with our suppliers, Mounties Group plays an important role in employment within our operations, especially our inspiring women.**

They do their jobs amazingly well but they also inspire local women to chase their dreams and achieve their goals by showing that with skill, hard work and commitment, every woman can reach the top of their chosen field.

At Mounties Group our brilliant female leaders hold significant roles in our management team.

*Back Row: Christine Hall – Group Customer Marketing Manager, Josephine Abi Raad – Group Leisure Manager, Eve Sprouster – Event Sales Manager, Jenny McNevin – Director, Lorraine Dean – Director, Kelly Sinclair – Member Services Manager, Madelaine Caruana – Group Communications Marketing Manager, Arely Carrion – Executive Manager – Community.*

*Front Row: Carol Zdelar – Group Finance Manager, Anneke Lemmerman – Chief Commercial Officer, Katie Francis – Executive Manager – Facilities, Rachelle Bernia – Executive Manager – Health, Lori Luhrmann – People Talent and Education Mentor.*

## STAFF portfolio

### OUR PEOPLE, OUR KEY TO SUCCESS

Without our talented team we could not continue to improve the lives of our members. We recognise the value of investing in learning and development opportunities, including continued learning in Domestic Violence Awareness and Prevention for all staff members.

At Mounties Group we understand the value of rewards and recognition, employee benefits in savings, health and safety initiatives.



**1,009**

STAFF

**460**

ADDITIONAL NEW  
EMPLOYEES



**\$112,853.14**

INVESTMENT IN  
TRAINING

**18,243.11**

HOURS SPENT ON  
UPSKILLING

**OVER  
\$52 MILLION  
IN WAGES PAID**



**60**

LANGUAGES SPOKEN

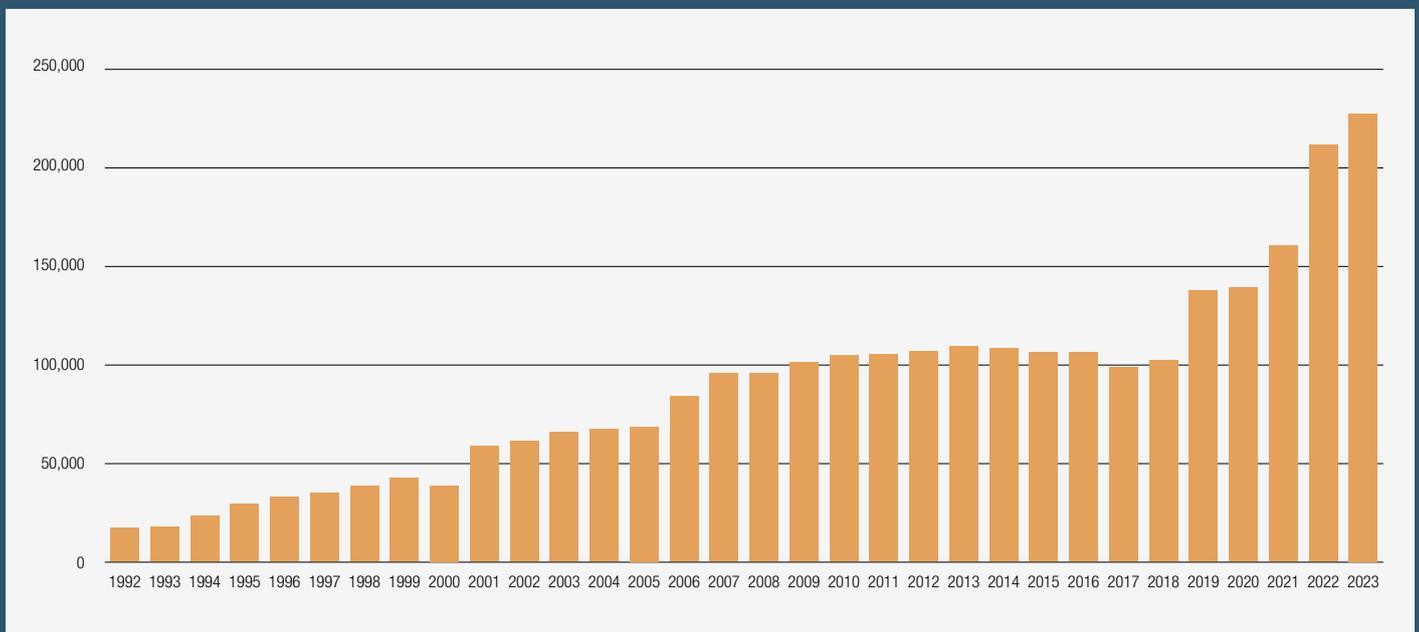
# OUR Members

*225,000 Heartbeats - 1 Shared Purpose*

With more than 100 unique nationalities, and a multitude of languages our diversity is what makes us strong. At Mounties Group all members are equal, a place to share culture, experiences and social inclusion.

- Mounties Group is the largest Registered Club group in Australia with over 225,000 members, equaling the population to the 5th largest city in NSW
- In each of the Local Government areas in which we operate Registered Clubs, more than 25% of the population choose to be members of Mounties Group

Our members record in the highest level of engagement and trust in an organisation in Australia.



## LIFE MEMBERS

Edward Thirkill	Clive Edwards	Robert Penning	Donald Hocking
Terry White	Harry Turner	Ray Pugsley	Ron Evans
Stanley Jacobs	Robert Ryan	Kevin Ingram OAM	Steve Fitzpatrick
Mervyn Pell	Stewart Craig	Daryll Cook	John Dean
Edwin Savage	Cecil Smith	Vic Smith	Robin Gould
Michael Dubois	Jack Summonds	Allan McGlynn	John Araco
John Whiteley	Enid Smith	Judith O'Brien	Marilyn Price
M McAuliffe	Eva Moore	Kath Whiteley	John Baron OAM
Ethel Murphy	Charlie Lee	Tom Murphy	Stephen Edwards
John Cather	Athol Madgewick	Doreen Brand	Lorraine Dean
Keith Edwards	Terry Jackson	Don Wilson	Leon Hansen



## OUR FOUNDING MEMBERS

T E White, J R Cather, M P Dubois, Charlie D Lee, K W Edwards, G S Dubois, S H Jacobs, A H Madgwick, J E Whiteley, E W Savage, P J Thirkill, Leslie P Augustine, Donald R Hocking, M E Mcauliffe, T M Mcauliffe, W Franklin, Christopher J Hall, Frank Calabro, E Thirkill, H E Jacobs, W J Summerhill, E A Smith, E M Moore, R G Smith, E H Moore, Ernest W Atkins, George Atkins, W J Meadows, Michael Slattery, Robert T Brown, F P Mcinally, William J Preston, Leslie A Shepherd, C A Irvin, R A Brown, John C Dubois, Kathleen E Whiteley, Catherine N Gillett, Victor R Smith, John B Daley, Keith Daley, L J Mclean, Esma A White, Ronald E O'Neil, L Thompson, K R Humphries, John E Aldridge, B P King, R Ryan, Patrick Collins, T G Mclachlan, M Pell, D F Jacobs, Betty Hall, E C Burton, Rhonda E Thompson, Keith A Thompson, C Willcox, Doris V Fletcher, D F Fletcher, F J Curnick, John Dickinson, Thomas L Murphy, Mary Atkins, Valerie M Cather, L Powell, Doreen Frost, Geoffrey S Frost, Joan Savage, Ronald Aldridge, Terence Mcshane, Albert J Hayden, Jean Atkins, A B Guy, Norman C Lee, P J Lynch, A G Bell, William G Smith, R D Martin, J R Green, Colin R Gabriel, John W Clunes, David J Browne, G F Turner, Vincent Mcpherson, R K Mears, A C Davis, Ernest A Lewis, Roy A Shave, J F Bogg, A Lievore, M Lievore, E G Whitlam, Raymond J Elliot, George R Mears, John T White, H C Balderi, J W Aplin, Merle G Jacobs, J T Hewson, Donald Mckenzie, G F Packam, J W Summons, Peter G Rigby, D Lee, R G Penning, M Maloney, M C Harvey, R F Dubois, N Brunner, C Sanders, E D Mcclung, L R Elliot, R J Bibo, B M White, Norman D Rogers, K P White, David Malcolm, T J Riley, Ernest W Atkins, Brian Graham, Lilian White, J F White, Norman Slattery, Virginio Dal Santo, Jack Medwell, Una M Medwell, Berenda Van Dyk, R P Sheperd, Raymond Giblin, P Mcinally, M A Atkins, Tm Andrews, Alan R Bogg, Hee Collins, W H Turner, Gladys N Turner, Raffeali Gallo, T W Ward, J Dawkins, David A Dubois, R Hicks, J W Hare, Cecil J Healey, Marjorie P Healey, Myrtle M Jansen, Leonard L Kenna, N A Kessey, Kenneth Lacey, Nancy Kenna, C C Foster, Allan J White, G R Augustine, Mervyn Kelly, E Murphy, F Surace, B Suters, John L Muir, Kerry Willsmore, Keith Clewett, J C Campbell, J R Thompson, F J Eggert, Roy Abrahams, Walter R Dubois, Joan Lloyd, Daniel Tribbia, E G Sabine, Allen E Owen, J Mcculloch, H J Newbury, Leslie A Rooke, B J Jones, Robert H Morgan, Cecil B White, A F Grace, Jack L Maloney, R Hamilton, Lindsay G Shepherd, R J Clegg, Joseph Culmone, V J Lagettie, Kenneth G Smith, Patrick O'Brien, Warwick R Lewis, P Wenden, Clyde Wheatley, F J White, Walter Abrahams, Robert J Langan, M L Cheriton, V Maculan, Samiel G Mamoliti, Clifford Mather, Joan Mae M Mather, Donald Keith K Saunders, J M Mears, William H Simpson, Ronald H Smith, W C Wilson, J A Waller, D J Evans, J Drinan, A C Jamieson, D W Bond, P J Crane, A E Bogg, F Thorn, A Gattellari, Dorothy Vomiero, Vatta Vomiero, J C Humphries, M Quick, R F Bailey, R Hogan, Oliver G Tanks, K Huggard, R S Hill, S Hardy, J P Byrne, F Hansborough, K Walsh, G H Osbourne, James Memory, David W Ewing, W Dean, Noel L Miller, Nancy Miller, A A Porter, H G Willsmore, M Duggan, Leonard Marlin, Cecil H Marshall, Malcolm Moss, L Elliot, E S Johnson, J A Edwards, Brian Helder, Christopher Helder, L A Gerard, G N Gerard, Neil R Bennett, R Kendell, R J Kendell, Henry T Eggert, R J Bourke, June Hagarty, Larry Hagarty, Donald V Nelson, Clarence L Cameron, G Bell, E Pozzan

# PROVIDING MORE for our communities



## PERFORMANCE highlights

CLUBGRANTS REQUIREMENT

**\$2 MILLION**

CLUBGRANTS SUPPORT

**\$4.7 MILLION**

ADDITIONAL DONATIONS, SPONSORSHIP AND COMMUNITY SUPPORT

**\$5.3 MILLION**

DIRECT COMMUNITY SUPPORT

**\$10 MILLION**

## FOR OUR COMMUNITY

Clubs in NSW with a gaming revenue of more than \$1 million are required to either donate to Club Grants or provide the same amount in tax.

At Mounties, this year we had a requirement to pay \$2 million in Club Grants but as always, we far exceeded the expectation placed upon us and paid \$4.7 million in Club Grants support and additional \$5.3 million in extra donations and sponsorships, and gave more than \$10 million in direct community support.

This clearly shows that when local community volunteers sit on the board of their local registered club, a local community group coming direct to their club in a time of need, gains more support than through any other channel.



## FOR OUR MEMBERS

Spent more than \$3 million on 54 sub clubs for social inclusion programs.

Increased members equity to over \$400 million in net assets, allowing us to subsidise member services across health, wellness and leisure.

Maintain affordable dining across all 3 regions at a time when costs of living pressure are increasing.

Announcement of Halekulani Bowling Greens and Structure.

9th Hole Remediation works at Breakers Country Club.

Opened new auditorium at Mounties.

Opened 2 discounted mobility and independence stores to aid members in living a more fulfilled, higher quality life.

Membership is now greater than the 5th largest city in NSW, allowing for better buying power resulting in more affordable options for our members greater than the 4th largest city and the 12th largest in Australia.



# IMPROVING the lives of our members



Freshwater Surf Life Saving IRB

## SAVING lives

From life saving helicopters, to surf life savings boats, funding and installing AEDs into the local communities, social inclusion programs and domestic violence programs, Mounties Group members are saving lives across NSW and Australia every day of the year.

The practical and financial support provided from the profit we make as a business when our members chose to spend their money at our venues, directly supports 61 organisations to help provide invaluable services to our communities.

As a Mounties Group member you can be proud of the positive difference you are directly making in the lives of many people within our communities. On what could be the worst day of someones life, Mounties Group members are there to help.



*Mounties Care CareFlight Helicopter*

## LITTLE ALBIE

In an age where every second counts, access to immediate medical care can mean the difference between life and death. Mounties Group's health division, Mounties Care, has continued funding of the Mounties Care CareFlight Helicopter this year, saving even more lives.

CareFlight operates the rapid response Mounties Care CareFlight Helicopter trauma service from its Westmead base in Sydney. The helicopter is on its way to major trauma incidents in around three minutes of receiving a tasking request.

One of the fastest services of its kind in the world, the helicopter delivers a specialist doctor, highly skilled intensive care paramedic and hospital-level equipment as close as possible to a patient anywhere in the greater Sydney area within 15-20 minutes of a 000 call.

This partnership has proven to be a lifeline for countless individuals in need, underscoring the vital role it plays in our community's wellbeing. Brenda Eagles knows far too well how access to this service is of vital importance, especially when her five year old son, Albie, started choking one evening in April this year.

Located on the Northern Beaches, Albie and his brother Edgar were enjoying dinner when Albie ate too quickly, causing him to choke and start coughing. After a few moments Brenda and his carer realised they needed to call 000. Albie started turning blue, he went silent, he completely stopped breathing and they had to move quickly to commence CPR, with the support of 000. Following an ambulance arriving, CareFlight was called as Albie started having seizures with the obstruction making its way to his lungs. Thankfully, with access to a team of care and after some time in an induced coma in hospital, Albie made a full recovery.

"I was really grateful for CareFlight to come as I was so worried what was going to happen to Albie and if he would survive. I was relieved they were dedicating so many resources to help us. The fact that a helicopter was flying to try and save my son was really comforting and I felt really cared for in a time of stress," explained Brenda Eagles.

"They all wanted to see a good outcome, the care and paramedic team from CareFlight arrived and worked on him immediately. I was so relieved that we had all this help on hand, if the ambulance and CareFlight didn't arrive, I was afraid Albie wouldn't have made it. I had that much more confidence with CareFlight and their Doctor that we were in the best care.

The Mounties Care CareFlight Helicopter was deployed within minutes of the ambulance team realising they needed some extra help.

"The way they got there so fast with the support of the police, I had that little bit of relief in such a terrible situation. And it all happened really fast, despite it feeling like an eternity in the moment.

"Never be afraid to call 000, there are people out there to help, no matter where you are," added Brenda.

CareFlight is a community-funded service and sponsorship from organisations such as Mounties Care are vital to continue to provide access to this emergency critical care.

"I am eternally grateful to anyone who helps CareFlight because its literally a life-saving service," concluded Brenda.

Mounties Group CEO Dale Hunt said the Mounties Care CareFlight Helicopter has become a symbol of hope for residents in our region.

"Equipped with state-of-the-art medical equipment and staffed with highly trained paramedics and doctors, this specialist helicopter can swiftly respond to a wide range of emergencies. From traffic accidents and heart attacks to natural disasters and remote area rescues, this helicopter is the embodiment of rapid response," explained Mr Hunt.

"Just like Albie's story, the impact of our sponsorship of the CareFlight Helicopter on our community cannot be overstated. By providing this vital resource, Mounties Care has supported CareFlight to save numerous lives and offer hope and solace to families facing medical emergencies," he concluded.

# THE DIFFERENCE we make

## PROFIT FOR PURPOSE

The profit we generate is used to improve services or facilities for our members and to improve the lives of our members and the community. It is evident that Mounties Group provides significant support to local organisations, and community members through the investment in the ClubGRANTS program across Fairfield, Liverpool, the Northern Beaches and Central Coast.

In addition to this, Mounties Group also provides support to the community through other means, including donations, sponsorships, community partnerships and events, sports, sub club and social isolation programs – all aimed at improving the lives of our Members and the local communities.

However, the biggest difference we make is as community gathering places where people from all walks of life, all backgrounds and all different life experience meet, belong and join together reducing social exclusion, reducing loneliness and giving people purpose. This year alone more than 3 million people made Mounties their community gathering place.



*Welcome to Country and Smoking Ceremony at Mounties during NAIDOC Week by Matthew Doyle and Tim Bishop*



*Mounties Physie Sub Club*



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**3 YEAR PARTNERSHIP FUNDING  
CENTRAL COAST BASKETBALL**

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**INTRODUCTION OF DOMESTIC  
VIOLENCE TRAINING FOR  
MEMBERS & STAFF**

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**50 AEDS (DEFIBRILLATORS)  
TO OUR LOCAL COMMUNITY**

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**500 BACKPACKS FULL OF  
SCHOOL SUPPLIES DONATED  
TO LOCAL INDIGENOUS  
CHILDREN**

---

**SUPPORT OF WHEELCHAIR  
SPORTS NSW**

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## HER SPORT FESTIVAL

# gets boost to support women with disabilities



**“Thanks to the support of Mounties Group’s Central Coast Clubs, Wheelchair Sports NSW/ACT will be able to continue to provide these opportunities and help to change the lives of people with a disability through participation in sport,” concluded Mr Garnett.**

Mounties Group reaffirmed its commitment to supporting accessible and inclusive sports by pledging a generous donation to the HER SPORT Festival in 2023. This significant contribution bolstered Wheelchair Sports NSW/ACT’s efforts in creating opportunities for athletes with physical disabilities to excel in sports.

Wheelchair Sports NSW/ACT is committed to shining a light on the women and girls in wheelchair sport. The HER SPORT Festival is an inclusive sporting competition specifically for girls and women with a disability. The inaugural festival was held at the Sydney Academy of Sport and Recreation in Narrabeen on 19 to 21 May 2023.

“The Festival bridges a gap in offering inclusive sporting competitions specifically to girls and women with a disability. Many girls and women who want to engage in adaptive sports currently have the challenge that most wheelchair sports are unisex. Whilst this has social benefits, it can intensify universal barriers of adaptive sports such as appearance, ability and priorities,” explained Mick Garnett, CEO of Wheelchair Sports NSW/ACT.

“Mounties Group’s support to the HER SPORT Festival in 2023 supported our mission to increase participation in wheelchair sports for girls and women.

“This was a rare opportunity to help build a legacy for female participation in wheelchair sport and to highlight the huge benefits in participation in sport for people living with a disability, no matter their ability, gender or skill,” continued Mr Garnett.

The pledge from Mounties Group added to the growing momentum of HER SPORT Festival’s success. With increased financial backing, the festival is set to reach new heights and impact even more lives within the community.

“The funds were utilised to heighten the Festival’s reach as well as highlight our adaptive sports programs that promote women’s sports at all levels. Moreover, the sponsorship also contributed to the overall growth and recognition of Wheelchair Sports NSW/ACT, enabling us to expand our reach and positively influence the lives of more athletes with physical disabilities,” he added.

The 2023 HER SPORT Festival was an inspiring and empowering event for women athletes, where camaraderie and sportsmanship took centre stage. Representatives from Mounties Group attended the last day of the HER SPORT Festival and met with members of the teams and well known Paralympians.

Mounties Group believes in actively engaging with the causes it supports, attending events, and making meaningful connections. Our organisation is committed to going beyond financial contributions and truly making a difference in the community and this sponsorship is further testament to this goal.

# SPREADING RAINBOWS

## one swim at a time



We are a water loving nation and who can blame us? Australia's coasts are lined with beautiful beaches and our summer days are often the perfect temperature for swimming. Our strong affinity with the water means it is vital that young people of all abilities can learn valuable swimming and water safety skills.

Thanks to Mounties Group, children with a disability in the Mount Pritchard area were supported with specialised learn to swim equipment with funds donated to Rainbow Club as part of the 2023 ClubGRANTS scheme as well as free use of our Swimming Pool for children with a disability to learn to swim.

Rainbow Club is a network of social swimming clubs for children with a disability. It is a registered NDIS provider with 45 clubs across NSW including the Mount Pritchard Club which meets at Mounties Health & Fitness each Sunday afternoon.

Rainbow Club caters for over 2,000 members who enjoy individualised swimming lessons each weekend of the school term. It also holds a calendar of swimming events including two annual carnivals and the Murray Rose Malabar Magic Ocean Swim every February. Its emphasis is on individualised lessons that are about fun, fitness and friendship.

Mounties Group's donation funded the purchase of specialised learn to swim equipment for Rainbow Club's Mental Health and Social Cohesion program which aims to enhance the needs of children with a disability.

Recommended by Aquatic Occupational Therapists, the equipment purchased included bright, fun visual aids, dumb bells, timers, kick boards, 'this/then' boards and a pack of visual aid cards specifically designed to help children with certain disabilities understand the instructions from their swim teacher.

Mounties Group's donation also funded the purchase of games such as aqua basketball which teachers will use at the end of each lesson as a coordinated game to enhance the social interaction of the participants.

Rainbow Club's swim teachers will use the equipment during lessons to encourage renewed engagement and social connection. The bright new equipment plays an important role in Rainbow Club's individualised swimming lessons which use the colours of the rainbow to help children through the learn to swim journey.

The partnership between Mounties and Rainbow Club is not new, with the organisation proudly using our aquatic facilities at Mount Pritchard since 2019. Since commencement, the Rainbow Club has grown from 40 enrolled students to 140 in the latest 2022/2023 year.

"Our Club has been operating out of Mounties' pool for a number of years and it never gets old seeing the benefits Club members take from their lessons. Witnessing the journey of kids who start out too afraid to even dip their toes in and seeing them becoming more engaged, listening to teachers and gaining the confidence to play and have fun in the water is incredibly rewarding," said Rainbow Club's Acting General Manager, Amelia Stanislas.

"Besides a membership fee, all of our programs are free for participants, made possible by generous supporters such as Mounties Group. This alleviates financial pressure on parents and means our programs are accessible to as many children as possible" added Amelia Stanislas.

The support provided by Mounties Group is just another way our local club can give back and help encourage children with a disability to Swim the Rainbow at their own pace, to the best of their ability.

# CLUB GRANT

## report

### Dear Members

As the Chairman of your Club Grants and Donations Committee, I am happy to say that our support of local people in need has once again grown in line with the success of our Club. This year our community contribution was more than \$10 million which is \$2 million more than in last year's record breaking year and the impact that these contributions made in our local area had a very positive impact on local people.

Our venues work in some of the most diverse regions in Australia and our members come from many different walks of life, so it is pleasing that so many local people have chosen Mounties Group as their avenue to support others in need through their support of our services.

These funds that are provided to local groups, are a direct result of money that local members spend at a Mounties Group venue and entrust to Mounties to deliver to those in our community that resonate with our members.

Many of the groups have first approached other channels and been refused support, before coming to the Club because of our local knowledge and engagement with community.

The financial support we give to local community groups certainly have a direct impact on the lives of our members with the \$600,000 we gave Street University this year being measured to result in an 83% reduction in anti-social behaviour, a 78% improvement in relationships, 69% better community connection and a 59% increase in education and employment for local youths.

Our support of Careflight Rescue Helicopter saw 2,225 life saving missions conducted over the past 5 years, our support of Heart of the Nation saw Mounties Group donate 50 defibrillators to local community to save lives in their time of need, our support of local children saw us donate 500 backpacks full of school needs to local children and we helped Supertee to provide local children in hospital with medical garments that inspire imagination at the same time as providing better convenience, comfort and practicality to care.

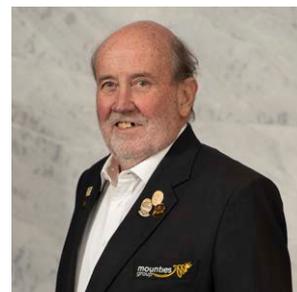
In total this year we were able to provide financial support for 61 local community groups that make an impact on the lives of our members on a daily basis

As you can imagine, we get hundreds of applications for help from local community groups in need and I thank my fellow committee members, Jenny McNevin, Leon Hansen and

Lorraine Dean for your hours of deliberation in aiming to make the biggest difference we can in the local community. Most of all, I would like to thank our members because it is you and your choice to spend your money at a Mounties venue that allows us to use our profits to assist others in need and truly make our community a better place for our members to live.

With the increasing costs of living now being felt across our community, our community support is more vital than ever before so I am pleased to say our committee has already committed our support to make sure a number of vital services in our community will continue to be funded into the new year and beyond with our commitment for 2024 already well over \$2 million.

**Steve Fitzpatrick**  
Chairman



### ClubGRANTS scheme in 2022/2023:

ClubGRANTS	Category 1	Category 2	Category 3	Total
Mounties	844,381.63	1,745,617.68	445,989.90	3,035,989
Mekong	248,930.00	139,010.10	65,717.71	453,658
Harbord	48,078.00	274,728.41	26,793.48	349,600
Triglav	192,787.00	61,129.26	29,887.71	283,804
Halekulani	51,578.86	172,701.75	15,519.93	239,801
Wyong	29,618.00	58,848.32	11,950.63	100,417
Breakers	43,896.06	131,563.81	13,327.75	188,788
<b>Totals</b>	<b>1,459,269.55</b>	<b>2,583,599.33</b>	<b>609,187.11</b>	<b>4,652,056</b>

## ClubGRANTS BENEFICIARIES IN 2022 AND 2023 INCLUDE:

Asian Women at Work Inc	Liverpool Womens Health Centre
Australian Chinese Youth Sports Federation Inc.	Mercy Works Limited
Autism Advisory and Support Service	Morris Children’s Fund Incorporated
Autism Spectrum Australia (Aspect)	NSW Vietnamese Elderly Friendship Association Inc.
Be Centre Foundation Limited	Odyssey House NSW
Cambodian-Australian Welfare Council of NSW Inc	Outer Liverpool Community Services
Camp Breakaway	Pal Buddhist School Limited
Cancer Patients Foundation	Powerhouse Youth Theatre Inc
CareFlight	Rainbow Club Australia
Central Coast Kids Day Out	Samaritans
Chaldean Australian Society Incorporated	Southlake Inc
Child Abuse Prevention Service	Special Children Services Centre Incorporated
Community Action Services Australia (CASA) Inc.	St. Merkorious Charity Association Inc.
Community Minds	Starlight Children’s Foundation
Daystar Foundation	Story Factory
Delta Society Australia LTD	Sunnyfield
DREAMS2LIVE4 LTD	Ted Noffs Foundation
Easylink Community Services Limited	Terrigal High School
Fair fight Foundation ltd	The Humour Foundation
Fairfield City Council	The Peacemakers – auspiced by STARTTS
FIAM	The Royal Life Saving Society NSW
Foster Care Angels Inc	The Shepherd Centre – For Deaf Children
Georges River Life Care	Think+DO Tank Foundation Limited
Guide Dogs NSW/ACT	Together We Can Foundation Ltd
Iris Foundation	Trustee for Zen Tea Lounge Trust
Just Care Inc	Vietnamese Community in Australia NSW Chapter Inc.
Khmer Community of New South Wales Incorporated	Vietnamese Womens Association in NSW Inc
Learning Links	Wamberal Rural Fire Brigade
Legacy Club Services	Wamberal Surf Life Saving Club Incorporated
Life Education NSW	Yarran Early Intervention Service
Little Wings Limited	



Mounties Group Directors with Fairfield Mayor Frank Carbone, Dai Le Federal Member for Fowler and councillor for Fairfield/Cabravale Ward, and THQ Lions.



Freshwater Surf Life Saving IRB

# KEEPING HEARTS BEATING

## one AED at a time

Following the partnership formed last year with former yellow Wiggle, Greg Page, and his charity, Heart of the Nation, Mounties Group is delighted to see the first Automated External Defibrillator (AEDs) be installed within hotspots around the Northern Beaches community.

The original yellow Wiggle, Greg Page, survived a cardiac arrest while performing at a Wiggles reunion show in January 2020. He survived because bystanders knew how to do CPR and there was an AED nearby in the club where he was performing.

Of 28,000 cardiac arrests each year in Australia, only 10 per cent of people survive, in part due to the lack of access to an AED. Greg is one of those lucky ones. Since the incident, Greg has now made it his mission to save more lives with his initiative, Heart of the Nation.

"Having an AED within 3 minutes of someone suffering a cardiac arrest can increase survival rates by 200 to 300%. I have no doubt that it was the quick action of bystanders and the use of an AED that saved my life that day," explained Greg.

The Mounties Care sponsorship of \$175,000 pledged in 2022 saw 50 Heart of the Nation units be planned for roll out across South West Sydney, the Northern Beaches and Central Coast.

"This year, we are pleased to have the support of Northern Beaches Council who has been working with us to commence the first AED roll out across the Northern Beaches areas of Sydney".

"Northern Beaches Council has made immense strides for the community, becoming one of the first councils in metropolitan Sydney to work with us to install defibrillators at bus stops and public spaces," explained Mr Page.



Northern Beaches Mayor Sue Heins said the Council was proud to participate in this life-saving mission.

"We are installing life saving defibrillators, generously donated by Heart of the Nation and Mounties Group, in major public areas and bus stops across the Northern Beaches," said Mayor Heins.

"This means any member of the public can access these life saving devices when needed, no matter the time of day. If you can access an AED within 3 to 5 minutes of someone suffering a sudden cardiac arrest, you can increase their chance of survival to 70 per cent," concluded Mr Page.

Various bus stops across the Northern Beaches now play host to the AEDs. Locations include bus stops in Newport, Mona Vale, Collaroy, Brookvale, Manly Narrabeen and Dee Why.

Mounties Group CEO, Dale Hunt, stated that the commitment from Councils such as Northern Beaches Council and Mayor Sue Heins is to be truly admired as it will definitely save the lives of their local people and their willingness to work to deliver this project shows how simple a life saving partnership can be.



## A SUPER COLLABORATION TO brighten the Smiles of sick children

Every year, around 500,000 children in Australia need the services of hospitals, with many of these brave youngsters facing the toughest battle of their lives. The Fair Fight Foundation has been making a significant impact since 2018, helping young patients transform into superheroes during their battle against formidable health challenges like cancer and other chronic illnesses.

Mounties Group was delighted to partner with the Fair Fight Foundation as part of its ClubGRANTS program and provided a grant to support its inspiring Supertee initiative.

The Supertee is a revolutionary medical garment, specifically designed for children and offering a modern take on the traditional hospital gown. Featuring captivating designs inspired by beloved Marvel characters like Captain America and Captain Marvel, the Supertee sparks imagination, inspiration and empowerment in young patients.

Beyond its superhero inspired designs, the Supertee garment offers practical benefits for parents and hospital staff, simplifying the process of changing clothes on little ones while providing easy access to medical lines.

Beyond the initial engagement with the Fair Fight Foundation, Mounties Group also assisted with packing and delivering 400 Supertee care packs to local hospitals across Fairfield, Liverpool and the Central Coast.

Mounties Group is always passionate about developing strong relationships with the causes we support and this project is another great example of the power of collaboration. Following the delivery of care packs to Fairfield Hospital, it was a quick visit to its paediatric ward that left the most impact.

“Members of the Mounties team together with Fair Fight Foundation delivered Supertees and care packs to the local Fairfield Hospital in May this year. We were introduced to the dedicated staff of the paediatric ward and during the visit, we were shown the current state of the children’s playground,” explained Mounties Group President John Dean.

“With tired looking equipment and dilapidated structures, it was clear that urgent action was needed to revitalise this important area within the paediatric ward,” he continued.

From this visit, Mounties Group has pledged a \$150,000 donation that will be instrumental in transforming the playground into a vibrant and secure space for young patients to enjoy. The refurbishment project to be undertaken across late 2023 will see a complete refurbishment of the space, new playground equipment and plants to ensure a safe and inviting environment.

“We are immensely grateful to Mounties Group for their incredible generosity in donating towards the creation of a new playground at our local hospital,” said Aolele Fuimaono, Director Corporate Services from Fairfield Hospital.

“This donation will not only provide a safe and stimulating environment for our young patients but also bring immeasurable joy and comfort to their hospital experience”.

“On behalf of the entire paediatric ward and local families, we extend our heartfelt thanks to Mounties Group for their unwavering support and commitment to improving the wellbeing of our children. This contribution will undoubtedly make a lasting impact on the lives of those in our care and we are looking forward to unveiling the new playground at the end of the year,” added Aolele Fuimaono.

# SPORTS DIRECTOR

## report

### **Remember, as I always say, we are a community and so much more than a Club we are a family.**

It has been another very tough year losing the members we love and growing their wings and other members not doing so well, so with that in mind I'd like to take time to send our thoughts, prayers and love to all their families and friends.

With regards to all our sub clubs from Mounties Harbord Diggers Manly Bowling Club, Halekulani Bowling, Club Wyong and Breaker County Club across the group, they all had a very successful year on and off the field.

Whether you play in any of the sports we have to offer indoor bowls, bowls, netball, rugby league (Junior & Senior), soccer (Junior & Senior), cricket (Junior & Senior), golf (Senior & Social), snooker, fishing, toastmaster, euchre, bridge to name but a few.

Also, we are very strong across the Group with the well-being of all our members especially if you don't like sports, we have 2 50s Plus, 1 in Sydney and 1 in our Halekulani Bowling Club which covers the Coast.

They have a fantastic time having monthly trips, high tea, wine tours, cocktail hour (non-alcoholic of course) and have 1 or 2 trips a year.

So, as you see we covered everything for all our members.

I like to wish all our Winter sports going into their semi-finals all the best. Once they are finished, around the first week in September, we will be getting ready for the 2023/2024 season,

All sub clubs across the Group are very busy organising AGM and end of year presentations.

What can I say, it has been a very exciting year. We have achieved outstanding results for everyone involved, so thank you.

I would like to thank quite a few people for making my life as Sports Director an absolute pleasure.

Firstly, I would like to thank each and every one of our members within our sub clubs, new and mature, for your friendship and continued support. I always say, we are a family that looks out for one another, supports each other in our times of need and

we are all enthusiastic, and dedicated to enjoying and playing the sports that we love.

A huge thank you to our President John Dean and my colleagues on the Board for your advice, guidance, support and friendship that you have given me over the last 12 months.

I would not be the Sports Director I am today without you all.

To our Sports Committee – Lorraine Dean, Leon Hansen, Dennis Bryne, Omega Octavia, Dawn Kelly and Lyn King, I want to express my gratitude for all your continued support, contribution and friendship and for your unwavering dedication and challenging work you have put into our sub clubs during 2023.

To our CEO, Dale Hunt, his management team and the staff, I like to thank you all for your support and friendship. It certainly makes my job a pleasure.

Finally, to my 2 ladies, Dawn and Lyn, whom I work so closely with every day of the week. Without the love and support of these ladies, I would not be where I am today, as they make my time as a Sports Director a pleasure. Nothing is too much trouble and they always have my back, I cannot thank them enough.

Remember, as I always say, we are a community and so much more than a Club, we are a family.

Merry Christmas and Happy New Year! From my heart to yours,

Thank you from your Sports Director and Friend

### **Jenny McNevin**





Mounties Joggers Sub Club

## MOUNTIES GROUP

### sub clubs

#### MAKE A FRIEND TODAY

Did you know that as a member of Mounties, you can join any of our 54 sub clubs or Social Inclusion programs? For almost 60 years, we have been giving people a reason to gather, make new friends and feel like they belong in their local community.

Whether it's using our free snooker tables, indoor bowls, a game of euchre in our over 50's club, there is something to enjoy, meet new friends and join with others to enjoy some fun. Our sub clubs, which are subsidised by the Mounties Group, provide the opportunity for affordable social activities for all members.

#### Mounties

1. Athletics (Senior)
2. Cricket
3. Darts
4. Euchre
5. 50s Plus
6. Fishing
7. Golf (Senior)
8. Golf (Social)
9. Hockey
10. Indoor Bowls
11. Joggers
12. Lawn Bowls
13. Netball
14. Rugby League (Seniors)
15. Rugby League (Juniors)
16. Rugby League (Try Time)
17. Soccer (Junior)

#### 18. Softball

19. State League Softball
20. Swimming
21. Snooker
22. Table Tennis
23. Toastmasters
24. Physical Culture & Dance
25. Wanderers

#### Club Italia

1. Cards
2. Bocce (Abruzzi)
3. Bocce (Competition)
4. Super Ramino
5. Golf

#### Triglav

1. Bocce

#### Harbord Diggers

1. Bridge
2. Chess
3. Cribbage
4. Garden
5. Toastmasters (Daytime)
6. Toastmasters (Evening)
7. Women's Bowling

#### Manly Bowling Club

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

#### Club Wyong

1. Fishing
2. Lawn Bowls
3. Snooker
4. Toastmasters

#### Halekulani

##### Bowling Club

1. Budgewoi Netball
2. Central Coast 50s Plus
3. Golf
4. Men's Lawn Bowls
5. Women's Lawn Bowls

#### Breakers Country Club

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

# SOUTHWEST

## Mounties Magic

Netball NSW has proudly announced a new Premier League netball team, South West Mounties Magic, the next step for elite sports within Mounties Group. In a partnership between Mounties Care and Liverpool City Netball Association, the introduction of an additional Premier League netball team will offer a clear pathway for players under 6 through to an elite level.

In confirming the partnership, Mounties Group CEO Dale Hunt said, "It's not only a win for netball, but more particularly for

South West Sydney, with a clear pathway for athletes, coaches and officials to participate in the game at a professional level. At a time when women's sport is enjoying the spotlight, it is a tangible response that will provide greater opportunity for athletes, both male and female, in our region – one of the fastest growing in Sydney. "The opportunities need to keep pace with this growth and this exciting announcement of South West Mounties Magic is evidence of just that," added Mr Hunt.

"Our commitment to the members who choose to spend their time and money with us, is one which we take seriously. We are always exploring ways to add real benefit, and this partnership with Liverpool City Netball Association is further reinforcement of this vision and our contribution in improving the lives of our members and the local community," continued Mr Hunt.

"The Netball NSW Premier League is a Flagship high performance competition that has been the breeding ground from

# THE POWER OF PATHWAYS FOR FEMALES IN RUGBY LEAGUE

Once again, the 2022/2023 year has seen Mounties take significant strides in fostering the growth of female rugby league players from the grassroots level to semi-professional status.

Embracing a commitment to equality and empowerment, Mounties has forged affiliations with renowned teams such as the Canberra Raiders and, on a junior level, the Parramatta Eels, facilitating opportunities for females to enjoy the sport on and off the field.

This year, Mounties was proud to have 25 rugby league teams consisting of 23 junior teams and three senior teams.

Mounties Rugby League has gone above and beyond to ensure that young athletes are nurtured and supported throughout their rugby league journey. Starting from the tender age of Under 6s, the Club has provided a nurturing environment where young athletes are encouraged to develop their skills, confidence, and passion for the sport.

Unlike many other rugby league clubs that may focus predominantly on male players, Mounties has recognised the potential and talent in young male and female athletes. Our Club's commitment to inclusivity has allowed female players

to progress through the ranks, gaining valuable experience and expertise at each level including the Harvey Norman NSW Women's Premiership.

Through strategic affiliations with prominent NRL teams, Mounties Rugby League has created a formidable support system for female athletes. Specifically, Mounties' affiliation with Canberra Raiders and also the junior affiliation with Parramatta Eels NRL has seen the NRLW clinics thrive. These clinics are run directly in correlation with Mounties Group to engage and inspire junior athletes on and off the field. The collaboration with these renowned teams has enabled Mounties to access valuable resources, expertise and mentorship to further enhance the development programs.

Women's rugby league is the fastest-growing segment of the game and the Harvey Norman NSW Women's Premiership is at the heart of it all.

One of the most rewarding achievements for the women in league program this year has been the result of the Harvey Norman NSW Women's Premiership. Mounties defeated the Canterbury-Bankstown Bulldogs in a 1 to 0 nail-biter

to take home the championship. After a defensive 78 minutes of footy, a field goal by Tilly Power cemented Mounties' name on the trophy.

As a game that will go down in the history books, Mounties is proud of the season our Harvey Norman Women's team played, even before the epic Grand Final win.

Overall, Mounties Rugby League has emerged as a thriving program for women in rugby league inspiring junior athletes, breaking down barriers and shaping the future of rugby league for both men and women.

## MOUNTIES SIGNS A DOZEN PLAYERS TO NRLW TEAMS

Earlier this season, Mounties was delighted to see 8 of its Rugby League Women's players signed with the inaugural 2023 Canberra Raiders NRLW team.

Signing on for the club's inaugural NRLW season, Mounties NRLW players were excited to join the Canberra Raiders, in what is a true testament to their talent and commitment to the game. Players included Simaima Taufa, Tommaya

which many NSW Swifts and Giants Netball athletes, State coaches and national officials have emerged and this commitment to the game provides a further foundation on which the State can build," he concluded.

The financial funding provided by Mounties Group will ensure the long-term financial stability for the venture, confirming that the expansion into the elite level will not have adverse financial implications on grassroots sport and the local community.

Liverpool City Netball has a strong representative history. This new partnership will see players, coaches, and officials from the region able to compete at the next level.

Speaking on behalf of Liverpool City Netball Association, President Rebecca Wakefield said she is excited for this new team to make its mark on the competition.

"We are very excited to be partnering with Mounties Care and bringing Premier League to South West Sydney. This is an incredible opportunity not just for our own Association, but for all of netball within the South West region.

"We can't wait to share with you all the magical things that are about to happen in netball," added Ms Wakefield.



Kelly-Sines, Mackenzie Wiki, Kerehitina Matua, Petesa Lio, Alanna Dummett, Aaliyah Lomas and Janelle Williams.

The Raiders announced a partnership with Mounties earlier this year, providing the opportunity for players to continue to develop their skills in NSW's premier women's competition.

As a proud advocate for fostering sport from juniors through to seniors and semi-professional players across a number of sporting codes, Mounties was delighted to see such a strong cohort of players be chosen by the Raiders.

Joining these 8 Canberra Raiders players, a further 4 players were also signed to various NRLW teams. Sheridan Gallagher and Laishon Albert-Jones signed with the Newcastle Knights, Matilda Power was contracted to Sydney

Roosters and Sereana Naitokatoka signed with the Cronulla Sharks.

Mounties provides a clear pathway for young males and females to work towards the NSW Cup and Harvey Norman Women's Premiership in the NRL and NRLW. The signing of these players is rewarding for many reasons. Not only to see this incredible talent be recognised on a national level, but also because it reaffirms that the Mounties Rugby League pathways program is proving successful.

The Mounties pathways program is backed by results with now more than 15 players training with the NSW Cup and NSW Harvey Norman Women's Premiership squads in 2022 who have previously played juniors at Mounties.

These 12 players who joined the NRLW teams in 2023 have all been

with Mounties for several years and many from a young age as a junior.

With Mounties legacy in League spanning more than 90 years, it's important that the program can foster, support and mentor young and senior players as well as elite and semi-professional sports people, to reach their full potential.

For the Mounties pathways program, it's not always about selection, but seeing these dozen talented players hold a contract with national teams is testament to the success of the program and the talent that has derived from the junior teams.

2023 has seen the biggest NRL Telstra Women's Premiership ever featuring nine rounds, double headers and, for the first time, matches in primetime.



## SOCIAL inclusion

We understand the importance of feeling like you are part of something bigger than yourself, being able to meet up with friends or build new relationships and all our Mounties Group venues play a vital role in this important part of life.

More than just a Club, Mounties Group has diversified to ensure our operations positively impact all stages of our members lives.

Social inclusion is about improving the terms of participation in society, particularly for people who are disadvantaged, through enhancing opportunities, access to resources, voice and respect for rights.

At Mounties Group we see this as a cornerstone of our purpose and we aim to bring people from all parts of our community into a shared and enjoyable activity or experience.

We believe that by having a shared purpose, we build a better community with more understanding of each other and therefore a better community in which our members live.



*Breakers Country Club Bowlers Pennants Team*



## OUR CLUBS

Mounties Group has always been known for providing a reason to gather and enjoy each others company. From world class food and beverage facilities, to the best entertainment and events and sporting or sub club facilities, there is always something to enjoy at your local club.



*Mounties 55th Birthday Celebration*

## SPORTS & SUB CLUBS

Our sub clubs are the true backbone of Mounties Group and our local community. They play a vital role in who we are, why we exist and the positive difference that we make.

When we grow older or move to a new town, it can be easy to become isolated and alone. Our sub clubs give local people a chance to build friendships through a shared interest and to enjoy social activities subsidised by the Club to make them affordable for all.

As our Clubs and membership have grown, so too have our sporting sub clubs, that now number over 50.

Mounties Group plays an important role in delivering these needs to local people making our local community a better place.

# MANAGING our assets

Whilst others rush to renovate or build, at Mounties Group we take a more measured approach and carefully plan for investing in improvements that make best use of our members’ money and keep delivering for years to come.

This year we worked on master planning each of our venues to deliver to our members’ needs into the future and make best use of our properties to deliver what our members and community need in the future.

We continue to invest in real estate as a protection of our members’ funds to provide for future needs of today’s members and generations to come and have now built this safety blanket to a value of more than \$600 million.

# PORTFOLIO growth

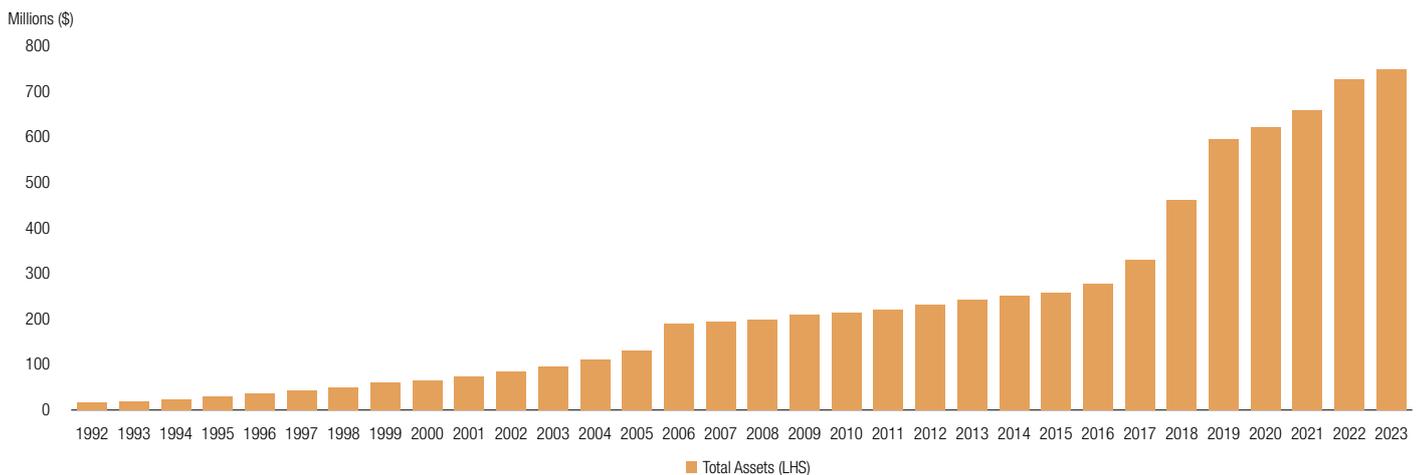
When Mounties Group was first created, the services we offered were based on the needs and wants of our members at that time.

Over the years as our members’ needs have changed, our organisation has evolved to offer services such as fitness, child play and sporting fields.

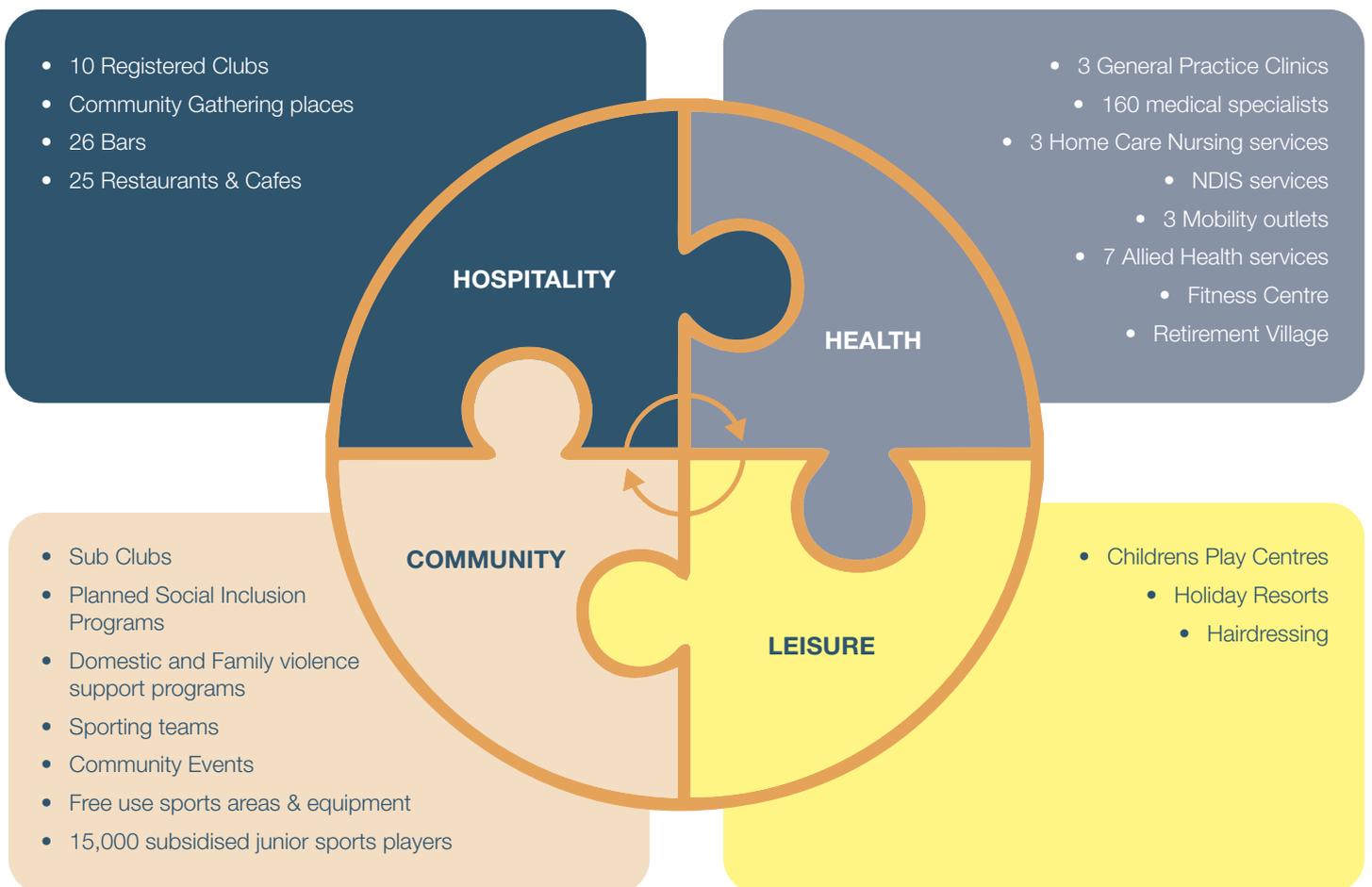
Nowadays, we continue to evolve Mounties Group to meet the needs of our members and in an ageing community this includes offering our members services in care, health and independence.

While some think of it as changing what we do, the simple truth is that we are going back to the core reason Mounties was originally created and delivering to our members’ needs today and into the future.

## TOTAL ASSETS



# THE SERVICES we offer



# MOUNTIES CARE continues taking care to new heights



Mounties Group continued its partnership with CareFlight for the fourth consecutive year, cementing its commitment to one of the biggest sponsorship support packages in club history. This close partnership has grown over many years based on mutual trust and respect, and Mounties Group is passionate supporters of CareFlight's work to save lives and serve the community.

In 2021, Mounties Care stepped up to be the naming rights sponsor of the Airbus H145 rapid response helicopter, helping ensure the ongoing viability of one of the most advanced aeromedical helicopters in Australia.

The H145 helicopter, operating as the Mounties Care CareFlight Helicopter, is based at Westmead Hospital and can be airborne and on its way to trauma incidents within 3 minutes of being called. This means that severely ill or injured patients receive hospital level care as quickly as possible, thanks to the H145's advanced technology.

CareFlight CEO, Mick Frewen, said the support Mounties Group has provided to CareFlight has been invaluable. "The Mounties Group partnership is

a true testament to the organisation's unwavering commitment to care and health services and their continued support over the last year has certainly allowed us to grow our services and save even more lives and for that we are truly grateful," said Mr Frewen.

"One of the fastest services of its kind in the world, the helicopter delivers a specialist doctor, highly skilled intensive care paramedic and hospital level equipment as close as possible to a patient anywhere in the greater Sydney area within 15-20 minutes of a 000 call," he continued.

The CareFlight helicopter lands almost anywhere that is suitable, including roads, parks, sports ground, median strips, schools, vacant blocks, back yards and even tennis courts. If there is no safe landing at the scene, local police meet the helicopter at the closest landing site nearby and drive the trauma team to the patient.

Since coming into service, the Mounties Care CareFlight Helicopter and its crew have been kept busy flying to seriously injured and sick people daily. Specifically, the Mounties Care CareFlight Helicopter has supported patients in sporting

accidents, motor vehicle collisions, house falls, major medical incidents and family emergencies.

The partnership between Mounties Group and CareFlight is making a real difference in the lives of people in need.

Over the past year, the H145 undertook 395 missions. Amongst these 260 people were transported to hospital by helicopter or road under the supervision of a specialist doctor who provided continuous medical care throughout the journey.

The results from Mounties Care's partnership has meant that services from the CareFlight helicopter are available to provide emergency healthcare to community members in need quickly and efficiently.

"Every time I hear a loud helicopter overhead my heart sinks a little for those involved, but looking up and seeing the Mounties Care logo and CareFlight team above gives me great hope that for those who need it, care is not far away," explained Mounties Group CEO Dale Hunt.

## KARI FOUNDATION

# can carry on supporting indigenous youth

Making the transition from primary school to high school can be a daunting experience for both young people and families alike. Indigenous led organisation, the KARI Foundation aim to make this transition a little easier with the assistance of its Transition to High School Backpack Initiative.

This backpack initiative provides Aboriginal young people commencing Year 7 with the resources needed to be equipped for all subjects. Not only does this reduce the financial strain on families, but it also means young people have the best opportunity to start their secondary schooling experience on the front foot.

Mounties Group was proud to partner with the KARI Foundation in 2023 by pledging \$75,000 to boost its 2024 program. The generous contribution will support Indigenous children in Western Sydney and the Central Coast as they embark on their high school journey by funding a free backpack with necessary supplies.

Mounties Group's donation will specifically fund the purchase of 500 high quality backpacks, each equipped with essential school supplies such as notebooks, pens, pencils, scientific calculators and other tools necessary for school success.

By providing these backpacks, Mounties Group aims to alleviate the financial burden on families and ensure that every child has equal access to educational resources, empowering them to thrive academically and transition appropriately into the high school setting.

"This generous contribution will enable the KARI Foundation to further our mission of delivering positive educational outcomes to Indigenous students entering Year 7 in South West Sydney and the Central Coast," explained Cain Slater, Chief Operating Officer for the KARI Foundation.

"The partnership with Mounties Group holds tremendous promise for creating additional opportunities and making a lasting impact on the educational landscape for Aboriginal children," he added.

The KARI Foundation has long been committed to supporting educational initiatives that improve outcomes for Aboriginal and Torres Strait Islander children and youth. The KARI Foundation brings Aboriginal culture and excellence into wider community life through its people, advice and support. This project specifically supports its Transition to High School program.

"Since the program's inception in 2015, the KARI Foundation has been committed to providing 1 free essentials backpack to every Aboriginal child entering Year 7 in the following school year," continued Mr Slater.

"The backpacks are designed to be culturally appropriate for the targeted students, with Aboriginal artwork by artist Danielle Mate. The goal of the backpack program is to ensure that every Aboriginal child has the resources they need to succeed in high school," he concluded.

The backpacks will be distributed by the KARI Foundation to Indigenous students across Western Sydney and the Central Coast in time for the 2024 academic year.



# BUILDING a sustainable future

## ENVIRONMENTAL SUSTAINABILITY

Across Mounties Group we have been working to improve the impact that we have on our environment and this year took a few more steps forward in our ongoing progress.

- New uniforms were introduced to test their suitability for working in clothes made from recycled bottles.
- Ocean Friendly Status at Harbord Diggers, with no single use plastic, no water bottles and best practice recycling.
- Preference for LED Lighting with all projects.
- Management moved away from using paper business cards.
- We have signed with Asahi beverage suppliers that are conscious of the environment including Victoria Bitter which is brewed with 100% solar electricity, Matilda Bar who have been 100% carbon neutral since 2021 and 4 pines whose partnership with Landcare saw the planting of 4,444 trees.

## FINANCIAL STABILITY

A few short years ago, we were in \$90 million debt. Today we take a more conservative approach to finance, now as a Group we take our profits, invest in our members while also setting some aside to ensure our growth and development continues into the future.

## HUMAN SUSTAINABILITY

We believe Mounties Group is about more than buildings, services or products. We are about people.

From our Ethics & Governance Manager to Community Program Manager, our sub clubs and social inclusion programs through to our Welfare Officer and the free training we offer all our staff.

Mounties believes people make a positive difference.

This year alone we invested over \$50 million in wages, more than 18,000 hours in staff training and over \$3 million in community programs for members to enjoy. We also conducted a Human Slavery review of suppliers and products to protect others at risk.

## SOCIAL SUSTAINABILITY

At Mounties we recognise we have an impact on others and on the world by what we do and that is why we have rules to offer best practice operations but it is also why we so heavily support cultural activities in our local community for so many people from so many backgrounds.



## INVESTIGATIONS

Meeting our values of honesty and being outcome driven, it is important to be transparent with our members and let you know that in the past 12 months, we were investigated 32 times by different Government Authorities as part of the NSW Government approach to making the people of NSW safe and ensure venues were conducting themselves appropriately.

As the largest Registered Club in Australia, it is understandable that the Government would want to make sure we are doing right by our members and guests so investigations occurred by Liquor & Gaming NSW, Australian Tax Office, AUSTRAC, NSW Crime Commission, ClubGrants and NSW Police.

We are pleased to say that all 32 investigations found no matter of concern and no evidence of any wrongdoing showing we take our social responsibility seriously and look for continuous improvement toward the highest standards.

## ANTI MONEY LAUNDERING

When addressing AML-CTF (Anti Money Laundering – Counter Terrorism Funding) and Responsible Gambling, our primary areas of focus include ensuring duty of care and full compliance with all regulations, delivering timely and precise reporting and utilising all gathered information to make well informed decisions in fulfilling our obligations to regulatory authorities, our business and our people.

Our approach to AML-CTF and Responsible Gambling undergoes continuous review. We consistently explore new systems and strategies to ensure that our approach remains the most efficient and effective. We presently utilise a wide range of resources to achieve compliance. We employ both internal and external systems for the identification, verification and reporting of suspicious activities.

We also maintain up to date training across all staff and engage in external consultations to stay informed about any legislative changes or requirements. Additionally, we have dedicated teams responsible for overview and implementation of our policies and procedures. By investigating both transactions and individuals, we can identify new potential high risk customers and maintain surveillance of our existing ones. Incorporating additional criteria into our monthly reporting enables us to identify significantly more suspicious transactions than we would by solely adhering to the recommended standards.

Mounties Group partner with BetSafe as the provider of our Responsible Gambling Program. Between July 2022 – June 2023, Mounties Group engaged in 504 self-exclusion commitments, 7 of these being involuntary exclusion where Mounties Group identified the customers as exhibiting problematic gambling behaviours. In line with our duty of care towards our customers and in consultation with BetSafe, we made the decision to enrol them into an involuntary self-exclusion program.

All Mounties Group venues have also been accredited by the Global Gambling Guidance Group (G4), an international accreditation and certification body. Between July 2022 – June 2023, Mounties Group AML-CTF reporting resulted in 407 Enhanced Customer Due Diligence (ECDD) reports being completed and 172 Suspicious Matter Reports (SMR) being submitted. A number of these reports resulted in the termination of customer relationships; a necessary step taken due to the risk they posed to our business.

During this time, we also invested an additional 3,455 staff training hours to ensure our staff have the highest standard in AML-CTF.

# CREATING A SAFER WORKPLACE

## by addressing domestic, family and sexual violence

Domestic and family violence is endemic in our community and the consequences are well documented. This year, Mounties Group took a decisive step towards addressing domestic and family violence, affirming our commitment to creating a safer and more supportive workplace environment. Recognising the far-reaching impact of domestic violence, Mounties Group launched a comprehensive Domestic, Family and Sexual Violence (DFS) Policy and plan, aimed at making a positive difference within our organisation and the wider community.

DFS is not just societal concerns, they are workplace issues that affect the lives of many employees. In Australia, 62% of women experiencing domestic and family violence are in the paid workforce. These disheartening statistics compel organisations like ours to take decisive action and play a pivotal role in identifying and responding to domestic and family violence.

At Mounties Group, we firmly believe in the power of awareness and understanding to combat domestic violence effectively. To achieve this, we initiated domestic, family and sexual violence information sessions specifically designed for the Board, CEO and executive leadership team. These sessions play a crucial role in fostering a culture of empathy and support within our organisation.

Further, in March 2023, Mounties introduced the Domestic, Family and Sexualised Violence Leave Policy which provides additional paid leave. As part of our strategy a working group of staff (with lived experience) was created to discuss possible opportunities where we could uplift our workplace responses and provide timely and relevant support.

Clubs are a connection point for many individuals and communities across Australia. Mounties Group has over 1,000 employees and can make a



meaningful difference through workplace responses and supporting employees who may need access to support earlier or whilst employed.

Taking a proactive approach, we have developed a personalised domestic and family violence training program for our entire workforce. By improving awareness of this issue, we aim to cultivate a workplace environment characterised by empathy, non-judgment and encouragement.

Since mid-2023, this training program has been rolled out throughout the entire Mounties Group team, significantly enhancing our workforce's understanding and awareness of DFS. Furthermore, the supplementary support measures approved by the Board provided more effective, tangible and timely assistance to our valued employees.

The impacts that experiences of DFS had on employment highlighted the urgent need for meaningful and effective support systems. We are committed to ensuring that our workforce remain safe, engaged and supported during challenging times.

Moreover, with our membership reaching 225,000 members, we have a unique opportunity to connect with thousands of individuals and families in the local community. Many of these individuals may not have sought formal services for support, making our outreach even more critical in extending a helping hand.

The support options approved by the Board are divided into the following categories: Workplace Support, Financial Support and Service Support. This comprehensive approach ensures that our employees have access to the resources they needed to navigate difficult circumstances and continue to thrive in their personal and professional lives.

As we launched our training program in August, we took pride in being part of a positive change, both within our organisation and in society at large. We hope to pave the way for a brighter and safer future for everyone.

# MOUNTIES GROUP

## wins NSW Clubs & Community Award

The Clubs & Community Awards recognise the outstanding social contributions made by clubs in their local communities. In 2023, ClubsNSW received over 120 submissions across the 9 categories of awards. Categories that Mounties Group projects and initiatives were nominated this year included Club Person of the Year, Emergency Services, Health Care, Fostering Grassroots Sport, Heart of the Community, Mental & Social Wellbeing and Sustainability.

Over the years, ClubsNSW have heard thousands of stories from their members about the amazing relationships clubs have with individuals and groups within their local communities. The Clubs & Community Awards are an opportunity to share the stories and celebrate them and Mounties Group is the only organisation to be a finalist in 8 different categories.

Mounties Group was delighted to be awarded the Emergency Services award for its Beers for Broadwater campaign run in 2022. Mounties pledged to support the small town of Broadwater after it was struck with floods in April of 2022. But the support went beyond cash, it went further than hands on support and even sending supplies – it was a multifaceted campaign to really support and lend a hand to the regional community in NSW.

Mounties Group Board Director, Jenny McNevin, was pleased to be part of this wonderful campaign that raised a total of \$220,000. “Mounties built and delivered an initiative that helped the entire community on their road to recovery – in spirit, in force and via funds,” explained Mrs McNevin.

“A team from Mounties Group travelled to Ballina to host the special event, headlined by Shannon Noll. It wasn’t just about sending a cheque but

getting people on the ground, putting on some entertainment and personally making a difference to the community,” she continued.

Overall, this fundraising campaign included a mix of all levels of support – in-kind, financial and volunteering. The fundraising campaign ran for 6 weeks prior to the event on Saturday, 30 April and involved all Mounties Group Clubs across Sydney, the Northern Beaches and the Central Coast of NSW.

“Funds donated to the Broadwater community through the Beers for Broadwater campaign have since been used to assist locals and businesses rebuild and we are chuffed to have been awarded this industry award to recognise our hard work and commitment for this special initiative,” concluded Mrs McNevin.

Along with taking home a coveted award, Mounties Group was also a finalist in 8 of the 9 categories at the 2023 Awards.



# Vale



## THOMAS MURPHY

### MOUNTIES GROUP DIRECTOR

From the very beginning Tom has been there. Since the idea to create Mounties back in the 1960s, he has been there for every step of the journey. It was Tom's father that put up his own land as security for the Club to start and his involvement in ensuring that the original idea of developing a hub for the entire community to enjoy, was a driving force for Tom's dedication to the Group for more than 50 years.

Tom served hand in hand with his wife Chris as she also took club positions of Club Captain and Club Director sharing his passion for a better community.

As a Founding Member of Mounties Group, as well as a life member with decades of service, Tom served the Club in many roles including Board of Director for the past 28 years and President of our Indoor Bowls for the past 31 years.

Tom was passionate about our community, creating the very first Mounties Sub Club, paving the way for social inclusion for all those who live in our communities. Thanks to Tom's tenure Mounties Group now has over 50 Sub Clubs in operation with thousands able to enjoy shared community experiences.

*Forever Part of the  
Mounties Group Family*

# ANNUAL CHRISTMAS CARNIVAL

putting smiles on  
10,000 faces



Every year Mounties Group provides a free Christmas Carnival for thousands of our members and their children. Returning in 2022 after COVID-19 and weather restrictions, last year's event saw a record 10,000 members and their families enjoy the Christmas spectacular.

The annual event has been running for over 30 years and allows people within our communities to celebrate the festive season in an affordable and fun way. The free member event ensures even those who are in a financially disadvantaged situation can celebrate the season's festivities without financial bias.

The 2 day event includes thrilling carnival rides, face painting, free food and drink, live entertainment and family friendly carols.



# OUR governance

At Mounties Group we are fortunate to be granted a social licence to operate in areas restricted to many others and as such we have a responsibility to do the right thing and to perform in the right way.

In 2020, we introduced a progressive and staged approach to ongoing improvement of all our legislative and corporate compliance but also our operational ethics and social responsibilities. Over the past 2 years we further developed this program to include:

- Compliance and Ethics Committee with Independent Chairperson
- Mandatory training for all Directors on Anti Money Laundering
- Mandatory training for all Directors on Responsible Conduct of Gaming
- Independent monthly audits of Gaming.

We have taken the Best Practice Guidelines from the Australian Institute of Company Directors and the ASX Corporate Governance Councils Governance Program to develop the highest standards of corporate governance for Mounties Group to follow. Each year we report on these for true transparency to our Members as below:

	Key principle	Best practice recommendation	Mounties outcomes
Principle 1	<b>PURPOSE &amp; STRATEGY</b>  (The organisation has a clear purpose and a strategy which aligns activities to its purpose)	The organisation's purpose is clear, recorded in its governance documents and understood by the Board.	<ul style="list-style-type: none"> <li>• Core purpose was reviewed and confirmed in February 2023 by Board and Senior Management.</li> </ul>
		The Board approves a strategy to carry out the organisation's purpose.	<ul style="list-style-type: none"> <li>• Annual Strategic Planning conducted over three days followed by quarterly reporting to Board on progress towards strategic goals.</li> </ul>
		Decisions by the Board further the organisation's purpose and strategy.	<ul style="list-style-type: none"> <li>• Established Key Performance Indicators (KPIs) established and reported on.</li> <li>• Accountability assigned and performance reviewed.</li> </ul>
		The Board regularly devotes time to consider strategy.	<ul style="list-style-type: none"> <li>• The Board of Directors conduct quarterly reviews of strategy and meet to review progress towards objectives.</li> <li>• An annual Strategy meeting is held to review, refresh and adjust according to members needs.</li> </ul>
		The Board periodically reviews the purpose and strategy.	<ul style="list-style-type: none"> <li>• Purpose and strategy reviewed annually and revised quarterly.</li> </ul>
Principle 2	<b>ROLES &amp; RESPONSIBILITIES</b>  (There is a clarity about the roles, responsibilities and relationships of the Board)	Directors' roles are clear and understood by the Board.	<ul style="list-style-type: none"> <li>• Board are issued annually with Code of Conduct and Board Roles and Responsibilities.</li> <li>• Job Descriptions are reviewed defined and distributed annually, then agreed and noted.</li> <li>• Annual training undertaken by Directors.</li> </ul>
		Directors understand and meet their duties under law.	<ul style="list-style-type: none"> <li>• Annual reviews conducted.</li> <li>• Independent reviews conducted at all Board meetings.</li> <li>• Directors undertake appropriate training.</li> </ul>
		Directors meet any eligibility requirements of their position.	<ul style="list-style-type: none"> <li>• Board undertakes annual review of eligibility.</li> <li>• Board is elected by members.</li> <li>• Eligibility requirements in place in accordance with Registered Clubs Act and Corporations Act.</li> </ul>
		Delegations of the Board's authority are recorded and periodically reviewed.	<ul style="list-style-type: none"> <li>• Delegation of Authority reviewed annually.</li> <li>• Delegation of Authority recorded and distributed.</li> </ul>
		The role of the Board is clearly delineated from the role of management.	<ul style="list-style-type: none"> <li>• Clear Job Descriptions in place.</li> <li>• Code of Conduct reviewed annually.</li> </ul>

	Key principle	Best practice recommendation	Mounties outcomes
Principle 3	<b>BOARD COMPOSITION</b> (The Board's structure and composition enable it to fulfil its role effectively)	Directors are appointed based on merit, through a transparent process and in alignment with the purpose and strategy.	<ul style="list-style-type: none"> <li>Directors are elected by members of the Club.</li> </ul>
		Tenure of Directors is limited to encourage renewal and staggered to retain corporate knowledge.	<ul style="list-style-type: none"> <li>The Club operates on the Triennial Rule to maintain consistency in strategy and performance.</li> <li>One third of Directors stand for election each year.</li> </ul>
		The Board reflects a mix of personal attributes which enable it to fulfil its role effectively.	<ul style="list-style-type: none"> <li>Directors are elected by the general membership of the Club to best represent their needs.</li> <li>Nominations for Directors are open to all members of Club with 5 years membership tenure.</li> </ul>
		The Board assesses and records its members skills and experience, and this is disclosed to stakeholders.	<ul style="list-style-type: none"> <li>An annual review of all Directors' skills and experience is conducted.</li> <li>Members are provided with the information on Director skills and experience.</li> </ul>
		The Board undertakes succession planning to address current and future skills needs in alignment with the purpose and strategy.	
Principle 4	<b>BOARD EFFECTIVENESS</b> (The Board is run effectively and its performance is periodically evaluated)	Board meetings are chaired effectively and provide opportunity for all Directors to contribute.	<ul style="list-style-type: none"> <li>An independent review is conducted of each Board meeting.</li> <li>Agenda provides opportunity for contribution and input from all Directors.</li> </ul>
		Directors seek and are provided with the information they need to fulfil their responsibilities.	<ul style="list-style-type: none"> <li>Standardised reporting for ease of access to information.</li> <li>Monthly meetings for discussion and decisions.</li> <li>All Director enquiries are reported and responses provided.</li> </ul>
		Directors are appropriately inducted and undertake ongoing education to fulfil their responsibilities.	<ul style="list-style-type: none"> <li>Induction training is conducted once per year.</li> <li>Directors undergo mandatory and voluntary director training every year.</li> </ul>
		The Board's performance, as well as the performance of its Chair and other Directors is periodically evaluated.	<ul style="list-style-type: none"> <li>Independent reviews conducted.</li> </ul>
		The relationship between Board and management is effective.	<ul style="list-style-type: none"> <li>Clear roles, job descriptions, and delegations of authority are in place and reviewed regularly.</li> </ul>
Principle 5	<b>RISK MANAGEMENT</b> (Board decision making is informed by an understanding of risk and how it is managed)	The Board oversees risk management framework that aligns to the purpose and strategy.	<ul style="list-style-type: none"> <li>Mouties Group has a clear risk management framework with established measurements.</li> <li>The risk management framework is reviewed annually.</li> <li>The organisation has an established risk committee with an independent chairperson.</li> <li>Mouties Group has clearly established key performance criteria and measurements for allowable risk.</li> </ul>
		Directors seek and are provided with information about risk and how it is managed.	<ul style="list-style-type: none"> <li>The Board has a risk sub committee that meets regularly to review risk.</li> <li>Regular reporting is conducted to the entire Board on risk.</li> <li>An independent expert provides reports to Directors on risk.</li> </ul>

	Key principle	Best practice recommendation	Mouties outcomes
Principle 6	<b>PERFORMANCE</b> (The organisation uses its resources appropriately and evaluates its performance)	The Board oversees appropriate use of the organisation's resources.	<ul style="list-style-type: none"> <li>Monthly reviews by Board include Key Performance Indicators (KPIs) based on business performance and allocation of resources.</li> <li>Annual strategic plans are supported by business plans and budgets which are revisited on a regular basis.</li> <li>Monthly reporting on performance including resource allocation.</li> </ul>
		The Board approves an annual budget for the organisation.	<ul style="list-style-type: none"> <li>The Board reviews and approves an annual operational budget prior to actioning.</li> <li>The Board reviews and approves an annual capital budget prior to actioning.</li> <li>Budgets are reviewed and reported monthly to Board.</li> </ul>
		The Board oversees the performance of the CEO.	<ul style="list-style-type: none"> <li>CEO performance is measured against agreed KPIs with strategic and operational outcomes.</li> <li>CEO performance is reviewed at least twice per annum.</li> </ul>
		The Board monitors solvency of the organisation.	<ul style="list-style-type: none"> <li>The Board reviews the financial position of the organisation at least monthly including the solvency of Mouties Group.</li> </ul>
Principle 7	<b>ACCOUNTABILITY &amp; TRANSPARENCY</b> (The Board demonstrates accountability)	The organisations governing documents and policies relevant to its governance are available to stakeholders.	<ul style="list-style-type: none"> <li>Mouties Group constitution, key policies, annual report etc are available in all venues and online at the website.</li> <li>Whistle Blower, RSA and RCG policies are available in venues or online.</li> <li>Privacy Policy and Election Notices are available in venue and online.</li> </ul>
		The board oversees appropriate reporting to stakeholders about the organisations performance and financial position.	<ul style="list-style-type: none"> <li>Mouties Group publishes an annual financial report which is available in venue or online.</li> <li>Previous year's Annual Reports are maintained online for stakeholder's information.</li> <li>Quarterly financial performance reports are available to stakeholders.</li> </ul>
		Transactions between related parties, if any, are disclosed to stakeholders.	<ul style="list-style-type: none"> <li>Any and all related party transactions are reported at the first available Board meeting and reviewed at least twice per year.</li> <li>Related party disclosures are reported to all members annually in the Annual Report.</li> </ul>
		Directors remuneration and other benefits, if any, are disclosed to stakeholders.	<ul style="list-style-type: none"> <li>Directors' remuneration and benefits are reported to members in the Annual General Meeting.</li> <li>Directors' remuneration and benefits are voted on annually by members before being spent.</li> </ul>
		Members have the opportunity to ask questions about how the organisation is run and to hold the Board to account for their decisions.	<ul style="list-style-type: none"> <li>Monthly correspondence is reviewed at Board meeting.</li> <li>Annual General Meeting is a public meeting for members at which time, time is allocated for questions.</li> </ul>

	Key principle	Best practice recommendation	Mouties outcomes
Principle 8	<b>STAKEHOLDER ENGAGEMENT</b> (There is meaningful engagement of stakeholders and their interests are understood and considered by the Board)	The Board understands who the organisations stakeholders are and their needs and expectations.	<ul style="list-style-type: none"> <li>The Board identifies stakeholders including members, customers, employees, suppliers, community members, community representatives, legislative and legal authorities.</li> <li>The Board recognise the needs to engage in different ways and through different channels with different stakeholders.</li> </ul>
		Stakeholders are considered in relevant Board decision making.	<ul style="list-style-type: none"> <li>The Board has a proven track record of proven practice in considering all stakeholders.</li> </ul>
		There is a process for collecting and responding to complaints and feedback from stakeholders.	<ul style="list-style-type: none"> <li>Mouties Group has an established and well documented complaints and feedback program.</li> </ul>
		The Board oversees a framework for how the organisation works with and protects vulnerable people.	<ul style="list-style-type: none"> <li>Mouties Group has policies, processes and practices in place to protect vulnerable people including policies for whistle blowing, a commitment to supporting disability and health services and training of staff for matters such as domestic violence as well as provision of funding for vulnerable people in our community.</li> </ul>
Principle 9	<b>CONDUCT &amp; COMPLIANCE</b> (The expectations of behaviour for the people involved in the organisation are clear and understood)		<ul style="list-style-type: none"> <li>The Club has clear policies for members, staff and directors in terms of behaviour.</li> <li>The Club has clearly stated values and support these with documentation and training.</li> <li>The Club has an Ethics &amp; Governance Manager.</li> <li>The Club has clear and defined disciplinary policy and processes.</li> </ul>

## DIRECTOR TRAINING

Mounties Group has introduced a number of policies and processes to ensure we are at the highest standard of corporate governance and responsibility. As such Directors are expected to undertake training every year to further their knowledge and contribution to the Club. This year's training included below:

Topic	John Dean	Steve Fitzpatrick	Steve Edwards	Trevor Forman	Jenny McNiven	Leon Hansen	Tom Murphy	Lorraine Dean	Denis Bryne
Industry compliance	✓	✓	✓	✓	✓	✓	✓	✓	
Changing consumer behaviour	✓	✓	✓	✓	✓	✓		✓	
Demographic trends	✓	✓	✓	✓	✓	✓		✓	
Assisting with mental health in the workplace	✓	✓	✓	✓	✓	✓		✓	
Suicide prevention	✓	✓	✓	✓	✓	✓		✓	
Building sustainable food offerings	✓	✓	✓	✓	✓	✓		✓	
Enhanced whistleblower legislation and increased obligations	✓	✓	✓	✓	✓	✓		✓	
Improved community engagement	✓	✓	✓	✓	✓	✓		✓	
Assisting veterans	✓	✓	✓	✓	✓	✓		✓	
Adapting to Change: Clubs working in rapidly changing environments	✓	✓	✓	✓	✓	✓		✓	
Managing supply chains	✓	✓	✓	✓	✓	✓		✓	
Emerging food markets	✓	✓	✓	✓	✓	✓		✓	
Anti money laundering	✓	✓	✓	✓	✓	✓	✓	✓	✓
Gaming regulation compliance	✓	✓	✓	✓	✓	✓	✓	✓	

## BOARD CODE OF CONDUCT

The Board of Directors has introduced a Code of Conduct on their own selves as a matter of best practice for Mounties Group. This includes a commitment from every Director including the following areas:

- Election and appointment of Directors
- Legal and compliance expectations
- Board and performance of Directors
- Functions of the Board
- Eligibility for appointment or election to the Board
- Directors duties and accountability
- Conflicts of interest
- Director benefits
- Participation in promotions and raffles
- Corporate governance
- Deliberations of the Board
- Unity of Directors

## POLICIES & SYSTEMS ON GAMING & ALCOHOL

At Mounties Group we understand that some Australians like to gamble so we attempt to offer the safest environment in which to do so without restricting a person's right to choose their own form of entertainment, spend their own money where they choose or be told how to live their lives.

	Mounties	Others
Do I need to show identification to play a poker machine?	YES	NO
Can I play with credit card?	NO	YES
Am I limited to a maximum bet of \$10?	YES	NO
Is the profit made paid to owners or shareholders?	NO	YES
Do we advertise gambling?	NO	YES
Are all staff trained in Responsible Gaming practices?	YES	NO
Are staff trained in identifying an at risk gambler?	YES	NO
Do we allow self exclusion?	YES	NO
Do we allow 3rd party self exclusion?	YES	NO
Do we impose non-voluntary exclusion?	YES	NO
Do we report suspicious behaviours to the Authorities?	YES	NO
Is an exclusion for more than one venue when imposed?	YES	NO
Do we have specialist staff appointed for safe and Responsible Gaming?	YES	NO
Does a person need to attend the venue for self exclusion?	NO	YES
Do we have a help line available to members in the 12 most common languages?	YES	NO
Are all employees including Directors, senior managers and staff are required to undertake Responsible Gaming training on a regular basis?	YES	NO
Do we have regular independent reviews to ensure compliance?	YES	NO
Do we have a commitment to address and turn around any issue found in the independent compliance audit within 24 hours?	YES	NO
Do we serve free alcoholic drinks to people playing poker machines?	NO	YES
Do we provide free problem gambling counselling?	YES	NO
Is there an ability for family members to seek exclusion of a loved one?	YES	NO
Have we sought and received international accreditation for gambling guidance?	YES	NO
Are all staff trained in Responsible Service of Alcohol (RSA)?	YES	NO
Do we offer lower alcohol beer at a lower price to full strength beer?	YES	NO
Have Directors and staff undertaken training in industry compliance?	YES	NO
Have Directors and staff undertaken training in assisting with mental health?	YES	NO
Have Directors and staff undertaken training in enhanced whistleblower legislation and increased obligations?	YES	NO
Have Directors and senior staff undertaken training in anti money laundering?	YES	NO
Have Directors and senior staff undertaken training in gaming regulation compliance?	YES	NO

## MODERN SLAVERY STATEMENT

In accordance with the Modern Slavery Act 2018, Mounties Group recognises that it has a responsibility to take a strong approach to reject any forms of modern slavery and human trafficking. We are committed to promoting ethical business practices and policies that protect workers from being abused and exploited, both in our own business and our supply chain. The Mounties Group Modern Slavery Statement outlines the steps that Mounties Group has taken and is continuing to take, to assess and reduce risks of modern slavery within our business and our supply chain and our plans for review and improvement.

This Statement is available on our website at [www.mountiesgroup.com.au](http://www.mountiesgroup.com.au)

# ESG

## reporting

In our ever continuous improvement in reporting to our members in an open and transparent manner, this year we have included a one table ESG Scorecard for easy identification of our environmental, social and governance activities.

### ESG SCORECARD

	Area	Delivered in 2023
Environmental Performance	LIGHTING	<ul style="list-style-type: none"> <li>LED Lighting was installed across venues throughout the Group.</li> <li>We replaced 1,818 lights with high efficiency LED lamps.</li> </ul>
	ENERGY	<ul style="list-style-type: none"> <li>Solar Power was used at Breakers Country Club.</li> <li>We reduced our energy use by a further 12.31 megawatts this year.</li> <li>We reduced our water consumption by a further 058 ML per year.</li> <li>We have energy monitoring in place across the Group.</li> <li>We replaced water heaters with heat pumps at Wyong and Manly to reduce greenhouse gases and reduce electricity used.</li> </ul>
	WASTE	<ul style="list-style-type: none"> <li>Harbord Diggers was recognised as “Ocean Friendly” using no single use plastic, no water bottles and best practice recycling.</li> <li>Clothing recycling bins were installed at venues across the Group diverting 2,024 kg of clothing from landfill.</li> <li>We saved 257.19 tonnes of waste from landfill.</li> <li>New staff uniforms made from recycled bottles were introduced to test for suitability.</li> </ul>
	CARBON EMISSIONS	<ul style="list-style-type: none"> <li>Reduced our carbon emissions by a further 5.79 tonnes.</li> </ul>
	ELECTRIC VEHICLES	<ul style="list-style-type: none"> <li>We installed electric vehicle chargers at Harbord Diggers.</li> </ul>
	FURNITURE	<ul style="list-style-type: none"> <li>We recycled furniture into new projects and donated furniture to others in need to reduce landfill.</li> </ul>
	PRODUCT SELECTION	<ul style="list-style-type: none"> <li>We signed with beverage suppliers due to their commitment to the environment including all our Victoria Bitter (VB), being brewed with 100% solar electricity, Matilda Bar being 19% carbon neutral since 2021, and 4 Pines beer whose partnership with Landcare saw the planting of 4,444 trees.</li> </ul>
	Social Performance	EMPLOYMENT
GENDER DIVERSITY		<ul style="list-style-type: none"> <li>22% of Board are female.</li> <li>55% of staff are female.</li> <li>55% of members are female.</li> <li>43% of management are female.</li> </ul>
ETHNIC DIVERSITY		<ul style="list-style-type: none"> <li>More than 100 languages spoken amongst staff.</li> <li>Members from more than 80 different national backgrounds.</li> </ul>
SOCIAL INCLUSION		<ul style="list-style-type: none"> <li>Provided gathering places for 3 million people this year.</li> <li>54 planned and structured social inclusion programs delivering to over thousands people.</li> <li>15,000 children subsidised to play sports.</li> <li>Free indoor sporting complex for members.</li> <li>Discounted products to promote social gathering.</li> </ul>

Area	Delivered in 2023
<b>Social Performance</b> <i>continued</i>	<b>HUMAN DEVELOPMENT</b> <ul style="list-style-type: none"> <li>• 18,243 hours of free staff training provided.</li> <li>• Introduction of staff DFSV training.</li> <li>• \$39.5 million paid in staff wages.</li> <li>• \$4.1 million paid in superannuation.</li> </ul>
	<b>SUPPLY CHAIN STANDARDS</b> <ul style="list-style-type: none"> <li>• All suppliers were checked for Modern Slavery.</li> </ul>
	<b>COMMUNITY SUPPORT</b> <ul style="list-style-type: none"> <li>• DFSV training conducted for community.</li> <li>• \$10 million in community support provided.</li> <li>• 54 social inclusion programs.</li> <li>• Pathways in sport.</li> <li>• Subsidised health care and wellbeing services.</li> </ul>
	<b>ACCESS TO HEALTHCARE</b> <ul style="list-style-type: none"> <li>• Opened 3 general practice clinics.</li> <li>• Launched 3 home care nursing services.</li> <li>• Launched mobility and independent aids stores.</li> </ul>
	<b>RESPONSIBLE GAMING</b> <ul style="list-style-type: none"> <li>• Players limited to max bet of \$10.</li> <li>• 3rd party exclusion available.</li> <li>• All people entering venues are required to produce identification.</li> <li>• Accredited by the Global Gambling Guidance Group (G4), an international accreditation and certification body.</li> </ul>
<b>Governance Performance</b>	<b>FINANCIAL MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Monthly reporting to Board on financial performance.</li> <li>• No bank debt.</li> <li>• EBITDA performance is 24.6%.</li> <li>• Liability to Asset ratio is 45%.</li> <li>• Administration ratio including advertising, promotions and utilities costs is 10.8%.</li> <li>• 2023 saw a 12% increase in Net Assets and a 4.7% increase in Total Assets.</li> </ul>
	<b>BOARD</b> <ul style="list-style-type: none"> <li>• Professional training was undertaken by all Directors.</li> <li>• No payment for services was made to any Directors.</li> <li>• No commercial contracts or agreements with Directors.</li> <li>• Board is elected by members not appointed.</li> <li>• Board members have clear and defined job descriptions.</li> <li>• The Board regularly devotes time to strategy.</li> <li>• Directors meet eligibility requirements of their position.</li> <li>• The role of the Board is clearly delineated from the role of management.</li> <li>• Board performance and that of Directors is periodically evaluated.</li> <li>• Triennial Voting in Board elections is conducted.</li> </ul>
	<b>DIVERSITY AND INCLUSION</b> <ul style="list-style-type: none"> <li>• Mounties Group encourages and supports cultural diversity through employment and support of cultural activities including Indigenous, Vietnamese, Slovenian, Italian and Australian specific events.</li> </ul>
	<b>RISK MANAGEMENT</b> <ul style="list-style-type: none"> <li>• Mounties Group has a clear risk management framework and measurements.</li> <li>• The organisation has an established risk committee reporting to the Board.</li> <li>• An independent expert provides reports to the Directors on risks.</li> </ul>

	Area	Delivered in 2023
<b>Governance Performance</b> <i>continued</i>	<b>PERFORMANCE</b>	<ul style="list-style-type: none"> <li>• The Board oversees appropriate use of resources.</li> <li>• The Board approves annual budgets.</li> <li>• The Board monitors solvency of the organisation.</li> </ul>
	<b>ACCOUNTABILITY</b>	<ul style="list-style-type: none"> <li>• Transactions between related parties, if any, are reported to stakeholders.</li> <li>• Directors remuneration, if any, is reported to stakeholders.</li> <li>• Governing documents and policies are available to stakeholders.</li> <li>• The Club has clear policies for members, staff and directors in terms of behaviour.</li> <li>• The Club has clearly stated values and supports these with documents and training.</li> <li>• The Club has an ethics and governance manager reporting to Board.</li> <li>• The Club has a clear and defined disciplinary policy and procedure.</li> </ul>
	<b>RESPONSIBLE GAMING</b>	<ul style="list-style-type: none"> <li>• Maximum bet of \$10.</li> <li>• Identity of all persons before play.</li> <li>• 504 persons excluded from venue for possible signs of problematic gambling.</li> <li>• Accredited by the Global Gambling Guidance Group (G4), an international accreditation and certification body.</li> <li>• Third party exclusions to allow concerned families to identify problems with their loved ones.</li> <li>• All Mounties Group venues have independent audits of our gaming practices conducted at least monthly.</li> </ul>
	<b>RESPONSIBLE ALCOHOL</b>	<ul style="list-style-type: none"> <li>• All staff trained in RSA.</li> <li>• Identification required upon entry.</li> <li>• Low alcohol beer sold at lower prices to full strength beer.</li> </ul>
	<b>ANTI MONEY LAUNDERING</b>	<ul style="list-style-type: none"> <li>• Over 300 matters of suspicious behaviour identified by Mounties Group and reported to authorities.</li> <li>• Mounties Group AML-CTF commitment resulted in 407 Enhanced Customer Due Diligence (ECDD) reports being completed and 172 Suspicious Matter Reports (SMR) being submitted by Mounties to help authorities identify possible people of interest.</li> <li>• Mounties staff undertook 3,455 hours of training to ensure the highest standards of AML-CTF.</li> </ul>

# DIRECTOR DUTIES & responsibilities

Serving our members as a Director on the Board of Mounties Group can be one of the most rewarding things you may ever do. You will be involved in representing Mounties Group in our community, representing member interests in the Board Room, and bringing smiles to thousands of people but it comes with serious responsibilities and expectations as well.

Did you know that the Board members of Mounties Group serve as volunteers without pay or compensation. The Board of Directors acts on behalf of members in overseeing and governing Mounties Group and it is the Board's responsibility to identify an organisation's direction and goals and management's responsibility to decide how to implement these plans.

Under Governance Standards, Directors must comply with their duties to:

- to act with reasonable care and diligence
- to act honestly and fairly in the best interests of Mounties Group and for its purposes
- not to misuse their position or information they gain as a Responsible Person
- to disclose conflicts of interest
- to ensure that the financial affairs of Mounties Group are managed responsibly, and
- not to allow the organisation to operate while it is insolvent.

This means that our volunteer Directors take on a personal responsibility and liability and are responsible for setting the strategic long-term vision for the business and overseeing our purpose to improve the lives of members.

Directors are not legally permitted to place their personal interests or those of their friends or associates above the interests of Mounties Group as a whole and are not permitted to give instruction or direction to any staff member other than the CEO. Directors cannot be paid and must even remove themselves from any discussion or vote about an interest group or sport in which they are involved or have a personal relationship with.

Directors are personally liable if Mounties doesn't pay tax, trades whilst insolvent, any breaches of environmental or workplace safety laws, breaches of duty or personal benefits, plus more. They are bound by the Club's constitution, the Corporations Act and many more rules and regulations.

The members of a limited company such a Mounties Group are not liable for the Company's debts. As members, their only obligation is to pay the Company any amount unpaid on their shares if they are called on to do so (maximum \$2). However, members who are also Directors may become personally liable under certain circumstances for the debts of the Company.

Board members are charged with working collectively to act as the "mind" of all Mounties Group members they serve. In doing so, they must work together to:

- Determine the Group's mission and purpose
- Set a strategic vision and plan
- Ensure the Group is financially and legally accountable
- Appoint and monitor the Group's CEO
- Work to enhance the Group's public image
- Assess the Board's effectiveness.

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

# **GENERAL PURPOSE (SDS)**

## Financial Report

for the year ended 30 June 2023

# *Contents*

<b>85</b>	Directors' report
<b>91</b>	Auditor's independence declaration
<b>92</b>	Consolidated statement of profit or loss and other comprehensive income
<b>93</b>	Consolidated statement of financial position
<b>94</b>	Consolidated statement of changes in equity
<b>95</b>	Consolidated statement of cash flows
<b>96</b>	Notes to the consolidated financial statements
<b>122</b>	Directors' declaration
<b>123</b>	Independent auditor's report

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# DIRECTORS'

## Report

Your directors submit their report on 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 2023.

### DIRECTORS

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

Dean, John Joseph	
Byrne, Denis William	(Appointed: 30 October 2022)
Dean, Lorraine Ellen	
Edwards, Stephen Mark	
Fitzpatrick, Stephen	
Forman, Trevor James	
Hansen, Leon George	
Krope, Peter	(Resigned: 30 October 2022)
McNevin, Jeanette Carol	
Murphy, Thomas Leslie	(Deceased: 4 May 2023)

### PARTICULARS OF DIRECTORS

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
<b>John Joseph Dean</b>	Retired Engineering Manager President 2022 – current Vice President 2003 – 2009, 2011 – 2022 Treasurer 2007 – 2022 Director since 1997 Club Life Member RSL Services Club Delegate ClubsNSW Western Metropolitan Region Delegate	New Diggers Land Co. Pty Ltd Director
	<b>Industry Specific Training Completed</b> Directors Foundation and Management Collaboration Finance for Clubs Boards RSA/RCG Certification	
	<b>Current Committee Membership</b> Audit, Governance and Risk Committee Gaming Committee Health Safety Committee	

**DIRECTORS' REPORT** continued

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
<b>Denis William Byrne</b>	<p>Retired Sheetmetal Worker</p> <p>Director since 2022</p> <p>Member Snooker, Senior Golf Club</p> <p>Member and Life Member Junior Soccer Club</p> <p>FSCWC Delegate</p> <p><b>Industry Specific Training Completed</b></p> <p>Directors Foundation and Management Collaboration</p> <p>Finance for Clubs Board</p> <p>RSA/RCG Certification</p> <p><b>Current Committee Membership</b></p> <p>Club Grants Committee</p> <p>Sports Committee</p>	Nil
<b>Lorraine Ellen Dean</b>	<p>Retired</p> <p>Director since 2008</p> <p>Club Life Member</p> <p>RSL Services Club Delegate</p> <p><b>Industry Specific Training Completed</b></p> <p>Directors Foundation and Management Collaboration</p> <p>Finance for Clubs Board</p> <p>RSA/RCG Certification</p> <p><b>Current Committee Membership</b></p> <p>Community Grants Committee</p> <p>Sports Committee</p>	New Diggers Service Co. Pty Ltd Director
<b>Stephen Mark Edwards</b>	<p>Vice President 2022 – current</p> <p>Director since 2003</p> <p>Club Life Member</p> <p>Leagues Club Association Delegate</p> <p><b>Industry Specific Training Completed</b></p> <p>Directors Foundation and Management Collaboration</p> <p>Finance for Clubs Board</p> <p>RSA/RCG Certification</p> <p><b>Current Committee Membership</b></p> <p>Gaming Committee</p>	Mounties Care Pty Ltd Director

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
<b>Stephen Fitzpatrick</b>	<p>Retired Customs Classifier            Club Grants Chairman 2000 – current            Vice President 1996 – 2001, 2003 – 2022            Club Life Member            FSCWC Delegate</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards            RSA/RCG Certification</p> <p><b>Current Committee Membership</b>            CDI Foundation Member            ClubsNSW WR Delegate            Audit, Governance and Risk Committee            Community Grants Committee            Gaming Committee</p>	Nil
<b>Trevor James Forman</b>	<p>Manufacturing Manager and Business Owner            Vice President 2022 – current            Gaming Committee Chairman 2022 – current            Director since 2012            Club Life Member            Leagues Club Association Delegate</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Board            RSA/RCG Certification</p> <p><b>Current Committee Membership</b>            Gaming Committee            Community Grants Committee</p>	Mounties Care Pty Ltd Director
<b>Leon George Hansen</b>	<p>Retired Roads and Pavement Supervisor Local Council            Director since 2010            Club Life Member</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration 2011            Finance for Clubs Boards 2013            RSA/RCG Certification</p> <p><b>Current Committee Membership</b>            Sports Committee</p>	New Diggers Car Park Co. Pty Ltd Director

## DIRECTORS' REPORT continued

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
<b>Jeanette Carol McNevin</b>	Retired Director since 2014 Club Member Sports Director Entertainment Director  <b>Industry Specific Training Completed</b> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification  <b>Current Committee Membership</b> Sports Committee Community Grants Committee	Mekong Lease Co Pty Ltd Director

### PRINCIPAL ACTIVITY

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

Number of members at year end was 225,131 (2022: 209,549).

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) Earnings before interest, tax, depreciation, amortisation, rent and donations (EBITDARD)
  - ii) Revenue
  - iii) Wages and salaries
  - iv) Profitability
  - v) Return on capital employed
- 2) Provision of social welfare for the Group's members and the community.

### OPERATING RESULTS FOR THE YEAR

The net profit of the Group for the financial year ended 30 June 2023 after providing for income tax was \$28,677,636 (2022: \$23,122,971).

### REVIEW OF OPERATIONS

The last twelve months we welcomed a return to normal trading conditions following the previous year of interruptions due to COVID-19 restrictions. This enabled the group to achieve a record revenue result of \$207.1 million which is a 56% increase on the previous year. Through disciplined cost and capital allocation the group achieved EBITARD for the year of \$49,929,136 which represents a 31% increase on 2022.

The strong financial performance enabled the Board and management to continue enhancing and expanding the services offered to our membership base, which now exceeds 225,000, fulfilling our mission of "Improving the Lives of our Members". Specifically, in our clubs we commenced work on a new auditorium at Mount Pritchard, installed new bowling greens at Halekulani and refurbished the Golf Pro Shop at Breakers, in addition to numerous other improvements. Expansion of Mounties Care accelerated through the opening of two new General Practice Clinics, extending home and disability care across NSW and into Queensland and commencing the sale of discounted mobility and disability aids to members.

We continued increasing our investments within the local community through Sub Clubs, Sports Clubs and grants. These included providing lifesaving helicopters, subsidised sports to over 15,000 children, youth centre for teenagers, clothes for sick children, social inclusion programs whilst working on new initiatives to be implemented in the year ahead.

Our assessment below, consistent with board reporting, is on the non-GAAP financial measures of EBITDARD. The EBITDARD for the Group this year was \$49,929,136 (2022: \$38,191,069).

	2023 \$	2022 \$
Profit attributable to members of the parent	28,677,636	23,122,971
<i>Add:</i>		
Net interest (income)/cost	(636,539)	316,117
Tax expense	1,673,827	4,236,460
Donations expenses	3,083,491	1,851,213
Depreciation and amortisation expenses	16,537,311	16,388,890
Loss/(gain) on property, plant and equipment	239,964	(8,083,703)
Rent	353,446	359,121
<b>EBITARD Group</b>	<b>49,929,136</b>	<b>38,191,069</b>
Fair value loss/(gain) – Harbord Retirement Village	1,030,000	(9,578,393)
<b>EBITARD Clubs</b>	<b>50,959,136</b>	<b>28,612,676</b>

Community support expenses of \$9,605,825 (2022: \$4,534,850) confirms the Group's continuing support. This represents 31.4% (2022: 16.6%) of the Group's profit before tax for the year.

## SHORT AND LONG TERM OBJECTIVES OF THE GROUP

The short term objectives of the Group are:

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

This will ensure that the long term objective of:

- Continuing to provide for and promote sporting and social activities for members will continue to be met.

Overall the long-term objective of Mounties is to "improve the lives of our members" and 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 (HBD RV).

## SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

During the financial year, the Group acquired the following companies:

- Ozcott Pty Ltd, a company based in New South Wales, Australia and specialising in home care and provider of NDIS services
- Sanctuary Care Pty Ltd, a company based in Queensland, Australia and specialising in home care
- Scooters Australia Pty Ltd, a company based in Victoria, Australia and specialising in importing and retailing of mobility devices

There have been no other significant changes in the state of affairs of the Group during the year.

## SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

On 21 August 2023, the Group completed the acquisition of Scooters And Mobility South East Queensland.

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

## DIRECTORS' REPORT continued

### 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 \$450,262 (2022: \$412,082).

### 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

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.



**John Joseph Dean**  
Director

Sydney  
22 September 2023



**Trevor James Forman**  
Director

Sydney  
22 September 2023

# AUDITOR'S Independence Declaration



Building a better  
working world

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## 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 2023, 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.

A handwritten signature in black ink that reads 'Ernst &amp; Young' in a cursive style.

Ernst & Young

A handwritten signature in black ink that reads 'Anthony Ewan' in a cursive style.

Anthony Ewan  
Partner  
22 September 2023

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

for the year ended 30 June 2023

	Notes	2023 \$	2022 \$
Revenue from contracts with customers	7.1	207,142,356	132,959,356
Poker machine taxes		(38,871,660)	(26,603,367)
Purchases net of movement in inventories		(14,187,582)	(7,705,546)
General and administration expenses	7.2	(50,287,737)	(34,827,503)
Employee benefits expense	7.2	(51,872,851)	(35,455,694)
Depreciation and amortisation expense		(16,537,311)	(16,388,890)
<b>Profit from trading activities</b>		<b>35,385,215</b>	<b>11,978,356</b>
Government grant income		–	1,200,000
Fair value (loss)/gain on investment property		(1,030,000)	9,578,393
Interest income		1,152,179	245,222
(Loss)/gain on sale of property, plant and equipment		(239,964)	8,083,703
Other		5,205,498	1,369,946
<b>Other income</b>		<b>5,087,713</b>	<b>20,477,264</b>
Community support and donations		(9,605,825)	(4,534,850)
Finance costs	7.3	(515,640)	(561,339)
<b>Profit before income tax</b>		<b>30,351,463</b>	<b>27,359,431</b>
Income tax expense	8	(1,673,827)	(4,236,460)
<b>Profit after income tax</b>		<b>28,677,636</b>	<b>23,122,971</b>
<b>Profit for the year</b>		<b>28,677,636</b>	<b>23,122,971</b>
<b>Other comprehensive income</b>			
<i>Other comprehensive income that will not be reclassified to profit or loss in subsequent periods (net of tax):</i>			
Gain on amalgamation	5	–	18,196,142
<b>Total comprehensive income for the year, net of tax</b>		<b>28,677,636</b>	<b>41,319,113</b>

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 2023

	Notes	2023 \$	2022 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	9	40,179,486	45,238,510
Income tax receivable		118,172	–
Other receivables	10	5,456,073	4,218,680
Inventories	11	715,594	927,451
Other financial assets	12	11,566,412	475,383
<b>Total current assets</b>		<b>58,035,737</b>	<b>50,860,024</b>
<b>Non-current assets</b>			
Other receivables	10	513,986	513,986
Property, plant and equipment	13	313,053,168	310,619,384
Investment properties	14	306,905,287	296,340,572
Intangible assets	15	67,702,055	58,521,720
Investments	16	11,048,385	4,939,723
Right-of-use assets	17	1,023,111	1,758,484
<b>Total non-current assets</b>		<b>700,245,992</b>	<b>672,693,869</b>
<b>Total assets</b>		<b>758,281,729</b>	<b>723,553,893</b>
<b>Liabilities and equity</b>			
<b>Current liabilities</b>			
Trade and other payables	18	16,586,960	20,097,434
Deferred revenue	19	26,792,693	20,305,931
Provisions	20	1,201,280	921,744
Employee benefit liabilities	21	7,921,993	7,862,989
Resident loans	22	240,051,107	240,303,914
Interest-bearing loans and borrowings	23	2,866,590	1,528,968
Lease liabilities		341,442	845,683
<b>Total current liabilities</b>		<b>295,762,065</b>	<b>291,866,663</b>
<b>Non-current liabilities</b>			
Deferred tax liabilities	8	42,381,789	40,707,962
Deferred revenue	19	1,852,830	1,150,920
Provisions	20	478,747	676,916
Employee benefit liabilities	21	931,557	622,715
Lease liabilities		628,606	960,218
<b>Total non-current liabilities</b>		<b>46,273,529</b>	<b>44,118,731</b>
<b>Total liabilities</b>		<b>342,035,594</b>	<b>335,985,394</b>
<b>Members' equity</b>			
Retained earnings		369,383,001	340,705,365
Revaluation reserve	24	12,896,229	12,896,229
Amalgamation reserve	24	33,966,905	33,966,905
<b>Total members' equity</b>		<b>416,246,135</b>	<b>387,568,499</b>
<b>Total liabilities and equity</b>		<b>758,281,729</b>	<b>723,553,893</b>

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 2023

	Retained earnings \$	Revaluation reserve (Note 24) \$	Amalgamation reserve (Note 24) \$	Total equity \$
<b>At 1 July 2022</b>	<b>340,705,365</b>	<b>12,896,229</b>	<b>33,966,905</b>	<b>387,568,499</b>
Profit for the year	28,677,636	–	–	28,677,636
Total comprehensive income for the year	28,677,636	–	–	28,677,636
<b>At 30 June 2023</b>	<b>369,383,001</b>	<b>12,896,229</b>	<b>33,966,905</b>	<b>416,246,135</b>
<b>At 1 July 2021 (restated)</b>	<b>317,582,394</b>	<b>12,896,229</b>	<b>15,770,763</b>	<b>346,249,386</b>
Profit for the year	23,122,971	–	–	23,122,971
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods (net of tax) (Note 5)	–	–	18,196,142	18,196,142
Total comprehensive income for the year	23,122,971	–	18,196,142	41,319,113
<b>At 30 June 2022</b>	<b>340,705,365</b>	<b>12,896,229</b>	<b>33,966,905</b>	<b>387,568,499</b>

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 2023

	Notes	2023 \$	2022 \$
<b>Operating activities</b>			
Receipts from customers		202,408,859	128,454,855
Payments to suppliers and employees		(179,254,576)	(106,032,500)
Receipts from retirement village residents	22	736,636	24,047,500
Receipt of government grants		–	1,200,000
Dividends and interest received		1,364,387	299,468
Interest paid		(515,640)	(561,339)
<b>Net cash flows from operating activities</b>		<b>24,739,666</b>	<b>47,407,984</b>
<b>Investing activities</b>			
Proceeds from sale of property, plant and equipment		232,570	11,568,417
Purchase of property, plant and equipment	13	(18,664,826)	(23,499,187)
Purchase of intangible assets	15	(4,450)	(15,700)
Payment for marketable securities		(3,151,711)	(3,520,743)
Payment for amalgamations, net of cash acquired	5	–	(181,154)
Payment for business combinations, net of cash acquired	4	(8,752,095)	(1,219,047)
Payment for investment properties	14	(4,715)	(126,465)
<b>Net cash flows used in investing activities</b>		<b>(30,345,227)</b>	<b>(16,993,879)</b>
<b>Financing activities</b>			
Payment of principal portion lease liabilities		(791,085)	(1,019,107)
Proceeds from borrowings		1,337,622	1,528,968
Repayment of borrowings		–	(22,000,000)
<b>Net cash flows from/(used in) financing activities</b>		<b>546,537</b>	<b>(21,490,139)</b>
Net (decrease)/increase in cash and cash equivalents		(5,059,024)	8,923,966
Cash and cash equivalents at 1 July		45,238,510	36,314,544
<b>Cash and cash equivalents at 30 June</b>	9	<b>40,179,486</b>	<b>45,238,510</b>

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 2023

## 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 2023 was authorised for issue in accordance with a resolution of the Directors on 22 September 2023.

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 1,075 employees as at 30 June 2023 (2022: 938).

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 26.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### 2.1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### 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 2023, the Group’s total current liabilities exceeded total current assets by \$237,726,328 (2022: \$241,006,639). However, the directors are of a view that the Group is a going concern as:

- The net current liability position includes \$240,051,107 (2022: \$240,303,914) 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 \$25,944,230 (2022: \$19,047,041) 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 \$24,739,666 (2022: \$47,407,984). 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.
- The Group additionally has access to unused available overdraft banking facilities of \$10,000,000 which, while maturing in June 2024, will assist with liquidity requirements as needed.

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 2023. 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 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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 2. Significant accounting policies continued

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.

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.

#### Notes receivable

Notes receivables are recognised initially at fair value and subsequently measured at amortised cost using EIR method, less provision for expected credit losses (ECL).

## 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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 2. Significant accounting policies continued

#### 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 and when circumstances indicate that the carrying value may be impaired.

#### 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 an asset's fair value less costs to sell and value in use. Impairment losses are written off against the revaluation reserve (arose due to recording the entitlements at fair value up to 30 June 2009) to the extent the revaluation reserve is exhausted and 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 OCI (equity instruments)*

Upon initial recognition, the Group can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under AASB 132 *Financial Instruments: Presentation* and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in the statement of profit or loss when the right of payment has been established, except when the Group benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group elected to classify investments in non-listed shares under this category.

### *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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 2. Significant accounting policies continued

#### 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
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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 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.

## 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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 2. Significant accounting policies 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 is received by 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 117 *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 subsidiary, 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 subsidiary, 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.

### **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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 2. Significant accounting policies continued

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 are 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.

### 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 Jones Lang LaSalle (JLL) to assess the fair value of the investment property of the seniors' living village as at 30 June 2023.

#### 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. 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.

#### MORTALITY PROVISION

Provision is made for the anticipated costs with respect to the passing of qualifying members. In determining the present value of the liability, mortality estimates and the time value of money have been taken into account.

## 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.

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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 4. BUSINESS COMBINATIONS

#### ACQUISITIONS IN 2023

##### a) Acquisition of Ozcott Pty Ltd

On 20 February 2023, the Group acquired 100% of the voting shares of Ozcott Pty Ltd, a company based in New South Wales, Australia and specialising in home care and a provider of NDIS services. The initial accounting for the business combination is incomplete at 30 June 2023 as the goodwill has not yet been allocated to a cash-generating unit.

##### b) Acquisition of Sanctuary Care Pty Ltd and Scooters Australia Pty Ltd

On 15 June 2023, the Group acquired the assets and business of Sanctuary Care Pty Ltd, a company based in Queensland and specialising in home care. On 30 June 2023, the Group acquired the assets and the business of Scooters Australia Pty Ltd, a company based in Victoria and specialising importing and retail of mobility devices. The initial accounting for both business combinations is incomplete at 30 June 2023 because the financial information of the acquirees at acquisition date is not yet available to the Group. The amounts recognised in the financial statements for both business combinations have been determined provisionally at the balance sheet date. New information regarding the fair value of assets and liabilities acquired is expected to be obtained in the following financial year and the amounts recognised may be adjusted accordingly at that time.

##### *Assets acquired and liabilities assumed*

The fair values of the identifiable assets and liabilities at the date of acquisition were:

	Fair value recognised on acquisition \$
<b>Assets</b>	
Cash and cash equivalents	1,301,142
Trade and other receivables	261,053
Inventories	2,000
Prepayments	15,461
Property, plant and equipment (Note 13)	1,032
Software (Note 15)	800
Deferred tax assets	14,411
	<b>1,595,899</b>
<b>Liabilities</b>	
Trade and other payables	(438,180)
Employee benefit liabilities	(216,664)
Income tax payable	(67,406)
<b>Total identifiable net assets at fair value</b>	<b>873,649</b>
Goodwill arising on acquisition	9,179,588
<b>Purchase consideration transferred</b>	<b>10,053,237</b>
<b>Purchase consideration</b>	
Cash paid	10,053,237
<b>Purchase consideration transferred</b>	<b>10,053,237</b>

## 5. AMALGAMATIONS

There were no amalgamations in the current financial year.

### AMALGAMATIONS IN 2022

#### Acquisition of Breakers Country Club

On 21 March 2022, the Group acquired the assets and liabilities of Breakers Country Club through amalgamation. Breakers Country Club is based in the Central Coast, NSW. The Group is deemed to be 'mutual entities' (as opposed to 'investor owned') with Breakers Country Club. Therefore, as acquirer in the combination of mutual entities, the Group recognises the difference between any consideration paid and the net assets acquired at fair value through the statement of other comprehensive income as an amount that will not be reclassified to profit or loss in subsequent periods.

#### ASSETS ACQUIRED AND LIABILITIES ASSUMED – BREAKERS COUNTRY CLUB

The fair values of the identifiable assets and liabilities of Breakers Country Club as at the date of amalgamation were:

	Fair value recognised on amalgamation \$
<b>Assets</b>	
Freehold land	2,000,000
Building, improvements and other buildings	13,500,000
Property, plant and equipment	2,305,130
Electronic gaming machine entitlement	720,000
Cash and cash equivalents	275,557
Inventories	80,247
	<b>18,880,934</b>
<b>Liabilities</b>	
Employee benefit liabilities	(194,690)
<b>Total identifiable net assets at fair value</b>	<b>18,686,244</b>
<b>Purchase consideration</b>	
Payments made on behalf of Breakers Country Club prior to amalgamation	456,711
	<b>18,229,533</b>
Tax on gain recognised as deferred tax liabilities (Note 8)	(33,391)
<b>Gain from amalgamation recognised in equity (Note 24)</b>	<b>18,196,142</b>
<b>Analysis of cash flows on amalgamation:</b>	
Cash received (included in cash flows from investing activities)	275,557
Cash paid (included in cash flows from investing activities)	(456,711)
<b>Net cash flow on amalgamation</b>	<b>(181,154)</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 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	
			2023	2022
New Diggers Service Co. Pty Ltd	Service Company	Australia	100	100
New Diggers Land Co. Pty Ltd	Service Company	Australia	100	100
New Diggers Car Park Co. Pty Ltd	Service Company	Australia	100	100
Mounties Care Pty Ltd	Health Service	Australia	100	100
Ozcott Pty Ltd	Home Care and NDIS Provider	Australia	100	–
Mekong Lease Co. Pty Ltd	Service Company	Australia	100	100

### 7. REVENUE AND EXPENSES

#### 7.1 DISAGGREGATED REVENUE INFORMATION

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

	2023 \$	2022 \$
<b>Type of goods or service</b>		
Poker machines	149,234,843	104,083,354
Bars	15,915,172	6,469,822
Membership	1,874,497	1,496,299
Admissions and raffles	2,082,701	1,519,444
Club Keno and TAB commissions	801,950	480,869
Catering commissions and booking fees	14,084,225	7,147,762
Holiday cottages, lodges and apartments	399,381	347,449
Member loyalty and gift shop	4,536,104	2,361,693
Fitness centres	4,410,274	2,373,445
Deferred management fee	5,682,255	2,772,004
Rental income	3,296,705	2,932,321
Healthcare services	4,824,249	974,894
<b>Total revenue from contracts with customers</b>	<b>207,142,356</b>	<b>132,959,356</b>
<b>Geographical markets</b>		
New South Wales	207,142,356	132,959,356
<b>Total revenue from contracts with customers</b>	<b>207,142,356</b>	<b>132,959,356</b>
<b>Timing of revenue recognition</b>		
Goods and services transferred at a point in time	191,878,625	123,385,287
Services transferred over time	15,263,731	9,574,069
<b>Total revenue from contracts with customers</b>	<b>207,142,356</b>	<b>132,959,356</b>

## 7.2 EXPENSES

	2023 \$	2022 \$
<b>General and administration expenses</b>		
Club services	3,348,404	3,140,407
Advertising and promotions	5,561,213	4,419,995
Administration expenses	14,406,039	8,398,368
Development projects	65,788	113,819
Repairs and maintenance	7,108,527	5,637,860
Property costs	413,412	1,088,053
Short-term lease expense	353,446	359,121
Member loyalty and gift shop	54,852	14,162
Resort expenses	4,756	6,990
Poker machines	5,450,875	4,449,665
Bars	620,785	623,785
Fitness centres	75,774	181,007
Membership	185,703	850,488
Admissions and raffles	3,153,110	2,094,232
Club Keno and TAB commissions	123,746	98,382
Catering commissions and booking fees	1,640,360	902,901
Member services	7,720,947	2,448,268
	<b>50,287,737</b>	<b>34,827,503</b>
<b>Employee benefits expense</b>		
Wages and salaries	40,892,502	27,767,187
Staff on-costs	2,412,911	1,479,654
Superannuation	4,306,993	2,913,245
Other employee benefits	4,260,445	3,295,608
	<b>51,872,851</b>	<b>35,455,694</b>

## 7.3 FINANCE COSTS

	2023 \$	2022 \$
Interest expense	470,872	528,086
Interest on lease liabilities	44,768	33,253
	<b>515,640</b>	<b>561,339</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 8. INCOME TAX

The major components of income tax expense are for the years ended 30 June 2023 and 2022 are:

Consolidated statement of profit or loss	2023 \$	2022 \$
<i>Current income tax:</i>		
Current income tax charge	1,731,076	–
Utilisation of carried forward tax losses	(1,731,076)	–
<i>Deferred tax:</i>		
Deferred income tax	1,673,827	4,236,460
<b>Income tax expense reported in the consolidated statement of profit or loss</b>	<b>1,673,827</b>	<b>4,236,460</b>
<i>Deferred tax expense related to items charged to other comprehensive income:</i>		
Tax on gain from amalgamation	–	33,391
<b>Income tax expense reported in the consolidated statement of other comprehensive income</b>	<b>–</b>	<b>33,391</b>

Reconciliation of tax expense and the accounting profit multiplied by Australia's domestic tax rate for 2023 and 2022:

	2023 \$	2022 \$
<b>Accounting profit before income tax</b>	<b>30,351,463</b>	<b>27,359,431</b>
A reconciliation between tax expense and the product of accounting profit before income tax multiplied by the Club's statutory tax rate 30% (2022: 30%) is as follows:		
Income tax expense prima facie	9,105,439	8,207,829
(Recognition)/Derecognition of deferred tax assets	(1,919,509)	1,013,929
Other assessable income	–	2,349,942
Utilisation of carried forward capital losses	–	(2,349,942)
Members only income	(4,146,529)	(2,060,619)
Members only expenses	6,301,463	5,255,454
Effect of mutuality	(8,239,856)	(2,741,398)
Non-assessable income	–	(2,445,133)
Non-deductible expenses	1,377,601	179,693
Other deductible expenditure	(804,782)	(3,173,295)
<b>Income tax expense reported in the consolidated statement of profit or loss</b>	<b>1,673,827</b>	<b>4,236,460</b>

## DEFERRED TAX

Deferred tax relates to the following:

Consolidated statement of financial position	2023 \$	2022 \$
Employee entitlements	492,307	541,171
Recognised carry forward and current year losses	6,430,588	6,200,880
Valuation of investment property	(48,439,059)	(46,566,604)
Tax on gain from amalgamation	(963,748)	(963,748)
Rectification provision	98,123	80,339
<b>Net deferred tax liabilities</b>	<b>(42,381,789)</b>	<b>(40,707,962)</b>
Reflected in the statement of financial position as follows:		
Deferred tax assets	7,021,018	6,822,390
Deferred tax liabilities	(49,402,807)	(47,530,352)
<b>Deferred tax liabilities, net</b>	<b>(42,381,789)</b>	<b>(40,707,962)</b>
<b>Opening balance</b>	<b>(40,707,962)</b>	<b>(36,438,111)</b>
Income tax expense recognised in the consolidated statement of profit or loss	(1,673,827)	(4,236,460)
Income tax expense recognised in the consolidated statement of changes in equity	–	(33,391)
<b>Net deferred tax liabilities at the end of the year</b>	<b>(42,381,789)</b>	<b>(40,707,962)</b>

## FRANKING CREDITS

The Group has \$90,946 (2022: \$8,023) of franking credits; however, they are not available for use as the Constitution prohibits paying a dividend to members.

## 9. CASH AND CASH EQUIVALENTS

	2023 \$	2022 \$
Cash at bank and on hand	40,179,486	45,238,510

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

## 10. OTHER RECEIVABLES

	2023 \$	2022 \$
<b>Current</b>		
GST receivable	3,585,892	–
Notes receivable	–	3,000,000
Other debtors and prepayments	1,870,181	1,218,680
	<b>5,456,073</b>	<b>4,218,680</b>
<b>Non-current</b>		
Other receivables	513,986	513,986
	<b>513,986</b>	<b>513,986</b>

On 19 November 2020, the Group subscribed to 2,500,000 fully paid convertible notes from Galen Healthcare REIT in exchange for \$3,000,000. On 22 December 2022, the 2,500,000 notes were fully converted to \$3,000,000 worth of units which represents 13.7% of total unit holdings in Galen Healthcare REIT (See Note 16).

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

## 11. INVENTORIES

	2023 \$	2022 \$
Catering and bar		
At cost	683,205	885,847
Merchandise		
At cost	32,389	41,604
<b>Total inventory at cost</b>	<b>715,594</b>	<b>927,451</b>

Cost of inventories sold to customers amounting to \$14,187,582 (2022: \$7,705,546) was recognised as an expense during the year.

## 12. OTHER FINANCIAL ASSETS

	2023 \$	2022 \$
<b>Current</b>		
Term deposits	11,566,412	475,383

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

## 13. PROPERTY, PLANT AND EQUIPMENT

	Freehold land \$	Building, improvements and other buildings \$	Leasehold improvements \$	Plant and equipment \$	Member use properties \$	Construction in progress \$	Total \$
<b>Cost</b>							
At 1 July 2022	54,490,175	260,275,963	5,476,843	79,130,372	4,348,676	15,673,055	419,395,084
Additions	–	–	396,765	203,382	–	18,064,679	18,664,826
Acquired through business combination (Note 4)	–	–	–	1,032	–	–	1,032
Transfer	–	18,375,467	–	10,192,445	105,890	(28,673,802)	–
Disposals	–	(34,410)	–	(1,660,483)	–	–	(1,694,893)
<b>At 30 June 2023</b>	<b>54,490,175</b>	<b>278,617,020</b>	<b>5,873,608</b>	<b>87,866,748</b>	<b>4,454,566</b>	<b>5,063,932</b>	<b>436,366,049</b>
<b>Depreciation</b>							
At 1 July 2022	–	56,013,351	2,350,681	48,416,983	1,994,685	–	108,775,700
Depreciation charge for the year	–	7,698,208	180,875	7,793,776	86,681	–	15,759,540
Disposals	–	(34,410)	(45,140)	(1,142,809)	–	–	(1,222,359)
<b>At 30 June 2023</b>	<b>–</b>	<b>63,677,149</b>	<b>2,486,416</b>	<b>55,067,950</b>	<b>2,081,366</b>	<b>–</b>	<b>123,312,881</b>
<b>Net book value</b>							
<b>At 30 June 2023</b>	<b>54,490,175</b>	<b>214,939,871</b>	<b>3,387,192</b>	<b>32,798,798</b>	<b>2,373,200</b>	<b>5,063,932</b>	<b>313,053,168</b>
<b>At 30 June 2022</b>	<b>54,490,175</b>	<b>204,262,612</b>	<b>3,126,162</b>	<b>30,713,389</b>	<b>2,353,991</b>	<b>15,673,055</b>	<b>310,619,384</b>

## 14. INVESTMENT PROPERTIES

	2023 \$	2022 \$
Opening balance	296,340,572	286,635,714
Additions	4,715	126,465
Change in fair value of investment property	10,560,000	9,578,393
<b>Closing balance at 30 June</b>	<b>306,905,287</b>	<b>296,340,572</b>

Investment properties relates to interest in operating retirement living properties (independent living apartments). The value reported as at 30 June 2023 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.

## 15. INTANGIBLE ASSETS

	Electronic gaming machine entitlement \$	Goodwill \$	Software \$	Total \$
<b>Cost</b>				
At 1 July 2022	43,434,613	15,072,035	15,700	58,522,348
Additions	–	–	4,450	4,450
Acquired through business combination	–	9,179,588	800	9,180,388
<b>At 30 June 2023</b>	<b>43,434,613</b>	<b>24,251,623</b>	<b>20,950</b>	<b>67,707,186</b>
<b>Accumulated amortisation</b>				
At 1 July 2022	–	–	628	628
Amortisation charge for the year	–	–	4,503	4,503
<b>At 30 June 2023</b>	<b>–</b>	<b>–</b>	<b>5,131</b>	<b>5,131</b>
<b>Net book value</b>				
<b>At 30 June 2023</b>	<b>43,434,613</b>	<b>24,251,623</b>	<b>15,819</b>	<b>67,702,055</b>
<b>At 30 June 2022</b>	<b>43,434,613</b>	<b>15,072,035</b>	<b>15,072</b>	<b>58,521,720</b>

### 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).

## 16. INVESTMENTS

	2023 \$	2022 \$
Investments in associates using the equity method	4,800,000	1,800,000
Investments in marketable shares held at fair value	6,248,385	3,139,723
<b>Total investments</b>	<b>11,048,385</b>	<b>4,939,723</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 16. Investments continued

On 19 November 2020, the Group subscribed to 2,631,579 fully paid I class ordinary shares of Specialist Oncology Property Limited ("SOP") for \$1,500,000, being an equity interest of 6.84%. An executive officer of the Club was admitted to the board of directors of SOP as a non-executive director. Concurrently, the Group subscribed to 2,500,000 fully paid convertible notes of Galen Healthcare REIT, a fully controlled trust of SOP (details of which are included in Note 10). On 22 December 2022, the 2,500,000 notes were fully converted to \$3,000,000 worth of units, which represents 13.7% of total unit holdings in Galen Healthcare REIT. Galen Healthcare REIT is a fully owned subsidiary of SOP.

During the year ended 30 June 2023, the Group received \$212,208 (2022: \$54,246) dividends on its investment, and \$122,727 (2022: \$169,562) of interest income on the notes receivable.

### 17. LEASES

#### 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 \$
<b>As at 1 July 2021</b>	<b>1,232,534</b>
Additions	1,185,309
Depreciation expense	(659,359)
<b>As at 30 June 2022</b>	<b>1,758,484</b>
Additions	105,629
Depreciation expense	(841,002)
<b>As at 30 June 2023</b>	<b>1,023,111</b>

Presented below is a maturity analysis of future lease payments:

	2023 \$	2022 \$
Within one year	341,442	799,958
After one year but not more than five years	628,606	904,378
More than five years	–	149,547
	<b>970,048</b>	<b>1,853,883</b>

#### 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 \$3,296,705 (2022: \$2,932,321).

Future minimum rentals receivable under non-cancellable operating leases as at 30 June are as follows:

	2023 \$	2022 \$
Within one year	2,991,526	2,982,548
After one year but not more than five years	8,797,892	7,113,747
More than five years	5,174,882	4,525,363
	<b>16,964,300</b>	<b>14,621,658</b>

## 18. TRADE AND OTHER PAYABLES

	2023 \$	2022 \$
<b>Current</b>		
Trade payables	16,586,960	20,097,434

## 19. DEFERRED REVENUE

	2023 \$	2022 \$
<b>Current</b>		
Deferred revenue	848,463	1,258,890
Deferred management fee – deferred portion	25,944,230	19,047,041
	<b>26,792,693</b>	<b>20,305,931</b>
<b>Non-current</b>		
Deferred revenue	1,852,830	1,150,920

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.

## 20. PROVISIONS

	2023 \$	2022 \$
<b>Current</b>		
Mortality payments	350,800	194,500
Other provisions	850,480	727,244
	<b>1,201,280</b>	<b>921,744</b>
<b>Non-current</b>		
Mortality payments	478,747	676,916

Movement in provision	Mortality \$	Other provisions \$	Total \$
At 1 July 2021 (current and non-current)	1,124,709	386,469	1,511,178
Arising during the year	17,500	568,561	586,061
Utilised/paid	(65,500)	(227,786)	(293,286)
Discounting and probability adjustments	(205,293)	–	(205,293)
<b>At 30 June 2022 (current and non-current)</b>	<b>871,416</b>	<b>727,244</b>	<b>1,598,660</b>
Arising during the year	–	143,443	143,443
Utilised/paid	(38,500)	(20,207)	(58,707)
Discounting and probability adjustments	(3,369)	–	(3,369)
<b>At 30 June 2023 (current and non-current)</b>	<b>829,547</b>	<b>850,480</b>	<b>1,680,027</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

### 21. EMPLOYEE BENEFIT LIABILITIES

	2023 \$	2022 \$
<b>Current</b>		
Employee benefits	7,921,993	7,862,989
<b>Non-current</b>		
Long service leave	931,557	622,715

All employees are entitled to benefits on retirement, disability or death. The defined contribution superannuation plan provides for payment of benefits accumulated. Certain employees contribute to a private fund at 5% of their wages and salaries; the Club generally contributes at the same rate. The Club also contributes to the defined contribution superannuation fund at the rate of 10.5% (2022: 10%); these contributions are legally enforceable.

### 22. RESIDENT LOANS

	2023 \$	2022 \$
<b>Current</b>		
Resident loans	240,051,107	240,303,914

	2023 \$	2022 \$
<b>Resident loans</b>		
Opening balance	240,303,914	224,530,638
Deferred management fee recognised in consolidated statement of profit or loss and other comprehensive income (Note 7.1)	(5,682,255)	(2,772,004)
Net cash receipts on resident departures and arrivals	736,636	24,047,500
Change in fair value of resident loans	11,590,001	(3,839,612)
Change in deferred revenue – DMF	(6,897,189)	(1,662,608)
<b>Closing balance at 30 June</b>	<b>240,051,107</b>	<b>240,303,914</b>

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.

## 23. INTEREST-BEARING LOANS AND BORROWINGS

	Interest rate %	Maturity	2023 \$	2022 \$
<b>Current</b>				
Margin loan	7.85	On demand	2,866,590	1,528,968
			<b>2,866,590</b>	<b>1,528,968</b>

The Margin loan has available facility of \$2,123,410 and is secured by investments with a fair value at 30 June 2023 of \$6,248,385 (2022: \$3,139,723), refer to Note 16.

The Group has two open facilities with Westpac:

- The overdraft facility amounting to \$10,000,000 is available and unused with an interest rate of 5% and a maturity date of 30 June 2024.
- The transaction negotiation facility amounting to \$5,470,000 is available and unused with an interest rate of 5% and a maturity date of 30 June 2024.

## 24. MEMBERS' EQUITY

	2023 \$	2022 \$
<b>Revaluation reserve</b>		
Balance at beginning of the year	12,896,229	12,896,229
<b>Balance at the end of the year</b>	<b>12,896,229</b>	<b>12,896,229</b>
<b>Amalgamation reserve</b>		
Balance at beginning of the year	33,966,905	15,770,763
Gain on amalgamation of Breakers Country Club	–	18,196,142
<b>Balance at the end of the year</b>	<b>33,966,905</b>	<b>33,966,905</b>

### 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.

**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS** continued**25. COMMITMENTS**

	2023 \$	2022 \$
Estimated capital expenditure contracted for at reporting date but not provided for:		
Payable not later than one year	3,650,766	1,216,110

**26. RELATED PARTY DISCLOSURES**

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

**KEY MANAGEMENT PERSONNEL**

Details referring to key management personnel, including remuneration paid, are included in Note 27.

**27. DIRECTOR AND EXECUTIVE DISCLOSURES****27.1 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.

Total compensation for key management personnel including Directors and Senior Management for Mount Pritchard & District Community Club Ltd during the financial years are set out below:

	2023 \$	2022 \$
<b>Total remuneration</b>	<b>3,525,526</b>	<b>2,589,214</b>

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.

**27.2 COMPENSATION OF MANAGEMENT****27.2.1 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.

**27.2.2 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.

### 27.2.3 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.

## 28. EVENTS AFTER THE REPORTING PERIOD

On 21 August 2023, the Group completed the acquisition of Scooters And Mobility South East Queensland.

There have been no other significant events occurring after the reporting period which may affect either the Club's operations or results of those operations or the Club's state of affairs.

## 29. AUDITOR'S REMUNERATION

The auditor of Mount Pritchard & District Community Club Ltd is Ernst & Young (Australia).

	2023 \$	2022 \$
<i>Amounts received or due and receivable by Ernst &amp; Young (Australia) for:</i>		
An audit or review of the financial report of the financial report	311,835	226,736
Non-audit services	42,130	32,748
	<b>353,965</b>	<b>259,484</b>

# DIRECTORS'

## Declaration

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 2023 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 2023 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.

On behalf of the board



**John Joseph Dean**  
Director

Sydney  
22 September 2023



**Trevor James Forman**  
Director

Sydney  
22 September 2023

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# INDEPENDENT

## Auditor's Report



Building a better  
working world

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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 2023, 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 a summary of significant accounting policies, 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 2023 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.

## INDEPENDENT AUDITOR'S REPORT continued



### Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Simplified Disclosures and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the 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 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.



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*

Ernst & Young

A handwritten signature in black ink, appearing to read 'A Ewan', written in a cursive style.

Anthony Ewan  
Partner  
22 September 2023

# PROPERTY

## Schedule

### CORE PROPERTIES

Mounties Site	Certificate of Title
101 Meadows Road, Mt Pritchard	Volume 8261 Folio 233 Volume 9060 Folio 131 Folio Identifier 1/204779 Vol 10577 Fol 99 Folio Identifier 4/524205 Folio Identifier 21/536004 Folio Identifier 12/521803
Property at end of Lena Street Mt Pritchard 221568 Lot 200 DP 1015848 & Lot 1 DP 837474 Consolidation Lena Street (12,14,16,18,20, 21,22,23,24,25,27,28,29,30,31 and Lot 1 Lena)	2005/1090149
Property Young Street Mount Pritchard Consolidated Property (Lot 13 Lot 14 & Lot 18 Young St) (formerly 29,21 & 33 Young St )	101/ 1085221
Closed Road Houston Place Mount Pritchard	101/1006165
1 Houston Place Mount Pritchard	7/231805
2 Houston Place Mount Pritchard	8/231805
3 Houston Place Mount Pritchard	9/231805
4 Houston Place Mount Pritchard	10/231805
5 Houston Place Mount Pritchard	11/231805
4 Kewin Avenue Mount Pritchard	2/231805
6 Kewin Avenue Mount Pritchard	3/231805
8 Kewin Avenue Mount Pritchard	22/231805
10 Kewin Avenue Mount Pritchard	4/231805
12 Kewin Avenue Mount Pritchard	5/231805
14 Kewin Avenue Mount Pritchard	6/231805
35 Young St Mount Pritchard	12/231805
254 Humphries Road Mount Pritchard	1/231805
113 Meadows Road Mount Pritchard	31/201418
Club Italia Certificate of Land titles	Torrens Title ref 2/805378 P6MP-RP-TNWZ
Club Italia Certificate of Land titles	Torrens Title ref C/421416 4NMH-76CS43
Club Italia Certificate of Land titles	Torrens Title ref 3/805378 JHZ5-S7-YN7H

Mekong Certificate Land Title – Core	10/SP23152
Mekong Certificate Land Title – Core	11/SP23152
Mekong Lot 12 – Strata Plan 23152	23152
Mekong 13 Mekong Certificate Land Title	13/85081
Mekong 14 Mekong Certificate Land Title	14/85081
Mekong 15 Mekong Certificate Land Title – Core	15/85081
Triglav Certificate Land Title Lot 1	1/1079685
Manly Bowling Club Perpetual Lease	2661/752038
Fairfield Bowling Club Perpetual Lease	385/752060
<b>Club Wyong Central Coast</b>	<b>Certificate of Title</b>
Torrens Title Ref 7964-209 15 Margaret Street Wyong NSW 2259 Main Club House Part 13/6/3136 1/415164 (comprises auto-conso 7964-209) 121, 122 / 510189	Issued 15/3/2021
Lot 13	DP3136
Lot 1	DP15164
Lot 1	DP1088301
Lot 121 Torrens Title 121/510189 15 Margaret Street Wyong NSW 2259 Main Club House (see above Core)	DP510189
Lot 122 Torrens Title 122/510189 15 Margaret Street Wyong NSW 2259 Main Club House (see above Core)	DP510189
Lot 201 Torrens Title 201/740551 20 Hope Street Wyong NSW 2259 Bowling Club (Core)	DP740551
Lot 200 Torrens Title 200/740551 24 Margaret Street Wyong NSW 2259 Residential (Non core)	DP740551

## PROPERTY SCHEDULE continued

Halekulani Bowling Club	Certificate of Title
Lot 2194 Torrens Title 2194/30673 8 Alexandra Street Budgewoi NSW 2262 (residential – Non core) Address is 8 Alexandra Street	DP30673
Lot 2195 Torrens Title 2195/30673 6 Alexander Street Budgewoi NSW 2262 (Residential – Non core)	DP30673
Lot 2196 Torrens Title 2196/30673 4 Alexandra Street Budgewoi NSW 2262 Car Park overflow (Core)	DP30673
Lot 1 Torrens Title 1/859618 50 Natuna Avenue, Budgewoi NSW 2262 (Actual address is 2 Alexandra Street Budgewoi NSW 2262) Main Club House (Core)	DP859618
Lot 2 Torrens Title 2/859618 63-71 Natuna Avenue Budgewoi NSW 2262 Car Park Main (Core)	DP859618
Lot 2190 Torrens Title 2190/30673 1 Marina Street Budgewoi NSW 2262 (Residential – Non core)	DP30673
Lot 2191 Torrens Title 2191/30673 3 Marina Street Budgewoi NSW 2262 (Residential – Non core)	DP30673
Breakers Terrigal Memorial Country Club Central Coast	Certificate of Title
Breakers Schedule of Parcels Lot 336 DP1976 FREEHOLD Lot 337 DP455028 Lot 2 DP708231	DP8585-177 DP1976 DP455028 DP708231
Breakers Lot 351 DP 1976 – FREEHOLD 62-64 Dover Road Wamberal NSW 2260 1 Reservations and conditions in the crown grant 2 6421194 Lease to Ausgrid (see AJ71566) <ul style="list-style-type: none"> <li>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)</li> <li>AK971352 LEASE OF LEASE AK71351 to Blue Asset Partner Pty Ltd, Eric Alpha Asset Corporation 1,2,3,4 Pty Ltd clause 12.1</li> <li>AK971502 Mortgage of lease AK971351 to ANZ Fiduciary Services Pty Ltd</li> <li>AK71571 Change of name affecting lease 6421194 Lessee now Alpha Distribution Ministerial Holding Corporation</li> </ul>	DP351/1976
3 DP1180895 Restrictions on the use of land 4 DP1180895 Positive Covenant Note: DP637899 (registered)	
Breakers Lot 1 Torrens Title 1/514231 FREEHOLD	DP514231
Breakers Lot 350 DP1976 FREEHOLD 62-64 Dover Road Wamberal NSW 2260	DP1976
Breakers Lot 351 DP1976 62-64 Dover Road Wamberal NSW 2260	DP1976

Breakers Lot 336 DP1976 124 Willoughby Road Wamberal NSW 2260 First lot of land comprising Auto Consol 8585-177	DP1976
Breakers Lot 337 DP 455028 124 Willoughby Road Wamberal NSW 2260 Second lot of land comprising Auto Consol 8585-177	DP455028
Breakers Lot 2 DP 708231 124 Willoughby Road Wamberal NSW 2260 Third (and final) lot of land comprising Auto Consol 8585-177	DP708231
Breakers Lot 1 DP514231 62-64 Dover Road Wamberal NSW 2260	DP514231
Breakers Lot 1 Torrens Title 1/705486 LEASED LAND	DP705486
Breakers Lot 22 Torrens Title 22/526952 LEASED LAND	DP526952
Breakers Leased Land 1 B85111 Land excludes Minerals 2 7914996 Lease to MPCC exp 30/6/2022 (See AS33539) Parcels Land 338-339 in DP 1976 LEASED LAND	DP1008-5
Breakers Lot 334 Torrens Title 334/1976 LEASED LAND	DP1976

## NON-CORE PROPERTY

Location	Certificate of Title
17 Lena Street Mount Pritchard	7/203051
89 Meadows Road Mount Pritchard	1/206532
99 Meadows Road Mount Pritchard	10/515019
115 Meadows Road Mount Pritchard	3/210350
3 Leo Street Mount Pritchard	20/220028
5 Leo Street Mount Pritchard – Rental property – (Non core)	19/220028
7 Leo Street Mount Pritchard	18/220028
8 Leo Street Mount Pritchard	14/220028
9 Leo Street Mount Pritchard	17/220028
10 Leo Street Mount Pritchard	15/220028
12 Leo Street Mount Pritchard	16/220028
10 Cherry Street Mount Pritchard	28/220028
19 Young Street Mount Pritchard	13/235239
87 Meadows Road Land Title	2/206532
121 Meadows Road Mount Pritchard	2/513938
121 Meadows Road Mount Pritchard	2/513938
123 Meadows Road Mount Pritchard	1/513938

## PROPERTY SCHEDULE continued

Location	Certificate of Title
5 Kewin Avenue Mount Pritchard-Rental Property (Non core)	17/DP231805
6 Lena Street Land Title	3/206532
9 Lena Street Mount Pritchard	11/203051
9 Young Street Mount Pritchard	23/220028
11 Young Street Mount Pritchard	22/ 220028
38 Young Street Land Title	3/235239
Diggers 80 Evans Street Freshwater Consolidated Lots	Folio ID 100 / 1136132
Diggers 80 Evans St Freshwater	12/1197725
Diggers 4a Lumsdaine Drive Freshwater	2/579837
2 Harbord Street Sussex Inlet – Resorts	116/521290
Shoalhaven Sussex Inlet-Rental property (Non core) – 253 River Road Sussex Inlet	170/21038
403 Newbridge Road Moorebank (street University) (Non core)	7/11948
256 Humphries Road, Mount Pritchard-Rental property (Non core)	20/231805
GUILDFORD ROAD MEDICAL CENTRE – COMMERCIAL – Mounties Care 268 Guildford Rd Guildford Lot 11	DP564326
Carers and Companions – Mounties Care Level 10/15/809 Pacific Hwy, Chatswood NSW 2067	
ASSIGNMENT LEASE – Mounties Care Integrative Health 256 Parry Drive Wyoming (Invitation to Health Pty Ltd)	
LEASE – Mounties Care ESP Healthcare Suite F14/1-15 Barr Street Balmain NSW 2041 Ozcott Pty Ltd Commercial	Exp 30/6/2022





# 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**

Mounties	Invitation to Health	New Diggers Service Co Pty Limited
Breakers Country Club	Major Fun Freshwater	Risekim Pty Ltd
Carers and Companions	Major Fun Mount Pritchard	Scooters Australia
Club Care	Manly Bowling Club	Specialist Oncology Group <sup>^</sup>
Club Italia	Mekong	Specialist Services Medical Group <sup>^</sup>
Club Wyong	Mekong Lease Co Pty Ltd	SSMG Auchenflower Qld <sup>^</sup>
ESP HealthCare	Mounties Academy of Excellence	SSMG Bella Vista NSW <sup>^</sup>
Flamez Hair Dezin	Mounties Bowling Club	SSMG Blacktown NSW <sup>^</sup>
Galen Healthcare <sup>^</sup>	Mounties Care	SSMG Castle Hill NSW <sup>^</sup>
Galen Petroleum <sup>^</sup>	Mounties Care Clinic Guildford	SSMG Deakin ACT <sup>^</sup>
Galen Property <sup>^</sup>	Mounties Care Home Care	SSMG Katoomba NSW <sup>^</sup>
Guildford Medical Centre	Mounties Care Integrative Health Clinic Freshwater	SSMG North Lakes Qld <sup>^</sup>
Halekulani Bowling Club	Mounties Care Wyoming	SSMG Richmond NSW <sup>^</sup>
Harbord Diggers	Mounties Care Mobility & Independence Capalaba	SSMG Spring Hill Qld <sup>^</sup>
Ignite Aquatic Centre	Mounties Care Mobility & Independence Rydalmere	SSMG Wentworthville NSW <sup>^</sup>
Mounties Health & Fitness	Mounties @ Sussex Resort	SSMG Westmead NSW <sup>^</sup>
Ignite Property Group Pty Ltd	New Diggers Carpark Co Pty Ltd	Triglav
Ignite Swimming	New Diggers Land Co Pty Limited	Watermark Retirement Freshwater

<sup>^</sup> Mounties Group partnership.

