

mounties
group

mounties
care

Integrative Health Clinic

**ANNUAL
REPORT
2022**

WE'RE MORE THAN A CLUB

we're a community

As a community centred, profit for purpose organisation, our success helps to improve the lives of Mounties Group Members.

Every dollar we make is shared back, whether it's through donations and grants, sponsorships of local sporting teams or new services and facilities for our members to enjoy.



Our 2021 Annual Report saw Mounties Group as a proud Bronze Award recipient in the 2021 Australasian Reporting Awards. The only Club in NSW to receive an award for transparency, openness and accuracy of reporting to our stakeholders.



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WELCOMED ADDITIONAL
51,189 MEMBERS

CREATED PURPOSE-BUILT
TRAINING & EDUCATIONAL
ACADEMY FOR STAFF

AMALGAMATED WITH
1 CLUB
ON THE CENTRAL COAST

PROVIDED EMPLOYMENT TO
2,938 PEOPLE
IN THE LOCAL COMMUNITY



PROVIDED
10 VENUES
OF CHOICE FOR 209,549
MOUNTIES GROUP MEMBERS

SUPPORTED
54 SUB CLUBS

SUBSIDISED OVER
3,000 PEOPLE
THROUGH SPORTING SUB CLUBS

SPONSORED MORE THAN
10,000 LOCAL CHILDREN
TO PLAY SPORTS EACH WEEK



CLOSED FOR
102 DAYS

DONATED
\$5.8 MILLION
DIRECT COMMUNITY SUPPORT

TOTAL MEMBERSHIP
209,549

PROFIT TO MEET OUR
PURPOSE NEXT YEAR
\$23.1 MILLION





FY22

Highlights

Despite the COVID-19 enforced closures, the 2022 financial year was a year of great growth and diversification for the Group.

Not only did we welcome Breakers Country Club and saw the exciting expansion and evolution of Mounties Care, but we welcomed over 50,000 new members and grew our overall support of members.

EVOLVED THE MOUNTIES CARE OFFERING TO INCLUDE:

CARE CONCIERGE
HOME CARE
INTEGRATIVE
HEALTH CLINICS

HELPED

138 LOCAL
COMMUNITY
GROUPS

WITH FINANCIAL ASSISTANCE

SPONSORED AUSTRALIA'S

FASTEST RAPID
RESPONSE
RESCUE
HELICOPTER

TO DELIVER 330 MISSIONS
ACROSS GREATER SYDNEY
AND THE CENTRAL COAST



**WE DON'T LIMIT
OURSELVES ON WHAT
OTHERS DO OR OTHERS
THINK WE SHOULD DO,
WE SIMPLY DO WHAT WE
BELIEVE IS BEST FOR
OUR MEMBERS AND
THEIR NEEDS.**

WELCOME





FROM THE *President*

This year we built further on the plans that the Board established three years ago. We refocused this vision on why we exist and how best we can deliver to the modern day needs of our Members across the Group.

Dear Members,

The financial year commenced on a low note with all clubs in NSW having been closed by the State Government, due to COVID-19 concerns. This closure had substantial impact on Group performance and in particular, on our loyal base of employees. We remained closed throughout July, August and September, not opening again until early October 2021. Our long awaited re-opening came in stages across our venues and facilities were finally excited to open their doors for Members to enjoy.

Half way through the financial year, in December 2021, long serving Board member Kevin Ingram OAM passed away. Kevin served Mounties Group for 40 years with the last 18 years as President and is sadly missed by all.

In March 2022, an additional Club was welcomed into the Group, this being Breakers Country Club at Wamberal (Terrigal region) on the Central Coast. This is a very friendly and warm club, and should any member be in the area, or on a day trip, it's well worth a visit to dine and relax. There is a nine hole golf course with excellent pro shop as well as two bowling greens complementing the Club's extraordinary facilities.

Through the Mounties Care division of the Group, sponsorship of the CareFlight Rapid Response Helicopter is in its second year. This is a critical and essential service to the greater Sydney area, potentially benefitting all Mounties Group Members as well as the wider community. Diversification continues through Mounties Care into Home Care, integrative health clinics and specialist services.

This year also saw the growth of our Mounties Group membership base. In July 2021 we had 158,000 Members which increased to 209,000 by the end of the financial year. This growth has continued into the new year.



Our staff, from senior management through to front line and support services have performed admirably throughout the year yet again, under the stewardship of Group CEO, Dale Hunt. This includes new staff to Mounties Group from amalgamated clubs as well as medical and wellbeing services.

The Board continued as a cohesive unit, with 'robust' discussions at times, putting members, local communities and the sustainability of the Group at the forefront. This year we built further on the plans that the Board established three years ago. We refocused this vision on why we exist and how best we can deliver to the modern day needs of our Members across the Group.

The Group has continued, and will continue to involve the community in our operational areas. This includes support of 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.

Additionally, the Sports Committee provides overarching support of sporting sub clubs that are a part of the Group.

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

May I take this opportunity to thank all our members for their ongoing support of our Clubs and wish them and their friends and family all the very best into the future.

Let us hope the balance of 2022, and beyond, is safe for all the community and life settles into an acceptable 'normal' following the last two years of uncertainty.

Regards,

John Dean
President, Mounties Group



FROM THE *Chief Executive Officer*

It has been a challenging year, but also a rewarding year. It has been a year when we were pushed but it brought us closer together and more determined than ever. It has been a year of big personal losses and great organisational success.

Dear Members,

I would like to start by saying thank you for your support and encouragement over the past year. It has again been a challenging time for us all. As you know, we started with our Clubs closed for the first three months of the year due to COVID-19 closures of all hospitality venues in NSW and then the highest shortages of staff our industry has ever seen, followed by predictions of inflation, falling house prices and global uncertainty.

However, it was a year that was so much more than that in difficulty, as we lost two of the great people in Mounties Group history. Our long serving President Kevin Ingram OAM served our Club and members for more than 40 years and gave more of himself than anyone to make our Club a better place. He led us to become the most successful club in Australian history and changed thousands of lives for the better. In losing Kevin, we all lost a part of ourselves and we learned that one man can change the world for a better place through his efforts.

Ralph Wearne also passed away this year and Ralph's financial acumen and skills established our stability and gave us a stronger organisation to create better lives for our members in many areas. His integrity and ethics made us better people. Losing these two gentlemen was a huge loss to all at Mounties Group, losing two mentors, two of my closest friends and two men I admired so much made the year more challenging but gave us reason to strive for more, do better and be better as we keep their legacy alive and growing.

For Mounties Group this has been the third year in our 15 year strategic plan. We spent the first year establishing, then two years of consolidation and stability



building. Three years ago when I started as CEO, we had \$69 million in debt, \$4 million cash in the bank and 136,000 members. Today we have no bank debt, over \$45 million in cash, nearly 210,000 members and we have added more than \$46 million in members assets. We have also begun our move to getting back to our original purpose of improving the lives of our members by moving ourselves towards offering high quality affordable medical, health and educational services to the local community in a non-profit format. Now that we have built the base, the next two years is planned for growing our services for our members, improving our facilities and improving our members lives in ways that have never before been possible for a Club to deliver.

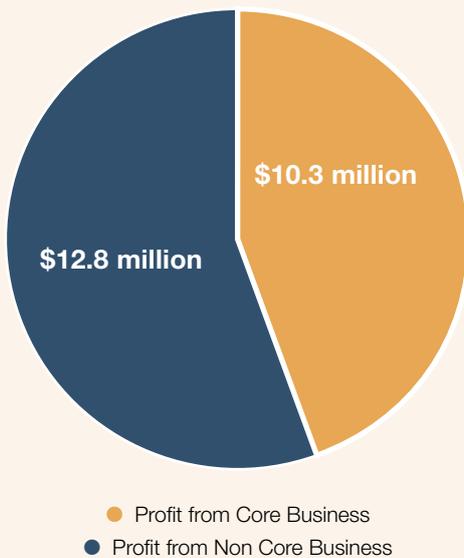
We are fortunate to be trusted to operate in particular industries, with that comes a social responsibility. This year we had a legal obligation to donate \$2.5 million but once again chose to go well beyond this requirement and donated more than \$5.8 million in donations, grants and sponsorships to local community.

This year your support allowed us to post a Net Profit of \$23 million at the same time as growing our members value from \$677 million to \$723 million, and grow our employment of local people from 600 people to more than 937 local people. As a result, local suppliers were able to employ another 2,000 people and we were able to financially support 138 local community groups to improve our local area. We can now take that profit rather than debt to improve our facilities and services for members.

Our membership has now grown to a level where if you took just the Mounties Group members and placed them in a town of our own, we would instantly create the 5th largest city in NSW and the 15th largest city in Australia. Our membership grew by more than 32% this year as local people saw the changes we are bringing to the organisation and offered their support.

We continued to improve what we do. We gave more to members, we grew our club venues, and we developed more health services for our members,

CORE VS NON CORE CONTRIBUTION



ANNUAL TRADING PROFIT (EBITDARD)

	2022 \$	2021 \$
Profit attributable to members of the parent	23,122,971	24,859,731
<i>Add:</i>		
Net interest cost	316,117	670,291
Tax expense	4,236,460	14,145,384
Donations expenses	1,851,213	7,885,258
Depreciation expenses	16,388,890	16,004,994
(Gain)/loss on disposal of property, plant and equipment	(8,083,703)	9,689,310
Rent	359,121	373,396
EBITDARD Group	38,191,069	73,628,364
Fair value gain – Harbord Retirement Village	(9,578,393)	(34,666,070)
EBITDARD Clubs	28,612,676	38,962,294

including medical centres on the Central Coast and the Northern Beaches. Others call it innovation, we see it as getting back to the reason our founders created us almost 60 years ago, to improve the lives of our members.

This year we appointed an Ethics & Governance Manager to the Senior Management Team, conducted 23 independent reviews of our operation and reviewed all policies, procedures and systems for best practice and introduced new voluntary commitments across the organisation for areas such as responsible gaming.

We submitted our Annual reporting for judging by the pre-eminent independent body in the field and I am pleased to note that we are the only Club recognised for our openness and transparency by being awarded a medal in the Australasian Reporting Awards in 2021.

We also established environmental goals for our future which will see further improvements occur in the coming years and we further diversified our reliance away from gaming as we move to a future of even higher standards and good corporate governance.

It has been a challenging year, but also a rewarding year. It has been a year when we were pushed but it brought us closer together and more determined than ever. It has been a year of big personal losses and great organisational success.

To our President John Dean, our Board of Directors, management, staff and members, I thank you for your support and friendship over the past year. We look forward to sharing another exciting year ahead.

Regards,

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



OUR MEMBERSHIP HAS NOW GROWN TO A LEVEL WHERE IF YOU TOOK JUST THE MOUNTIES GROUP MEMBERS AND PLACED THEM IN A TOWN ON OUR OWN, WE WOULD INSTANTLY CREATE THE 5TH LARGEST CITY IN NSW





A FINANCIAL CONTRIBUTION TO THE NSW ECONOMY OF MORE THAN **\$180 MILLION***

\$5.8 MILLION

DIRECT COMMUNITY CONTRIBUTIONS

2,938

LOCAL JOBS CREATED

\$16.6 MILLION

TOTAL ECONOMIC VALUE OF COMMUNITY CONTRIBUTIONS (DIRECT AND INDIRECT)

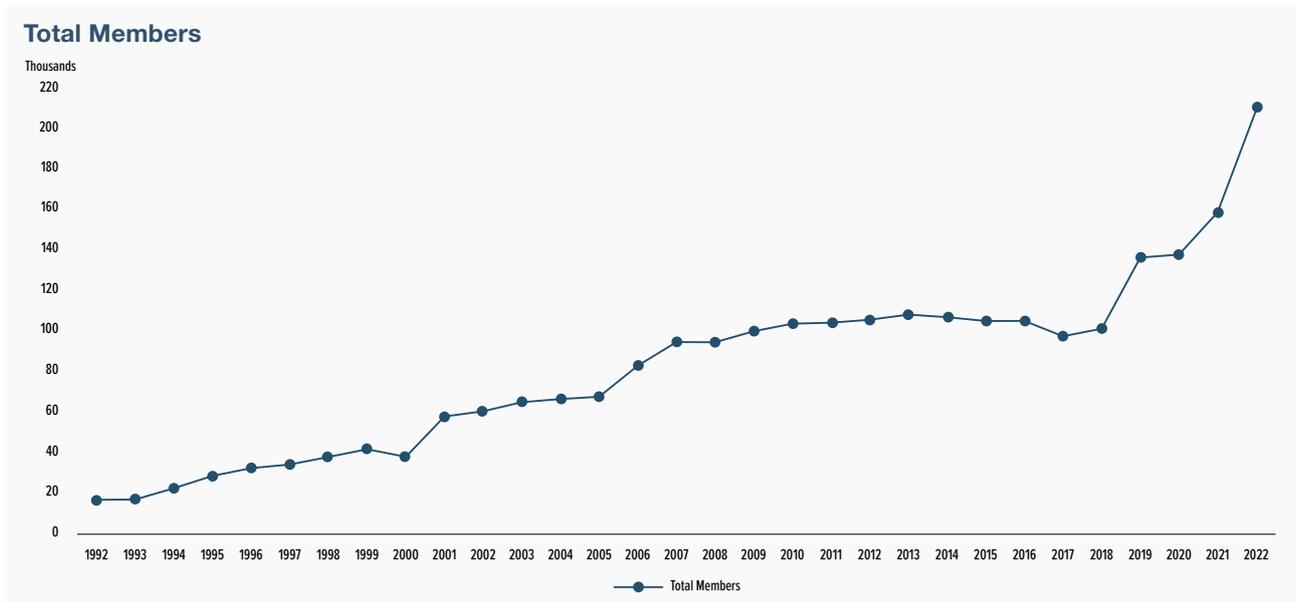
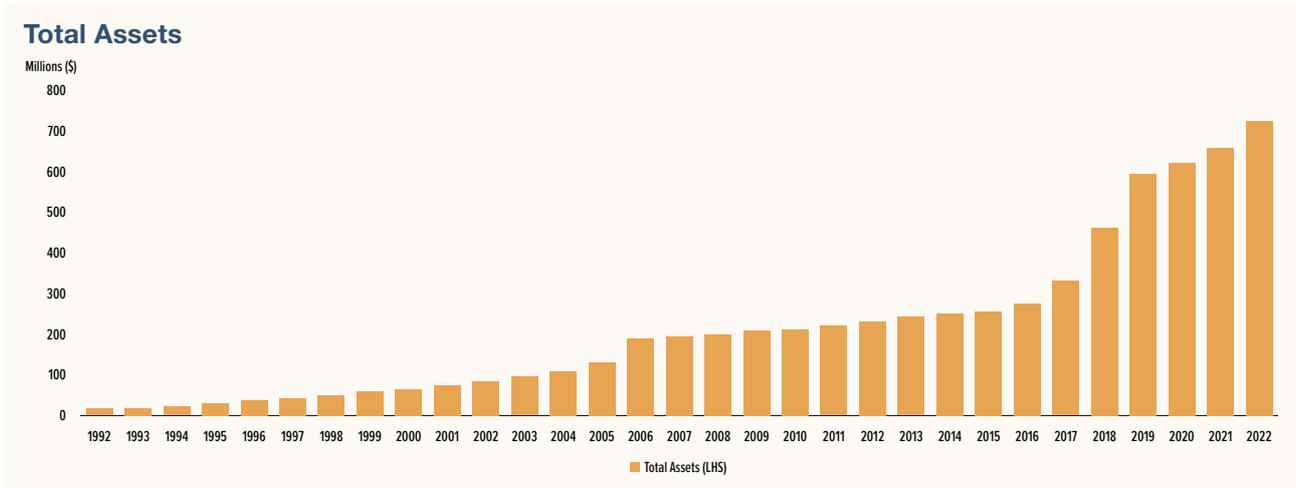
\$36.7 MILLION*

TAXES

Our Freshwater Integrative Health Clinic, the most recent Mounties Group development.



* As per the 2021 URBIS report.





FROM THE GRANTS & *Donation* Chairman

Hello Members,

As the Chairman of the Club Grants & Donations Committee, I am happy to say that Mounties Group success has once again made a big positive difference in our community.

I'd like to mention what a difficult year it has been for all Australians and particularly for registered charities and organisations, who have had to survive through floods, and of course the COVID-19 pandemic.

With the closures and lockdowns, it has been dramatic for charities to be able to survive, so I am pleased to advise that Mounties Group is once again been able to support the local government areas of Fairfield, Liverpool, Northern Beaches, and the Central Coast.

I would like to commence my report by acknowledging all members of Mounties Group, who support the Club every day and every year and create the surpluses which we are then able to direct to worthwhile causes whenever they occur in the communities that we serve.

This year, we have had the privilege of distributing \$5,879,433 through various programs and for a wide range of projects.

The most significant type of funding made available in 2021/2022 was \$4.52 million in ClubGRANTS and a further \$1.35 million across donations, funding and sponsorships of various programs.

I am proud to have been Chairman of a Committee that has been able to guide this important process over the past year. Accordingly, I would like to acknowledge the efforts of the Board and Grants & Donations Committee – Lorraine Dean, Jenny McNevin and Trevor Forman, and the staff team of Dave, Tida, Jake and Nalan – for their commitment and diligence.

ClubGRANTS scheme in 2021/2022:

ClubGRANTS	Category 1	Category 2	Category 3	Total
Mounties	819,378	2,447,831	411,854	3,679,063
Harbord	43,500	146,704	59,269	249,473
Triglav	117,148	47,346	30,464	194,958
Mekong	133,788	71,969	24,207	229,964
Wyong	7,345	34,802	9,329	51,476
Halekulani	23,960	13,841	11,500	49,301
Breakers	0	61,323	10,070	71,393
GROUP	1,145,119	2,823,816	556,693	4,525,628



Our worthy community groups accepting their Mounties Group support.

CLUBGRANTS SUPPORT
\$4.5 MILLION

ADDITIONAL DONATIONS, AND COMMUNITY SUPPORT
\$1.3 MILLION

DIRECT COMMUNITY SUPPORT
\$5.8+ MILLION

Steve Fitzpatrick
Chairman

I AM PROUD TO SAY THAT THE MORE SUCCESSFUL WE ARE AS A CLUB MEANS THE MORE WE CAN GIVE TO OUR COMMUNITY.

ClubGRANTS BENEFICIARIES IN 2021 AND 2022 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	





FROM THE *Sports Director*

As we are slowly making way to normality, our sub clubs have been busy organising their presentations which is extremely exciting as none of our Clubs have had a presentation for the past two years, so they are certainly ready to party!

What a tough twelve months for us all. Before I get into my end of year report, I would like to take time to think about the members that grew their wings in the last twelve months. Our love, thoughts, and prayers go out to all their families and friends.

I would like to mention, the loss of our dear President Mr Kevin Ingram OAM. He was not just our President; he was a true gentleman and a friend to all that knew him. What he did for Mouties and our members was second to none. He was a very dear friend and was loved by all who knew him. We miss you Kev, and you will always be in our hearts.

Another dear friend of ours and an important member of our management team, Mr Ralph Wearne was another true gentleman. May he rest in peace. To our Ralph, we miss your smile and your wit.

NOW TO ALL OUR SUB CLUB FRIENDS

As the health and wellbeing of all members continues to be at the forefront of all decisions, it has been an extremely hard year living with COVID-19 and to have been shut down from 27th June – 11th October 2021.

Our indoor sports suffered severely with the restrictions that were put in place. Thankfully we are all learning to live with this terrible disease together.

Just as our outdoor sports started, the recent rain and floods affected the season before it had begun. Softball was unable to train and a tough call was made to cancel their season after four games due to the grounds being too wet and unplayable.

Netball and Hockey were lucky to get their comp off the ground, but Junior Soccer were scrambling for training grounds to start their winter season. Thankfully, everyone has been slowly getting back into the swing of things as the rain has subsided.

As we are slowly making way to normality, our sub clubs have been busy organising their presentations which is extremely exciting as none of our Clubs have had a presentation for the past two years, so they are certainly ready to party!

We are hoping we will have our main sub club presentation to be held on 28th October 2022 where we will award Club Champion, Life Members, Junior, Senior, and Teams plus many other awards.

We opened the Murphy's area which Darts, Indoor Bowls, Table Tennis and Physical Culture are all enjoying.

We are delighted to welcome three new clubs into Mouties Group, with Halekulani Bowling Club, Club Wyong, and Breakers Country Club.

From these clubs, we welcome to our sub club family the following; Bowls, Golf, Snooker, Fishing, Darts and looking at adding a 50s Plus Central Coast Social club.





REMEMBER, AS ALWAYS, WE ARE A COMMUNITY AND SO MUCH MORE THAN A CLUB, WE ARE FAMILY.



From Netball, Snooker, Golf, Indoor Bowls, Hockey, Dart, Lawn Bowls, and Physical Culture to name a few, we certainly have a range of indoor and outdoor sports and social clubs for our members and community to enjoy.

With over 50 sub club under Mounties Group, 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 member within our Sub Clubs – members new and old – for your friendship and continued support.

I always say, we are a big happy family that look out for one another, support each other in 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. I would not be the Sports Director I am today without you all.

To our Sports Committee; Lorraine Dean, Tom Murphy, Leon Hansen, Omega Octavia, Kumar (Muttukrishnan Kumariswaran), Dawn Kelly, and Lyn King – I want to express my gratitude for all your continued support, contribution, friendship and for your unwavering dedication and challenging work you have put into our sub club during 2021 and 2022.

To our CEO Dale Hunt, his management team, and the staff, I thank you all for your support and friendship, it certainly makes my job a pleasure in these very trying times.

Finally, to my two ladies, Dawn, and Lyn that 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 always, we are a community and so much more than a Club, we are family.

Jenny McNevin
Sports Director

WHO WE ARE

& why we exist

**WE ARE 200,000+ LOCAL PEOPLE
COMING TOGETHER FOR ONE PURPOSE
TO IMPROVE THE LIVES OF OUR
MEMBERS AND COMMUNITY**

Born from mateship and built to improve the lives of our members, Mounties Group may be seen as being like others, but we stand alone in our purpose and impacts.

Over half a century ago, we were created as a Profit for Purpose organisation that provides goods and services and then takes the money we make and uses that to improve the lives of our members. As 90% of our Members live within 10km of our Club venues, we therefore improve lives by improving the community in which our members live. It is a tradition and a business model we continue today.

We have been delivering to the needs of our Members and evolving with the changing needs of our Members since the day we began. We have been granted a social licence to operate in areas to have a positive impact on our community.

Every dollar we make is shared back into our local community, whether through donations and grants, sponsorships of local sporting teams or new services and facilities for community members to enjoy.

With the changing needs of our members and our local community, we are evolving to deliver more to our members in coming years in terms of affordable high quality social inclusion, hospitality, health and education services and facilities.

OUR
Values

FAMILY | FUN | HONEST | LOYAL
CARING | INNOVATIVE | OUTCOME DRIVEN

OUR
Mission

TO IMPROVE THE LIVES
OF OUR MEMBERS

WE ARE
Unique

Whilst people may see all registered clubs as the same, we are unlike any other club in Australia.

Every cent of profit we make, is given back to our members and local community through donations, infrastructure and support.

Mounties Group operates across hospitality, fitness, leisure, medical and retirement industries, all of which help to make a positive impact and ultimately make our members lives better.

WHAT WE Offer

HOSPITALITY | HEALTH | LEISURE | PROPERTY



210,000
MEMBERS

3,100
LOCAL JOBS

32
LOCATIONS

ONE
SHARED PURPOSE

HOSPITALITY

OUR CLUBS

At the heart of who we are and what we do are our Club venues. Community hubs for our members and guests to gather, belong and enjoy.

Mounties Group is the home to nearly 210,000 members across ten registered Club venues stretching from South-West Sydney to the Northern Beaches and Central Coast. Clubs that are the community gathering hubs for local people, and places well known and highly regarded for social inclusion and engagement.

MOUNTIES GROUP CLUBS



MOUNTIES
254 Humphries Rd, Mount Pritchard
NSW 2170



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



MEKONG
Level 1/117 John Street, Cabramatta
NSW 2166



MOUNTIES BOWLING CLUB
Lot 387 Lawson Street, Fairfield
NSW 2165



CLUB ITALIA
Cnr of Hollywood Drive & Wharf Road
Lansvale NSW 2166



HARBORD DIGGERS
88 Evans Street Freshwater,
NSW 2096



MANLY BOWLING CLUB
59 Raglan Street, Manly
NSW 2095



CLUB WYONG
15 Margaret Street, Wyong
NSW 2259

Mounties Group is
*home to nearly
210,000
members*

across ten registered
club venues.



HALEKULANI BOWLING CLUB
50 Natuna Avenue, Budgewoi
NSW 2262



BREAKERS COUNTRY CLUB
64 Dover Road, Wamberal
NSW 2260



TRIGLAV

Triglav was first established in 1971 by the Slovenian Australian community. The intention was to provide a home away from home to Slovenian migrants feeling homesick in a new country. Over the past 40 years, Triglav has become a place where members pass down their skills, enthusiasm and facilities for a language school, folk dancing, amateur drama, choir groups and Slovenia’s most popular sport – bocce. It is one of the last bastions celebrating the integration of Slovenian culture into Australia.

MEKONG

Located in the centre of Cabramatta, Mekong serves the cultural needs of thousands of our local Vietnamese community. Mekong is the heart of bringing those with English as a second language into our everyday community life. Mekong cherishes its role in supporting and promoting the Vietnamese culture and heritage through sports, dance and community events.

WESTERN *Sydney*

MOUNTIES

Our 'Mother' Club is where the story of Mounties Group began. Mounties has now grown to become one of Australia's most successful registered clubs. Mounties boasts a rich history including being one of the first registered clubs in Australia to allow women full and equal membership. Mounties has always been a venue that welcomes all walks of life from all backgrounds.

Mounties offer everything from 6 eating establishments, 9 bars, gym, swim facilities, children's play centres, more than half an acre of free indoor sporting activities and over 30 social inclusion sub clubs for local people to build new friends and keep active in our community.



MOUNTIES BOWLING CLUB

Established in the 1960s as a place for local people to get together and share their passion for lawn bowls, Mounties Bowling Club plays an important part in keeping local people active, engaged and in social contact in the local community.

CLUB ITALIA

From 1968 to modern day, Club Italia has been a meeting place for people of Italian heritage and sharing the Italian culture with the local community. From scholarships to encourage educational excellence to cooking classes for local school children, Club Italia is a venue held dearly in many hearts.



NORTHERN

Beaches

HARBORD DIGGERS

Australia's first intergenerational community club combines the best food, beverage and entertainment experience with a range of additional services including childcare, fitness, medical services, health & beauty and retirement living, all integrated into one thriving community hub.

Originally created by the Diggers of World War One after serving in places such as Gallipoli, Harbord Diggers is the first club in recent times to re-open after construction with less gaming machines than it closed with.



MANLY BOWLING CLUB

Located in the heart of Manly and just a couple of blocks from Manly Beach, is one of Australia's oldest lawn bowls clubs surrounded by greenery and bringing tradition back to today's hustle and bustle.



CENTRAL *Coast*

CLUB WYONG

Keeping the heritage of the 100 year old Wyong RSL sub-branch alive in our hearts and minds, Club Wyong sits in the centre of Wyong on the Central Coast and brings local people to the community gathering place where all are welcome and all play a part in our community.

HALEKULANI BOWLING CLUB

For more than 60 years, Halekulani Bowling Club has been the place that locals from Budgewoi gather to enjoy the company of local friends and family. Nestled beside Lake Munmorah on the Central Coast, it is a place to enjoy a beer with a mate, a meal with family or a game of lawn bowls with friends.



BREAKERS

Country Club

OUR NEWEST CLUB

Located on 50 beautiful acres of land nestled alongside the beautiful shores of Terrigal Lagoon, Breakers Country Club brings our members a modern comfortable club along with a stunning 9 hole golf course and two lawn bowling greens.

Breakers Country Club boasts a multitude of vibrant spaces to enjoy top class food, beverage and entertainment experiences. Our spectacular outdoor deck with covered children's play area is a destination for the entire family to enjoy.

Our commitment to continually improve the golf and club facilities over the coming years will see this great club become a highlight of the Central Coast and a destination for many to enjoy when visiting the beautiful Terrigal area.





HEALTH

Mounties Group is committed to improving all aspects of our Members lives.

OUR MEMBERS TOLD US THAT ONE THE BIGGEST CONCERNS IN THEIR LIVES IS THE HEALTH AND WELLBEING OF THEMSELVES AND THEIR FAMILY MEMBERS. SO, WE SET OUT TO MAKE THINGS BETTER FOR OUR MEMBERS BY CREATING A HEALTH DIVISION TO CARE FOR OUR MEMBERS HEALTH AND WELLBEING.

Mounties Group has now successfully combined the best fitness and aquatic centres, health and wellness services with home care services and health clinics courtesy of Mounties Care.

All for the benefit of our Members.

FITNESS CENTRES

Ignite began a multimillion dollar upgrade this year including all new equipment, new décor and upgraded facilities.

With more than \$3 million worth of new equipment on the gym floor our members are enjoying the latest and best available, combined with more classes than almost any other gym in the area.

With more than 500,000 visits to fitness classes across our Group, including GFitness at Freshwater, our fitness centres play a vital role in improving the lives of our members.

AQUATIC CENTRES

Our aquatic services at Mounties and Harbord Diggers teach a further 3,500 children learn to swim in our venues each week.

Ultimately, our Members enjoy a better quality of life as a result of our continuing investment into creating and improving state of the art facilities and programs for all to enjoy.

ALLIED HEALTH

The allied health services provided by Mounties Group to our members is about providing physical and mental health benefits that improve our members lives. We now offer a myriad of services for Members including physiotherapy, dieticians, exercise physiologists, injury recovery, hair, beauty, massage treatments and now Cryotherapy. Our approach to health is based on our Members needs and we have taken a more holistic approach to improve our members lives.

Allied health works alongside and hand-in-hand with our conventional medicine practitioners, complementary health providers, medical specialists and other services to provide a whole of life, integrative model unlike any other.





MOUNTIES CARE

Concierge

The Mounties Care Concierge is your gateway to all services under the Mounties Care umbrella. It offers a free service to support Members health enquiries, perform welfare checks and assist with information on services available across our home care provision, our medical and allied health services.

Our Care Concierge can help you navigate your way through identifying the services available and the best way to find assistance most suited to your own personal needs.



MOUNTIES CARE*Home Care*

Mounties Care Home Care supports the health, wellbeing and independence of our Members, long after they can no longer attend our Club venues.

From companionship to nursing services and all the way to chemotherapy and end of life care, we want to keep our members living in their own homes and as part of our community for longer and in more positive ways.

Services include:

- From simple companionship with someone to chat, through to light housekeeping
- Going out to lunch or doing crafts
- Playing games or reminiscing about life experiences
- Shopping assistance and cooking nutritious meals
- Supervision of medication and monitoring diabetes
- Driving you to medical or other appointments
- Managing property maintenance and organising hair and beauty appointments
- 24 hour complex care
- Palliative care in your home
- Post hospital support
- A helping hand for new mums
- Hospital in the home

Because our members are our family.



MOUNTIES CARE

Integrative Health Clinics

Our new Integrative Health Clinics at Freshwater and Wyoming are just the start to our growth into improving members lives through better health services.

Integrative medicine combines the best of evidence-based conventional and complementary medicine to focus on the total health of a patient and our teams of General Practitioners, nurses and therapists work hand-in hand with allied health services within Mounties Group to deliver a whole of life, patient centric approach to medicine.

While the concept of Integrative Medicine is not new, leading the way in this sector is a group of practitioners who are passionate about creating a new kind of medical centre and practicing a new kind of medicine. One which is truly patient centred, holistic and focused on a person's total wellbeing.

Our clinics offer traditional GP specialist services for commonly occurring health issues, as well as tackling uncommon and chronic diseases. With a clear focus on preventative medicine, providing additional integrative lifestyle health approaches for more complex health problems. This model has demonstrated exceptional results in areas such as anxiety, depression, digestive problems, insomnia, allergies, diabetes and other chronic and inflammatory conditions

We have now established clinics on the Northern Beaches and the Central Coast, with future plans for Guildford whilst we continue to negotiate with Fairfield Council for permission to build this amazing concept at Mt Pritchard and look for opportunities to meet more peoples needs in new locations.



SPECIALIST SERVICES

Medical Group

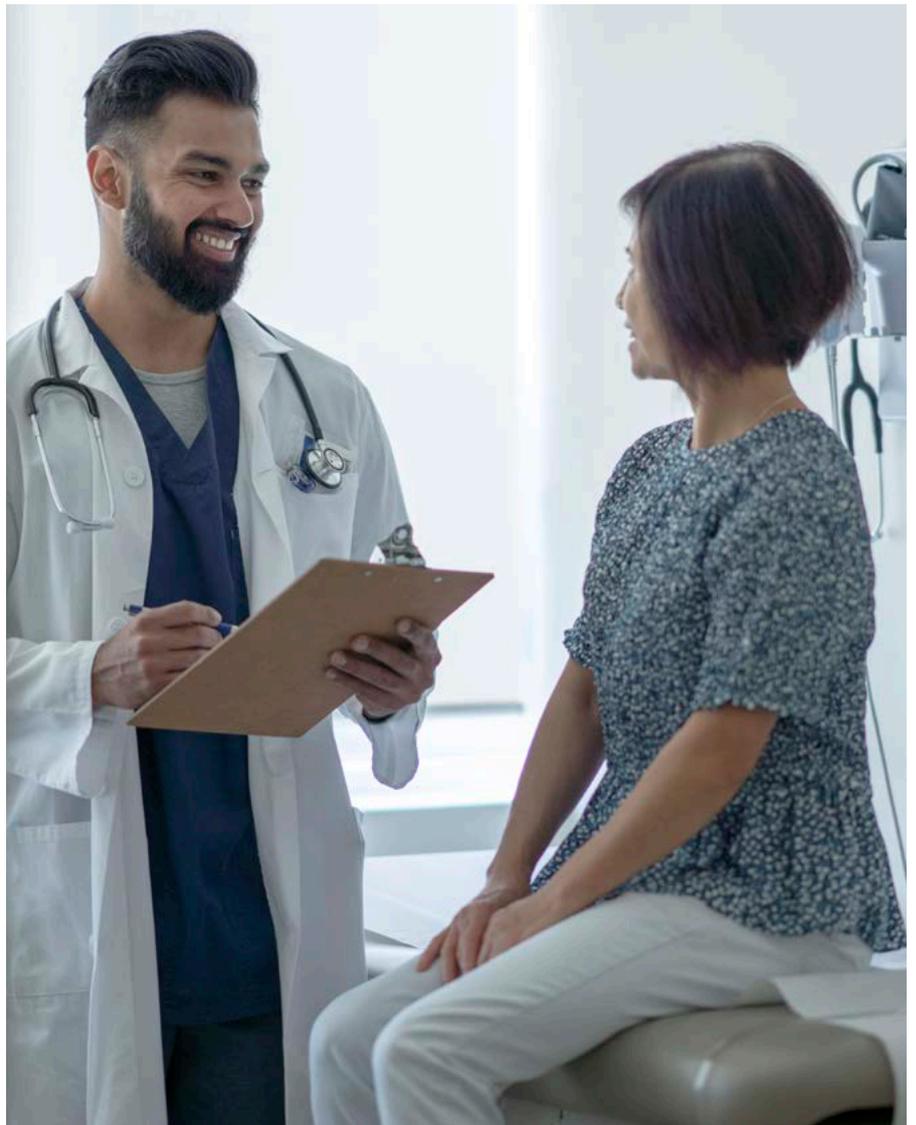
FROM QUEENSLAND THROUGH TO SOUTH AUSTRALIA, MOUNTIES GROUP IS IMPACTING LIVES BEHIND THE SCENES FOR PEOPLE TO ENJOY A BETTER LIFE.



Australia's leading group of Medical Specialists delivering patient focused, coordinated care with over 140 medical specialists in 22 locations bringing a unique care model centred around the patient rather than the doctor. Our partnership in this model of medicine creates a caring environment where excellence in patient care will always be the focus.

From Queensland through to Australian Capital Territory, Mounties Group is impacting lives behind the scenes for people to enjoy a better life.

Our major shareholding in Specialist Services Medical Group allows the development and care of excellence in medicine for our members in their local area and through our operation of the administration areas of the practices, we allow doctors to concentrate on delivering the highest quality of care to more people.



LEISURE

A break from everyday life and time with the family is an opportunity all should enjoy

MOUNTIES @ SUSSEX

At Mounties Group we encourage our members to have fun and live a better life.

Quality leisure time has been proven to help with psychological and cognitive wellbeing, physical health and quality of life and our range of leisure services are designed to help our members live a more enjoyable life.

A break from everyday life and time with the family is an opportunity all should enjoy, that's why our affordable holiday resort plays such an important role in the lives of our members.



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

FCSWC URUNGA



FCSWC FINGAL BAY



FCSWC SUSSEX INLET



MAJOR *Fun*

Major Fun play centres bring an educational experience to children having fun with Mounties Group.

Located at Mt Pritchard and Freshwater with plans to extend onto the Central Coast in the near future, Major Fun is a play centre based on environmental sustainability.

Major Fun at Mounties is a jungle land oasis, teaching the importance of sustainability and protecting our environment whilst enjoying the fun of climbing gyms, action courses, bumper cars and a disco room.

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

Both venues also include party rooms and offer Drop and Dine for parents to get some alone time together for a dinner date whilst confident that their children are being well cared for.



RETIREMENT LIVING

Freshwater

Internationally recognised as the “benchmark for retirement living”, Watermark Freshwater offers a unique active lifestyle village for members over the age of 55 years.

Created as Australia’s first intergenerational lifestyle village, the concept is designed to encourage all ages to interact, commingle and

cross paths which is designed to improve mental health and social inclusion outcomes.

Watermark Freshwater is the definition of a luxury retirement living village by the sea, exclusively occupying prime coastal real estate on Sydney’s Northern Beaches.

MASTER PLAN:

Our plan for the future

For the past three years, we have set the foundations for the future that now allows us to work on the exciting improvements being planned for our venues.

We paid down our debt, spent two years researching what our members want in their Club and built our assets and bank balance so we can deliver our members exciting new facilities and services.

Every one of our Club venues is in the process of being master planned, That means, instead of simply building the latest idea, we have taken the time to discover what our Members want in their Clubs and now we can deliver.

Across our Group we will see some exciting additions to our venues.

At Mounties this year we will see a new lifestyle precinct, new approaches to traditional services such as bars and food as well as improvements to entertainment and gathering spaces.

In Western Sydney we will also see improvement to sporting facilities. The Northern Beaches will have an upgrade of Club facilities at Manly and new services at Harbord Diggers. On the Central Coast we plan to improve our club venues, golfing facilities and bowling.

ACROSS OUR GROUP WE WILL SEE SOME EXCITING ADDITIONS TO OUR VENUES







The only club offering 10 snooker tables for members free of charge.

SOCIAL *inclusion*

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.

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.

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.



Opening of Murphys – the largest free indoor sports area inside any Club in Australia.

OUR SUB CLUBS GIVE LOCAL PEOPLE A CHANCE TO BUILD FRIENDSHIPS

MOUNTIES PROVIDES THE LARGEST INDOOR SUB CLUB FACILITIES OF ANY CLUB IN AUSTRALIA AND IT'S FREE FOR USE BY MEMBERS

LAWN BOWLS

With twelve bowling greens across our five bowling clubs, Mounties Group commitment to social inclusion through lawn bowls is one of the largest in NSW.

Our future plans also include construction of new greens at Mt Pritchard, Harbord Diggers and Halekulani Bowling Club.

SPORTING FACILITIES

Local people deserve the best opportunities to enjoy their leisure time and Mounties is proud to take the financial responsibility for the upkeep and maintenance of places for our community to play including local sporting grounds, basketball courts and playing fields.

People may not realise that many council owned parks and fields have their upkeep and maintenance paid for by Mounties Group to give our local people a place to play and enjoy. This includes Aubrey Keach Rugby League fields in Hinchinbrook to Cook Park in Cabramatta West, and Joe Broad Memorial Park in Mt Pritchard.

EDUCATION

Our Members have raised concerns about the lack of educational facilities in our local area for people looking to advance their careers and give themselves and their children a better life through better education. Now as part of our evolution, Mounties Group is helping to improve access to high quality education and training.

This year we move towards improving the lives of even more members by providing a range of educational opportunities in areas such as Hospitality, Leadership, Child Care, Aged Care, Finance and Management.





A better planet

Across Mounties Group we have been working to improve the impact that we have on our environment and this year, we 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
- Harbord Diggers is listed as Ocean Friendly with single use plastic removed and best practice recycling in place
- Preference for LED lighting across 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
- Installation of solar panels across Breakers Country Club

Our targets for 2035 include:

- 100% renewable source electricity
- Reduce direct CO₂ emission by 50%
- Reduce indirect CO₂ emissions by 25%
- 100% zero waste to landfill
- We will review key raw materials across our supply chain to mitigate any climate risks, water risks and management of environmental loads priority
- Remove all single use plastics

OUR PROUD *Community*

Profit For Purpose

All 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.



Our fundraiser for the town of Broadwater raised over \$200,000.



10 CLUBS

54 SUB CLUBS

**3,000
PARTICIPANTS**

**200,000+
MEMBERS**

Live entertainment across our venues continue to bring communities together.

Promoting cultural activities for our communities to enjoy, such as Lion Dancing in Cabramatta.



As proud major sponsors of a number of sporting teams across Sydney, including Manly Marlins, we are supporting health and wellbeing.

ClubGRANTS SUPPORT

\$4.5 MILLION

ADDITIONAL DONATIONS, SPONSORSHIP AND COMMUNITY SUPPORT

\$1.3 MILLION

DIRECT COMMUNITY SUPPORT

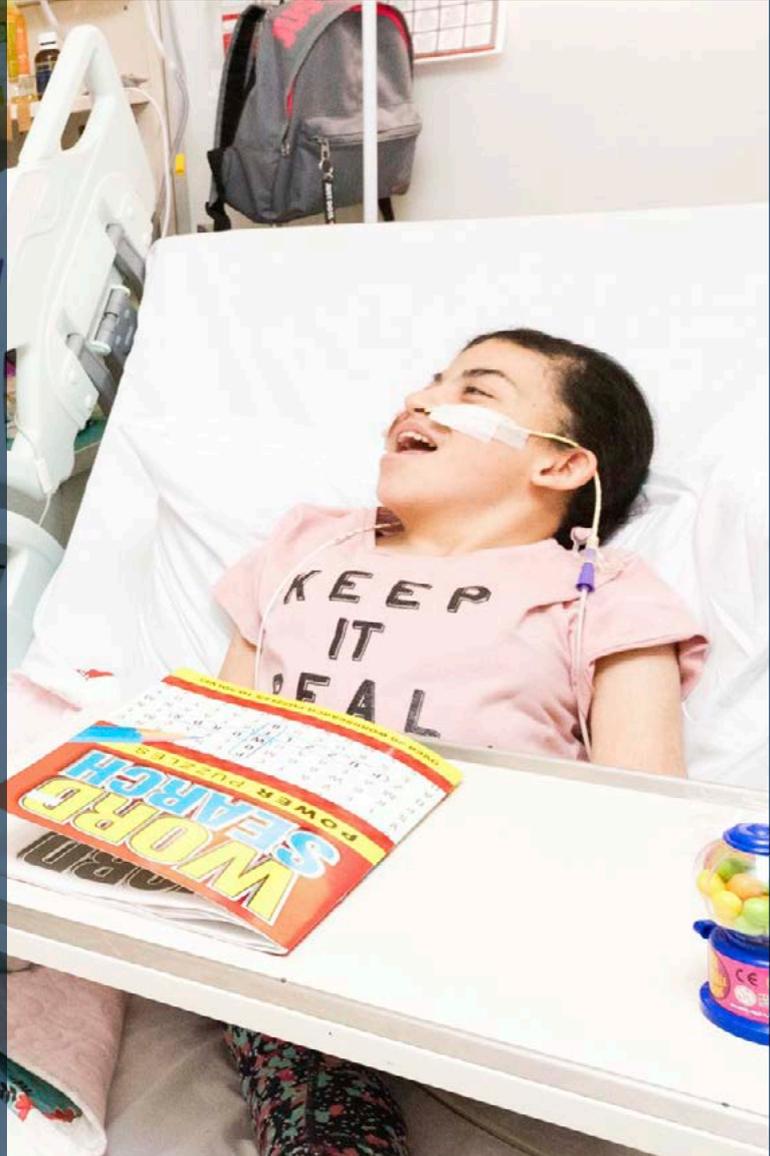
\$5.8 MILLION

The following pages are just some of the examples that illustrate where Mouties Group has supported our community in the past year.

ClubGRANTS CONTINUE TO MAKE AN IMPACT IN 2022

Mounties Group continues to make a positive impact on local community groups through the ClubGRANTS scheme. In total, the 2022 ClubGRANTS program across our Club areas saw Mounties Group give back over \$4.5 million in total ClubGrants across sport and recreation, medical, health, arts and culture, education and essential community support. We assisted 78 different ventures in our \$1.1 million in Category 1 donations, as well as \$2.8 million in Category 2 and over \$500,000 in Category 3 Grants in the past year.

Notable organisations receiving grants this year in Western Sydney, the Northern Beaches and across the Central Coast includes *The Humour Foundation*, *Liverpool Women's Health Centre*, *Starlight Children's Foundation*, *Cancer Patients Foundation*, *Camp Breakaway*, *Guide Dogs NSW/ACT*, *DREAMS2LIVE4* and *Foster Care Angels*.



*Mounties Group is
incredibly proud to have the
opportunity to support these
organisations...*

WE ARE AUSTRALIA'S MOST SUCCESSFUL CLUB GROUPS BECAUSE WE CARE ABOUT THE COMMUNITIES IN WHICH WE OPERATE



The Shepherd Centre – For Deaf Children has received a total of \$33,918 this year from Mounties and Harbord Diggers. These grants will help to support their Talk Together program, which provides life-changing support and education to parents of children with hearing loss living in the Liverpool area and their Confident Kids program, which is an educational group developing crucial social skills and confidence in children with hearing loss from the Northern Beaches area.

This year we also supported the Fair Fight Foundation who are receiving a total of \$20,000 from Harbord Diggers and Halekulani Bowling Club to help fund its Supertree project. The Supertree is a medical garment, which is cleverly disguised as a superhero costume,

helping children battling life threatening conditions. The design of the Supertree garment allows for parents and hospital staff to bypass most necessary medical equipment that children must be connected to when confined to their hospital beds.

Another program being funded under the 2022 ClubGRANTS from Western Clubs is Life Education who is focusing on a mental health initiative for local schools with its \$18,000 grant from Mounties. In the wake of the COVID-19 pandemic, Healthy Harold will deliver 50 free Life Ed preventative health and mental wellbeing sessions to targeted vulnerable and disadvantaged primary schools in the Liverpool LGA. Mental wellbeing education is more essential than ever as

young people adapt to a new way of life and recover after the pandemic. Life Ed already visits 22 schools and 9,900 children annually in the Liverpool LGA and this project targets those disadvantaged children who are missing out.

Mounties Group is incredibly proud to have the opportunity to support these organisations and the many others who make up the next round of ClubGRANTS.



LEARNING LINKS

There's nothing more empowering than enabling children to learn and thrive through education and this was made even more apparent during the last two years of living through lockdowns due to the global pandemic.

Thanks to Mounties Group, children in the local area were supported with a specialised numeracy program with almost \$10,000 donated to Learning Links as part of the 2021 ClubGRANTS scheme.

Learning Links is a not-for-profit organisation that provides children and young people, who have difficulties learning, with the skills, services and family support that will enable them to reach their full potential. Our donation of \$9,475 to Learning Links has successfully funded programs at schools within the Fairfield and Liverpool local government areas.

"15% of children in Australia have a learning difficulty and, without the right support, these difficulties can affect almost every part of their lives" said Don Tilley from Learning Links.

"Children with learning difficulties are often anxious, lack confidence, have trouble communicating, making friends, and building strong relationships. Students benefit greatly from Learning Links' programs that foster strategies to help children build their ability and confidence to learn and play alongside their peers." he continued.

"Our relationship with Mounties Group spans more than seven years, with contributions to our programs totalling more than \$90,000 over these," concluded Mr Tilley.

With this grant we were able to fund a special numeracy program run by Learning Links called Counting for Life.

Counting for Life provides tailored support to empower children experiencing learning difficulties to achieve their true potential. The program targets children in years 3 to 5 who are struggling and falling behind in their numeracy development.

These children do not benefit from government funded support to help them at this vital stage of development. Learning gaps become larger with age so addressing learning and numeracy difficulties early ensures students have the best chance of success throughout their schooling and beyond.

The program contains a variety of fun activities and games to encourage children's engagement and interest, while building their numeracy skills.

The program also encompasses activities to build the children's self-esteem which has a great impact on their wider participation and enjoyment with learning.



STORY FACTORY

For local creative writing centre Story Factory, stories have the power to change lives. The local organisation is dedicated to working with young people to write their own stories, imagine their own worlds and see themselves as authors who have a voice worth sharing with the world.

This year, Mounties Group donated almost \$15,000 to the organisation's Extra/Ordinary program that supports marginalised young people in Fairfield through creative writing workshops.

The \$14,623 grant supported the organisation to deliver creative writing workshops to 28 marginalised young people in the local Fairfield government area.

The project included the delivery of four creative writing workshops with Story Factory teaching staff and trained volunteers as well as directors from PYT Fairfield working with students to write, plan and perform dramatic readings of their scripts. These directors were local young and emerging artists, who were thrilled to develop their teaching practice and share their talents with students.

Of the students who participated in the project, over 87% were from a language background other than English and many needed additional support to re-engage in schooling and recover from the impacts of the pandemic. COVID-19 has caused the existing 3-year educational gap between advantaged and disadvantaged students in NSW to widen by an additional 6% (Grattan Institute, 2020).

Thanks to this project and the grant, Story Factory was able to address these inequalities by engaging students in interactive creative writing workshops, using art and performance as inspiration to improve the writing skills and engagement in learning of young people.

"With the support of Mounties Group, we were able to help local young people to develop vital skills at a critical time. Thank you for making it possible for us to provide this support, and helping young people in Fairfield to write themselves brighter futures," said Dr Catherine Keenan, Story Factory Executive Director and Co-founder.

**ENGAGING STUDENTS
IN INTERACTIVE
CREATIVE WRITING
WORKSHOPS,
USING ART AND
PERFORMANCE
AS INSPIRATION
TO IMPROVE THE
WRITING SKILLS AND
ENGAGEMENT IN
LEARNING OF YOUNG
PEOPLE**



Photo credit: Jacquie Manning

AUTISM ADVISORY & SUPPORT SERVICE

For many young adults or parents of young people who are on the autism spectrum, finding activities to keep them engaged and socialised, particularly during school holidays, can be challenging.

Contributing a \$23,000 grant to the Autism Advisory and Support Service (AASS) this year, Mounties Group has been able to assist the organisation to have the means to deliver a series of activities and excursions for over 170 Fairfield locals with autism and their siblings.

The peer-led programs by AASS give young people on the autism spectrum the chance to experience fun activities that focus on building life skills that they may not otherwise be able to access independently or without support.

As well as excursions and school holiday group sessions, participants engaged with practical programming, such as shopping, travelling on public transport, banking and cooking. They are taught valuable skills in the process such as

problem solving, what to do when things go wrong, and appropriate social interaction. Excursions through the grant program included those that focus on socialisation and inclusive access to the community. Visits saw participants enjoy Sydney Zoo, Treetops Adventure Park, bowling, laser tag, the movies and picnics.

As well as developing greater independence and improved social integration, these sessions provide an avenue to teach individuals how to communicate more effectively as well as to educate participants on the significance of teamwork, cooperation and respect for others.

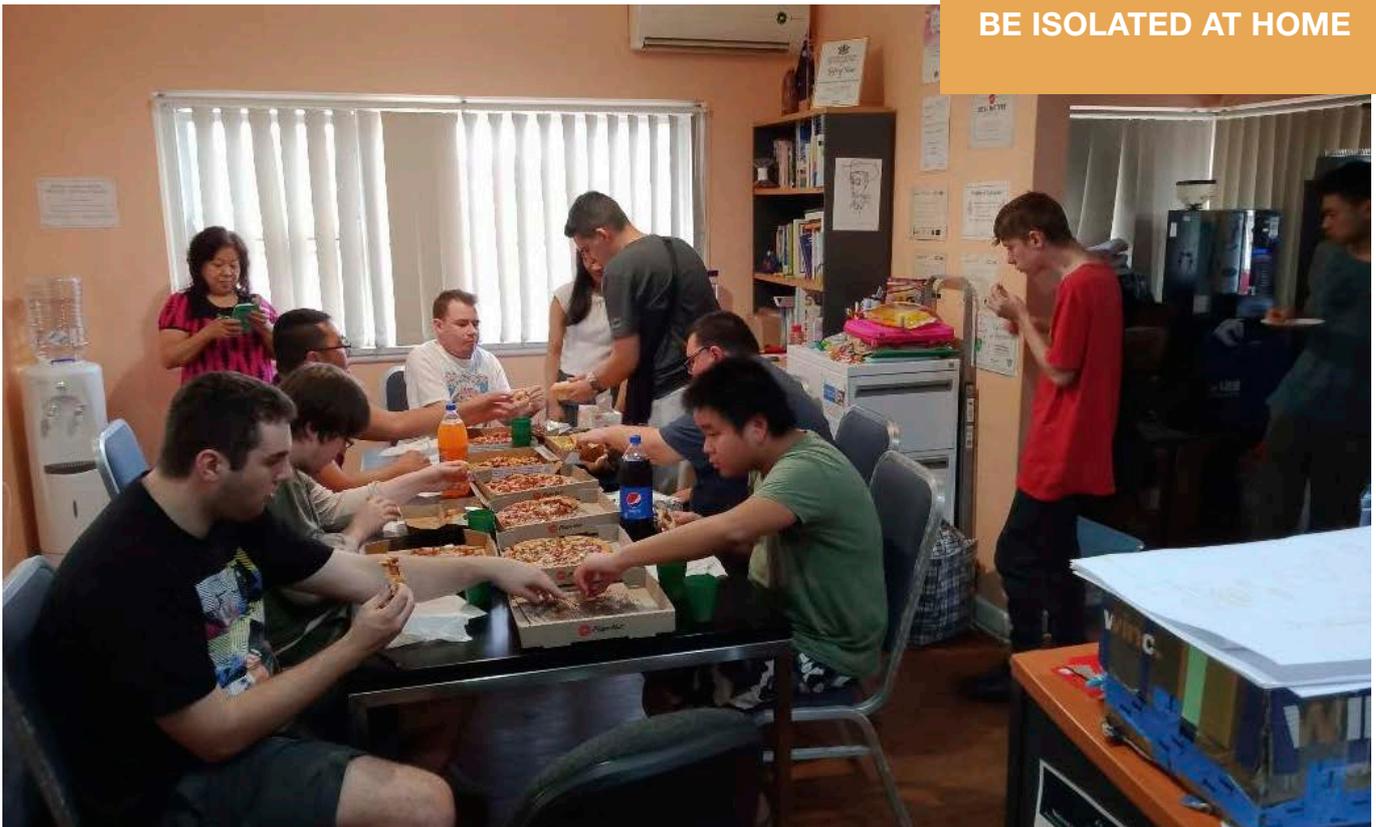
With an estimated 1 in 70 people living with autism and limited funding under the NDIS, we are proud to provide this opportunity for local community members on the autism spectrum who might otherwise be isolated at home.

“More than 41% of people with autism identify as having communication restrictions which lead to social isolation.

Groups like ours at AASS allow young people to access their community and enjoy what it has to offer, while learning important life skills in the process,” explained AASS Chief Financial Officer, Stephanie Cusack.

Those who identify as on the spectrum experience a decreased ability to effectively interact, socialise and participate. Mounties Group is pleased to be able to support this organisation with the incredible work it undertakes to increase community participation, build essential skills and increase awareness of children and their families with autism.

WITH AN ESTIMATED 1 IN 70 PEOPLE LIVING WITH AUTISM MOUNTIES IS PROUD TO PROVIDE THIS OPPORTUNITY FOR LOCAL COMMUNITY MEMBERS ON THE AUTISM SPECTRUM WHO MIGHT OTHERWISE BE ISOLATED AT HOME





THESE EVENTS PROVIDE AN OPPORTUNITY FOR THEM TO HAVE A FEW FUN DAYS OF RESPITE IN THE COMPANY OF PEERS WHO ENJOY A SIMILAR UNDERSTANDING OF THEIR SITUATION AND LIVED EXPERIENCES

CAMP BREAKAWAY

After joining the Mounties Group family in 2021, Central Coast venues Club Wyong and Halekulani Bowling Club, were delighted to embark on a new sponsorship with local charity, Camp Breakaway.

For 40 years, Camp Breakaway has provided respite care for people with a disability and their carers. Located on the NSW Central Coast, the purpose-built grounds have been a place of respite, relaxation and education for people with disabilities. The almost 12 hectares of land is nestled in an isolated location to provide a wonderful break for those who attend.

Its mission is to provide to provide environments and experiences that capture the joy of childhood, nurture each child's individual growth and development, and pave the way for success in the future.

Through a \$10,000 sponsorship, we were able to assist Camp Breakaway's Siblings & Young Carers Program.

The funding allowed the organisation to continue to host its special events for siblings and young carers who bear the burden of caring for a family member with a disability.

"This special program is essential as it is for children who often take the load of responsibility for caring of a family member who may be suffering from a physical or intellectual disability, mental illness, chronic, severe, or terminal illness, autism or depression," explained Camp Breakaway General Manager, Brett Walker.

"Through our work with families we see that often, unintentionally, the needs of these children are overlooked as their routine lives are intertwined with many responsibilities," he added.

Coordinated during the school holidays with approximately 30 to 40 siblings attending, Camp Breakaway provides a range of social and sports activities that may offer new challenges, thereby giving siblings and young carers a

chance to develop self-expression and confidence, to encourage them to gain independence, and promote a sense of self-worth.

"These events provide an opportunity for them to have a few fun days of respite in the company of peers who enjoy a similar understanding of their situation and lived experiences. It's an opportunity for children to 'just to be kids' and have fun and form friendships," added Brett.

Activities at Young Carers and Siblings camps included a bungee run, archery, Battlezone, cards, craft, disco, giant swing, movie night, sports, surfing, swimming, treasure hunt, water fights and a water slide.

Our Central Coast venues were thrilled to assist Camp Breakaway with its mission to enhance the lives of all people living with a disability through support and respite for their families and carers.

AUSTRALIAN CHINESE YOUTH SPORTS FEDERATION

'Happy Healthy Seniors' was the mission for Australian Chinese Youth Sports Federation when they planned a post COVID-19 program for those in our community.

With a grant of almost \$50,000 from Mounties, the Happy Healthy Seniors program, targeted towards seniors in the Fairfield area, offered a host of activities to improve the social, mental and physical health of seniors in the local community.

With many seniors experiencing an increase in social exclusion and difficulty in accessing resources and programs during the pandemic, Mounties were pleased to put its financial support behind the Australian Chinese Youth Sports Federation to assist our most vulnerable citizens to forge friendships, try new activities or learn new skills.

"The Happy Healthy Seniors program aimed to help elderly community members who felt isolated and socially excluded to be part of something special," said Australian Chinese Youth Sports Federation President, Lisa Tran.

"All members of our community benefit from our activities, but the most significant experiences are from those who have made it part of their daily routine to attend activities provided within our facilities. Some say it gives them reason to get up and get out of bed in the morning, allowing them somewhere to go, something to do," continued Lisa.

The grant of \$47,840 via Mounties enabled the Federation to run this program beyond just NSW Seniors Festival and has provided people with the opportunity to reconnect and access new resources and programs.

The Australian Chinese Youth Sports Federation's Happy Healthy Seniors program has been a great way to promote inclusion and encourage older people to get involved in health, art, music, technology and physical activity.





HEART OF A NATION

When the original Yellow Wiggle collapsed on stage in 2020 at a fundraising concert, he was saved from a fatal heart attack by fast acting people that knew CPR and access to a close by Defibrillator (AED).

In a later catch up over a coffee with Mounties Group CEO Dale Hunt, Greg was speaking about how having an AED within 3 minutes of a person experiencing a heart attack can increase their survival rates by 200-300% but that unfortunately with up to 80% of cardiac arrests happening in the home, that access is often not available.... It was then, a partnership idea was created.

This year Mounties Group will establish AEDs in local streets near the homes of our members so that they have access to life saving equipment at their time of greatest need. Under Mounties Care, we will provide them free into our community and support them with a system that calls for help for the person in need and that contacts emergency services for assistance.

Our Board of Directors is committed to improving the lives of our members so much that they have committed to the purchase and installation of 50 AEDs in the local area in the next 12 months.

When Mounties says we improve the lives of our Members, we take our commitment as seriously as a heart attack.

HAVING AN AED WITHIN 3 MINUTES OF A PERSON EXPERIENCING A HEART ATTACK CAN INCREASE THEIR SURVIVAL RATES BY 200-300%

To improve the lives of our members



MARINE RESCUE MIDDLE HARBOUR

Marine Rescue NSW is the state's official volunteer marine rescue service, committed to saving lives on the water.

Providing emergency services to assist the community on Sydney waterways, the coastline and up to 55km offshore, the organisation has recently experienced unprecedented demand for volunteering and training.

As part of the ClubGRANTS scheme, Harbord Diggers stepped in with a \$15,000 grant this year that enabled Marine Rescue Middle Harbour to provide 30 hours of on water training for 10 trainees.

Each marine rescue crew member receives training in first aid and advance resuscitation using oxygen and defibrillators, together with other vital search and rescue skills which is refreshed regularly. Apart from the many hours volunteers spend on the water assisting the community, the trained Marine Rescue volunteers are ever present in the community and stand ready to lend a helping hand in an emergency, be it on the water, at the beach or at the local club, shopping centre or the roadside.

"Earlier this year, Marine Rescue Middle Harbour had 15 trainees enrolled and another 62 on our waiting list. Training our volunteers involves many hours on the water operating our rescue craft performing various drills," explained Glen Lighton from Marine Rescue Middle Harbour.

"We were delighted to receive this critical funding from Harbord Diggers to specifically fast track the training of our dedicated trainees which means we can more effectively continue our work on local waterways," he added.

The funding we provided allowed the rescue team to increase its ranks of qualified crew available to assist when needed.

"Since the funding from the Diggers, we have been able to complete the training of 10 volunteers which means we now have more than 80 trained members at our unit ready to support our community," added Glen.

THE FUNDING FROM MOUNTIES GROUP ALLOWED THE RESCUE TEAM TO INCREASE ITS RANKS OF QUALIFIED CREW AVAILABLE TO ASSIST WHEN NEEDED

STREET UNIVERSITY GETS A NEW HOME THANKS TO MOUNTIES GROUP

In the 1960s, Ted Noffs from the Noffs Foundation had a vision that “no young person is a write off” and in 2009, Ted Noffs grandson joined us to open the first Street University by taking a tired old tyre workshop and creating a youth centre for local youth. That first Street University has now grown to 8 Street universities delivering services to youth.

The initial funding we provided allowed for the purchase of the old tyre workshop and transformed the building to a space including basketball court, event space, café, classrooms, and dance studios.

For the past 13 years, we have been behind the scenes with financial and other support including the supply of the building and wages of staff that help local young children.

This year, we are proud to have lifted our support to a whole new level by buying a new building and fitting it out for the

Liverpool Street University. The cost to Mounties Group was over \$1 million but we have not included this figure as a donation as we consider it an investment in our community.

Whether a local youth is looking to hone their creative skills, move beyond their drug problems, find housing, do better at school, start a new business or even just find a community to be a part of – the Street University is here for them.

Street University has helped thousands upon thousands of young people find exciting new futures and we are proud to be able to provide an entirely new stage from which they continue their amazing work by buying a new building for Street University to work from and reach even more local children in need.

The new Liverpool Street University launched in June courtesy of Mounties Group.

REDUCTION IN ANTI-SOCIAL BEHAVIOUR

63%

IMPROVED RELATIONSHIPS

78%

IMPROVED COMMUNITY CONNECTION

69%



BEERS

for Broadwater

Following the devastating floods that swept across Northern NSW in March and April this year, Mounties Group pledged its support of the flood-stricken town of Broadwater via its Beers for Broadwater campaign.



The huge, combined effort from each of our Club venues, supporters and members resulted in a total of \$220,000 being donated to the local Broadwater community, including a \$100,000 Mounties Group donation.

We chose to support the region of Broadwater after 90 percent of local homes were devastated by the floods. Located just 20 kilometres south of Ballina, Broadwater is home to almost 700 residents and since the floods, businesses and streets were sadly empty.

To bring some spirit back to the region, a team of almost 20 from Mounties Group travelled to Ballina on Saturday 30 April to host a special community event, headlined by Shannon Noll.

The flood relief campaign was not only created to provide much needed funds to a community in need, but also to revitalise community spirit through a fun family event.

The community event at Ballina's Cherry Street Sports Club on Saturday 30 April saw almost 1,000 locals turn out for live entertainment, food and beverages and other activities.



THE HUGE, COMBINED EFFORT FROM EACH OF OUR CLUB VENUES, SUPPORTERS AND MEMBERS RESULTED IN A TOTAL OF \$220,000 BEING DONATED TO THE LOCAL BROADWATER COMMUNITY, INCLUDING A \$100,000 MOUNTIES GROUP DONATION



On the back of the Beers for Bellata fundraising campaign undertaken in 2019, Mounties Group is incredibly proud of the achievements of this fundraising drive, which highlighted the power of collaboration.

Funds donated to the Broadwater community have since been used to assist locals and businesses rebuild, including plans for the Broadwater Bowling Club which was badly damaged.



CAREFLIGHT:

our continued partnership



A partnership that saves lives, speeds recovery and serves the community

This year we have continued our strong partnership with leading emergency rescue service CareFlight, cementing the Group's commitment to one of the biggest sponsorship support packages known in club history.

Thanks to the Mounties Care sponsorship, CareFlight was able to launch its brand-new Airbus H145, part of the next generation of NSW's Aeromedical Helicopters.

The Mounties Care CareFlight Helicopter rapid response service is based on the grounds of Westmead Hospital. Utilising the H145, one of the world's most advanced aeromedical helicopters, the service can be airborne and on its way to trauma incidents within three minutes of being called. This means that severely ill or injured patients receive hospital level care as quickly as possible.

With healthcare services in New South Wales continuing to experience extreme pressure, this vital service provides lifesaving support when it is needed most.



“CareFlight provides Australia’s most experienced helicopter medical emergency service. The CareFlight model of care provides a fully integrated aeromedical crew – a specialist doctor, nurse or paramedic, pilot and aircrew officer – working together as a team.

In the past year alone, CareFlight has flown around 11,000 hours in helicopters, turbo-prop planes and jets to deliver the best medical care to its patients. Specifically the Mounties Care CareFlight Helicopter has undertaken over 330 critical care patient rescue missions since its launch in July 2021.

The partnership strengthens Mounties Group’s ethos of ‘improving the lives of our members and our community’ and that is something our founders, Board and members should be proud to contribute to.

The cabin of the H145 helicopter is designed to mimic the internal space of a road ambulance and is specially configured with the most up-to-date medical equipment, including a mobile intensive care unit and advanced radio and intercom system which allows patients to be closely monitored throughout their transportation.

The aircraft can carry a crew of three highly skilled and experienced medical staff and one patient but can also be reconfigured to carry two patients and two medical staff if required.

For critically ill or traumatically injured patients, survival outcomes rely on a matter of minutes and the H145 brings that speed with a technological leap in safety. What makes the H145 different is not only is it the first of its kind in aeromedical support in Australia, but the extra capability and safety it brings increases the rapid response role CareFlight can provide on its way to the patient and back to hospital.

“Our partnership with Mounties Care allows us to reach patients and start clinical interventions sooner. It means we can better deliver on our mission and social purpose: to save lives,” said CareFlight CEO, Mick Frewen.

MOUNTIES CARE CAREFLIGHT HELICOPTERS – COMMUNITY STORY

I don’t want to think about what would have happened if CareFlight hadn’t been there for Dylan. I’ve since learned about the ‘Golden Hour’

– Aileen, Dylan’s mum

Every minute saved is vital – for some patients this means the difference between life and death.

This was the case for 13-year-old Dylan who was enjoying the last day of his school holidays with his mates at a Collaroy Rockpool when the unimaginable happened.

There is an important reason CareFlight are often called out to emergency scenes involving head injuries – they are among the most dangerous traumas you can experience. In fact, we know that there is a crucial period – the first 60 minutes – when patients with head injuries have the absolute best chance of survival and recovery.

Dylan slipped, hit his head on the rock and was submerged under the water. It was through the quick response of bystanders and the Mounties Care CareFlight Helicopter that Dylan is back playing water polo and enjoying life as an ordinary teenager. However for his mum Aileen, it has taken some time to recover from the emotional trauma caused as a result of the incident and she still cannot bring herself to look at the rockpool where it all happened.

Fast forward a few months and Dylan and his family reunited with the Doctor and crew who saved his life via the Mounties Care CareFlight Helicopter. Dr Patrick Liston vividly remembers the mission. It is not every day that the helicopter lands on a crowded beach. Dr Liston also had the additional pressure of both of Dylan’s parents watching him save their son’s life.

“Our ability to reach patients like 13-year-old Dylan within the ‘Golden Hour’ has been the critical factor in saving their lives. And the only reason we reach them in time is because of generous supporters such as Mounties Care,” said CareFlight CEO, Mick Frewen.

Bunny Run

MOUNTIES' BUNNY RUN SPREADS JOY TO THE YOUNG AND YOUNG AT HEART



OUR TEAMS GREET AND HAND OUT GIFTS TO THE CHILDREN AND ELDERLY DURING THE BUNNY RUN AND EITHER PROVIDE EASTER EGGS OR PLUSH TOY EASTER BUNNIES TO THOSE WITHIN THEIR CARE.



Mounties Group continued its annual Easter tradition of spreading joy to vulnerable children and the elderly with the Mounties Bunny Run this year.

The annual staff tradition has been held for 31 years and sees Club Directors and staff visit local disability organisations and aged care facilities with the Easter Bunny and exciting themed treats and gifts.

With Central Coast clubs joining the Mounties Group family in the last 12 months, we were delighted to extend this wonderful event into our three key areas across Western Sydney, the Northern Beaches and Central Coast.

Holidays such as Easter can be a joyous time, but also lonely for those not surrounded by family or loved ones or who may be suffering from a challenging time in their lives.

Our Mounties Bunny Run spreads joy to those in our community who are a vulnerable and put a smile on their faces once again.

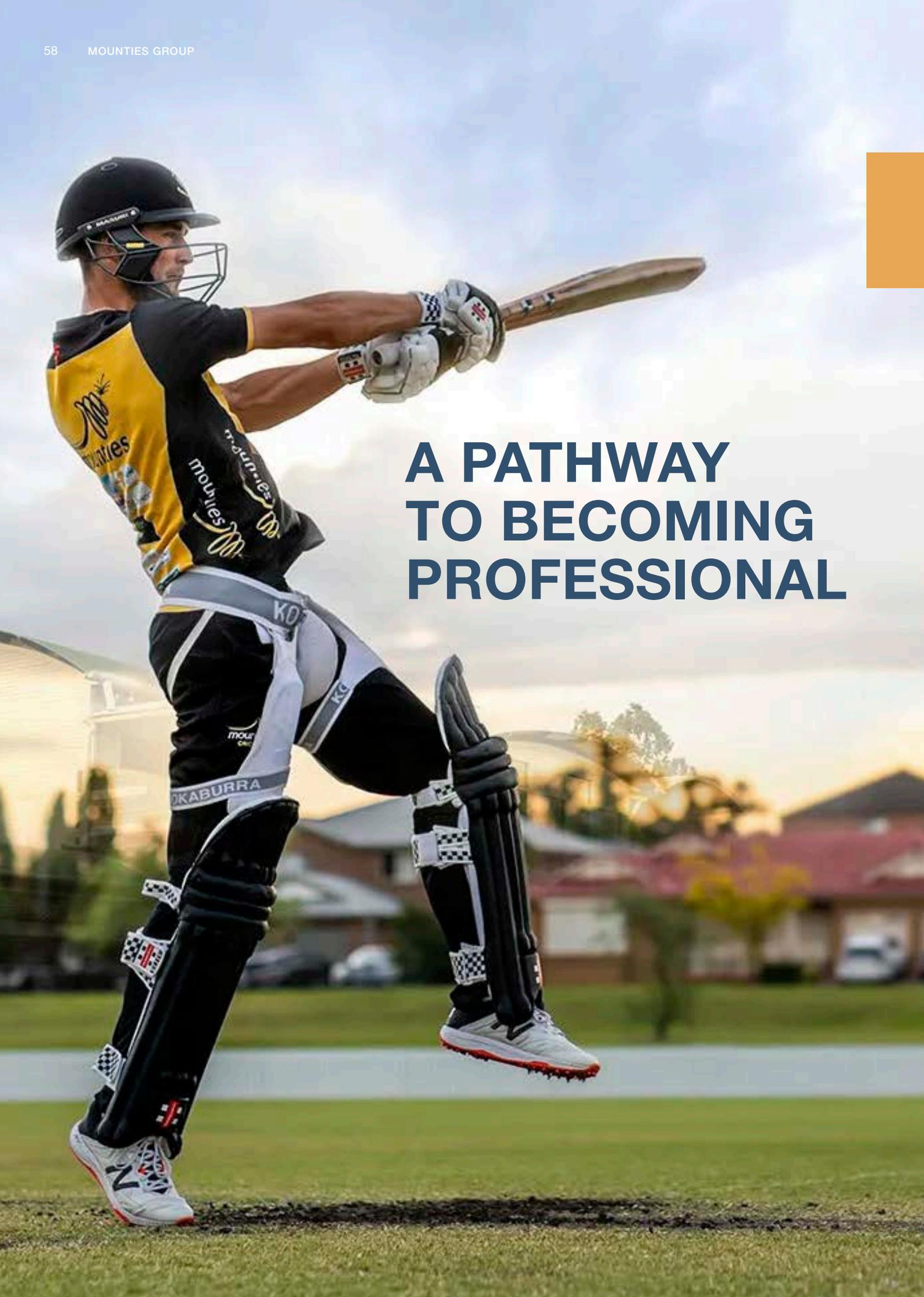
The Mounties Bunny Run was an initiative created by a staff member back in 1991 with the goal to give back to those less able in our community.

Maria Pullen came up with the idea more than three decades ago after noticing kids and adults within Mounties venue

that had special needs and disabilities. After striking up a conversation, Maria went out of her way to find ways to help these people in our community and give back to local hospitals, schools and special needs organisations.

Fundraising via bar collections and staff activities, Maria drove her very own car for the first Bunny Run to distribute gifts to Liverpool Hospital, Ronald McDonald House and Westmead Hospital.

Since then, the Mounties Bunny Run has successfully expanded across three regions and this year our representatives gave out more than 300 gifts and treats.

A cricketer in a black and yellow uniform is captured in a dynamic pose, swinging a wooden bat. He is wearing a black helmet, white gloves, and black leg pads. The background shows a grassy field with houses and trees under a sunset sky. An orange square is visible in the top right corner.

A PATHWAY TO BECOMING PROFESSIONAL

A KEY ELEMENT OF THE MOUNTIES PROGRAM IS ITS PATHWAY OPPORTUNITIES TO MENTOR JUNIORS, HELPING THEM DEVELOP INTO SEMI-PROFESSIONAL PLAYERS.

An integral part of Mounties' history and culture, sporting sub-clubs form the heart and soul of Mt Pritchard and the district Community Club. From cricket to rugby league and soccer, Mounties has been influencing the development of both sporting and social activities since the 1960s.

Across Rugby League, Cricket, Soccer and a number of other sports, Mounties is at the forefront in developing player pathways to the elite level.

Mounties Soccer develops players all the way from U6s, guiding them in their playing career through Mounties Junior Soccer Club to Mounties FC Wanders Representative Soccer.

A key element of the Mounties program is its pathway opportunities to mentor juniors, helping them develop into semi-professional players.

Mounties also provides a clear pathway for young male and females aged under 6 to work towards the NSW Cup or Women's Premierships in the NRL and NRLW.

The Mounties pathways program is backed by results with 12 players training with the NSW Cup and NSW Harvey Norman Women's Premiership squads who have previously played juniors at Mounties. Given this, the expected growth is set to double over the next five years.

Aside from player pathways, the Mounties program also mentors junior coaches to ensure they can develop skills to become better coaches with a focus on player development and welfare. With the number of junior teams increasing from 17 to 22 in the past five years, the Mounties pathways program has never been so important.

Mounties RLFC has come a long way since 1927 when a group of men gathered together and formed the Mt Pritchard Rugby League Club.

When she's not on the field, Mounties Women's Co-Captain Simaima Taufa is passionate about being a role model to other fans and players, including keen young male and females wanting to play League.

"My passion for Rugby League began firstly from wanting to play with my friends and to create memories, but never in my wildest dreams did I think I would be where I am today and have a platform to be a role model for other young boys and girls," explained Simaima.

"Growing up watching contact sports was different as all you saw were men playing what was considered a 'tough game with heavy collision'. I would have never thought that there would be an opportunity for women to play Rugby League let alone the opportunity to play State of Origin and NRLW in a semi-professional capacity," she continued.





WOMEN IN LEAGUE + PATHWAYS PROGRAM

WOMEN IN LEAGUE

Mounties is a proud advocate for fostering sport from juniors through to seniors and semi-professional players across a number of sporting codes. This year, we are particularly proud of the work we have undertaken supporting our Women in League program.

Mounties Group is pleased that it can support the NRL's mission to shine a spotlight on the women who are instrumental in bringing the game to fans and grassroots players across Australia, to help grow interest in the game amongst female fans and players.

Female participation represents the fastest growing segment of the game with 15% growth over the past few years.

For the latest season, Mounties had five female players represent City in the representative game against Country in May. These players were Taina Naividi, Mareeva Swann, Tommaya Kelly-Sines, Filomina Hanisi and Fatefehi Hanisi. Darrin Borthwick coached the team while our Head Medical Trainer John Grosse was also selected to look after the squad.

Earlier in the year, we had the following females play in the elite NRLW competition:

Parramatta Eels – Simaima Taufu (Captain), Joephy Daniels, Taina Naividi, Jade Etherden, Tommaya Kelly-Sines, Filomina Hanisi, Jamie-Ann Wright, Fatefehi Hanisi, Sereana Naitokatoka and Mareva Swann. Assistant Coach – Darrin Borthwick.

St George Illawarra Dragons – Keeley Davis, Taliah Fuimaono, Janelle Williams, Alexandra Sulusi and Matilda Power.



MOUNTIES GROUP SUB CLUB LIST

Mounties

1. Athletics (Senior)
2. Cricket
3. Darts
4. Euchre
5. Fifties 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. Bocce 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

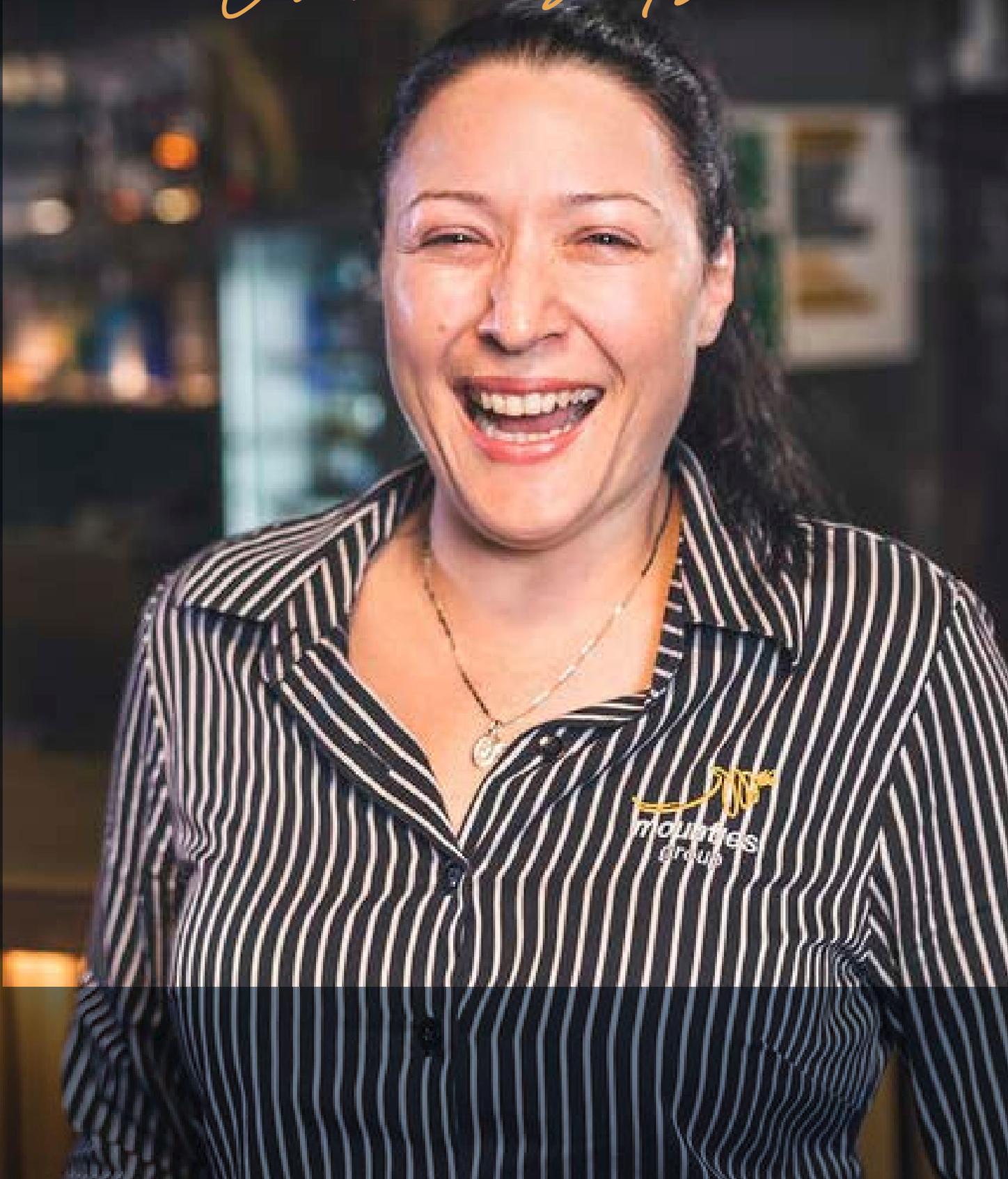
1. Budgewoi Netball
2. Central Coast Fifties Plus
3. Golf
4. Men's Lawn Bowls
5. Women's Lawn Bowls

Breakers Country Club

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

OUR PEOPLE

Our assets



AND AS OUR GROUP CONTINUES TO GROW, SO TOO DOES THE NEED TO CONTINUALLY

invest in our people

We have a strong focus on our people and recognise the value in investing in them through learning and development opportunities, including the Mounties Academy of Excellence, through rewards and recognition, employment benefits as well as health, wellbeing and safety initiatives.



CURRENT NUMBER OF STAFF
938



TRAINING WAGES PAID
\$488,780



ADDITIONAL NEW EMPLOYEES
322



TOTAL COST OF COVID-19 LOCKDOWN PAYMENTS
\$2,089,049



COST OF TRAINING
\$382,866



TOTAL NUMBER OF STAFF THAT RECEIVED FINANCIAL SUPPORT FROM CLUB DURING COVID-19 LOCKDOWN
600



HOURS ON TRAINING
20,825

Since 2019

151%

INCREASE IN STAFF RECOMMENDING WORKPLACE

70%

INCREASE IN STAFF WHO ARE PROUD OF MOUNTIES GROUP

185%

INCREASE IN STAFF WHO BELIEVE THEIR MANAGEMENT CARES FOR THEM

BOARD OF *Directors*

WE ARE LED BY A BOARD OF DIRECTORS WHO ARE ALL VOLUNTEERS AND ELECTED BY OUR MEMBERS TO REPRESENT THEM TO LEAD OUR ORGANISATION. EACH DIRECTOR IS EXPECTED TO UNDERTAKE ANNUAL TRAINING AND EDUCATION AS WELL AS TAKE CORPORATE AND PERSONAL RESPONSIBILITY FOR DECISIONS MADE.

THE PRIMARY ROLE OF THE BOARD IS TO SET OUR STRATEGIC VISION AND DIRECTION AT THE SAME TIME FOR BEING RESPONSIBLE FOR OVERSEEING THE CORPORATE GOVERNANCE OF THE ORGANISATION.

PETER KROPE

Director

Peter Krope joined the Board this year to fill a casual vacancy. As Chairman of the Triglav venue, Peter was a part of the committee at Triglav when they amalgamated with Mounties and brings a cultural understanding from a multi-cultural point of view.



TOM MURPHY

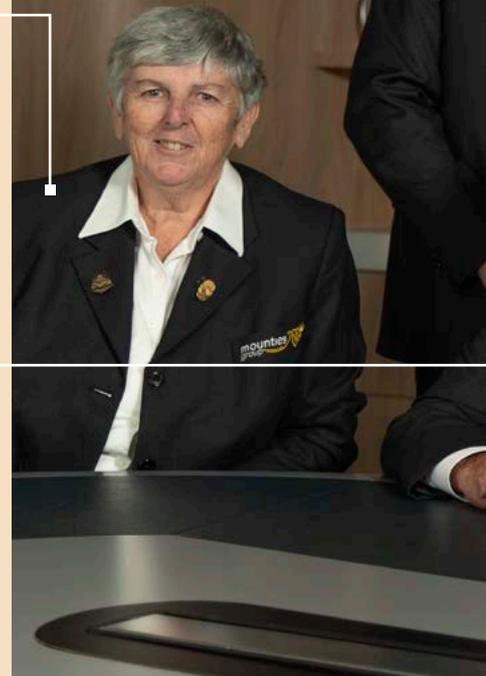
Director

From the very beginning Tom Murphy has been there. Since the idea to create Mounties back in the 1960s, he has been there for every step of the journey. As a Founding Member of Mounties Group, as well as a life member with decades of service, Tom has served the Club in many roles including President of our Indoor Bowls for the past 31 years.

LORRAINE DEAN

Director

Lorraine has been on our Board of Directors since 2008 and a member for over 25 years. Her commitment to local children's sport has made a huge impact on the local community and on thousands of young peoples lives.



STEPHEN EDWARDS

Vice President

Stephen has been a member of Mounties Group since 1981 but has had a lifelong connection to the Club through family and sport. Dedicated to delivering a level of support to our sporting teams that goes beyond any other club, Stephen is at a Mounties game every week.

Each Director brings a different thought process, ideas and experience...

TREVOR FORMAN***Treasurer***

A member of Mounties Group for over 20 years and a life member of Junior Rugby League. Trevor is passionate about making sure that every member of our club has a choice in activities in which to become involved and active to build social inclusion in our local community.

LEON HANSEN***Director***

As a Director for over 10 years and living on the Northern Beaches enables Leon to offer a different geographic perspective but a shared care and commitment to our members and their needs across the entire Group. His passion for upkeeping the legacy of RSL plays an important role in our community in all areas in which we operate.

JEANETTE McNEVIN***Director***

With more than 5 years of experience as a Director and as a life member of our Softball/TBall Sub Club there is no question as to Jenny's commitment and passion towards providing a better life for local children. Her work with sporting teams and disabled groups has been amazing and brings a smile to faces every week.

**JOHN DEAN*****President***

John has been a member for over 35 years and a Director for over 24 years. His commitment to our excellence through also holding the roles of Vice President, Treasurer and Gaming Committee Chairman supports his drive to ensure that our clubs continue to provide for the community well into the future.

STEVE FITZPATRICK***Vice President***

A member for over 37 years and has served as Vice President for 20 years but his commitment to our community grants program and ensuring local community groups receive the support they need is what makes Steve passionate.

OUR *Leaders*

FRANK FENG

Executive Manager, Gaming

We do not have the most gaming machines but we lead the industry through our service and experience while protecting our members led by Frank Feng.

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.

BRAD LALIC

Chief Financial Officer

Making sure we are doing it right and keeping close track of our finance, technology and back of house services is Brad Lalic.

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 & Harbord Diggers including the food, beverage and gaming experiences.



OUR SENIOR MANAGEMENT TEAM TAKE THE VISION OF THE BOARD AND MANAGE THE DELIVERY OF THE STRATEGIC GOALS THROUGH PEOPLE, RESOURCES AND SCHEDULING. THEY LEAD OUR TEAM OF STAFF TO DELIVER TO MEMBERS NEEDS AND TO MAXIMISE OUR PERFORMANCE.



DALE HUNT

Group Chief Executive Officer

Leading our amazing team and delivering the Boards strategic direction is the responsibility of Dale Hunt.

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.

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.

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.

Making us Better

This year, we welcomed two new departments into the Mounties Group structure, Ethics & Governance and Community. These departments were newly formed groups of skilled people from our existing management team. We are delighted to have introduced these teams to ensure we can focus on these core areas across our Clubs.

ETHICS AND GOVERNANCE

Over the past three years, we have been working on constantly and continually improving our governance and safe practices across our organisation.

This year we took our next step forward with the creation of our Ethics & Governance department led by Kamlesh Sharma.

This department focuses on legislative, corporate and administrative excellence but it also goes one step further with the inclusion of ethics, across all areas of the Group.

The team engages with independent experts in Governance, Problem Gambling and Addiction to offer a higher level of safety for members combined with commercial practicality to ensure we operate successfully into the future.



COMMUNITY

This year we sent Arely Carrion on Secondment to help the issues of Domestic Violence by educating the wider Club industry.

In November, Arely will return to lead a new department in Mounties Group to take our level of community support to an even higher level than before.

Concentrating on the needs of local people, taking deep dives into the issues of our community and delivering outcomes to improve our members lives will see Arely and her team deliver outstanding outcomes for people in our local area.

OUR STAFF

With nearly 1,000 direct staff and creating more than 2,500 local jobs with our suppliers, Mounties Group play an important role in employment within the areas that we operate.



CELEBRATING

Women in Business

At Mounties Group our talented female leaders hold significant roles in our management team including:

Chief Commercial Officer
Clinic Practice Manager
Group Customer Marketing Manager
Group Communications Marketing Manager
Group Leisure Manager

Group Homecare Manager
Group Finance Manager
Commercial Finance Manager
Group Facilities Manager
Group Payroll Manager

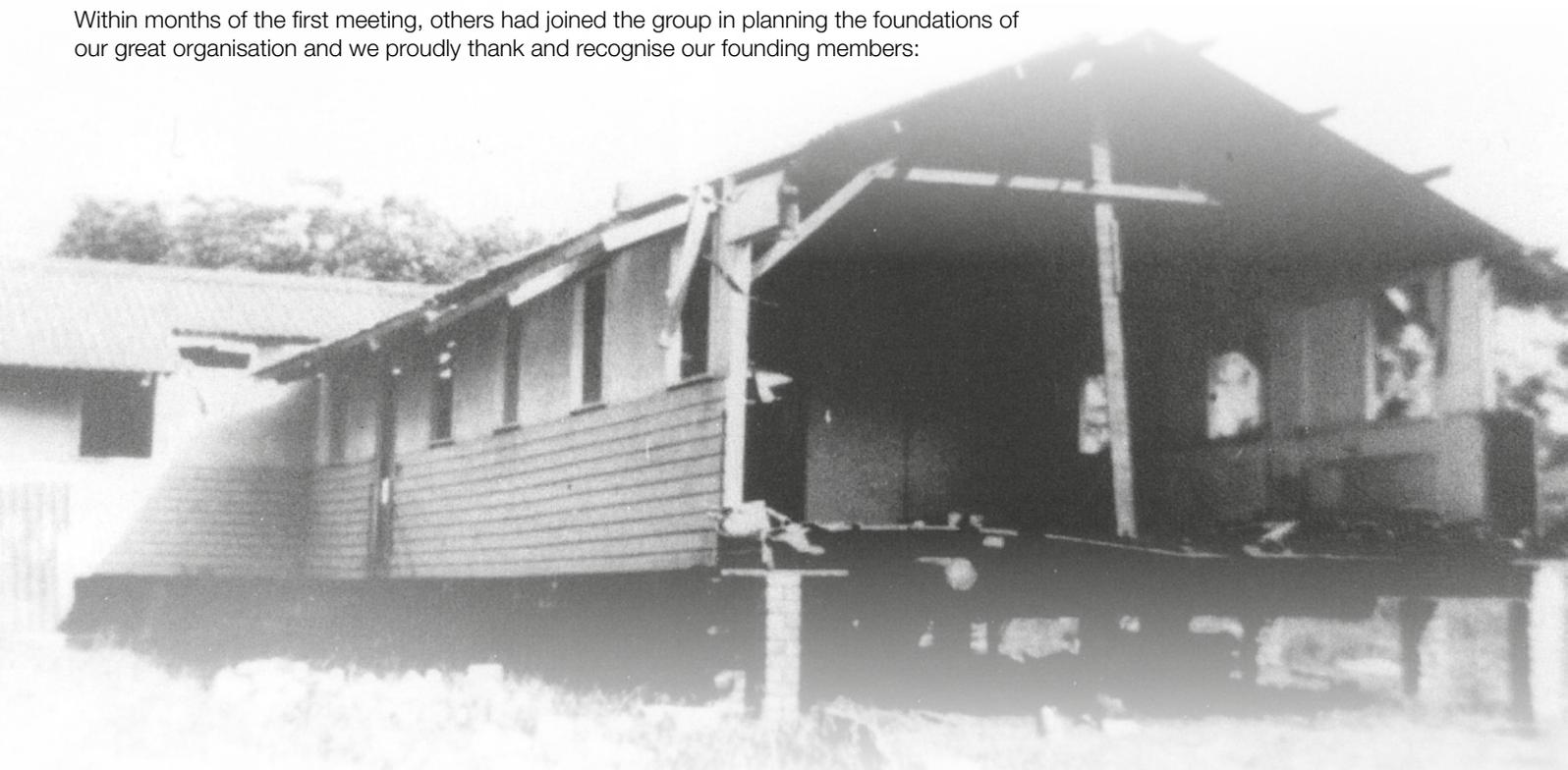
OUR MEMBERS

Each of our 200,000+ members complete the picture of our Mounties Group people and are the owners of our organisation and the purpose that we exist.

RESPECTING OUR FOUNDERS

When 10 young men gathered around a dining room table at 29 Broad Street Cabramatta, little did they know the discussion taking place would positively impact the lives of millions of people for more than half a century.

Within months of the first meeting, others had joined the group in planning the foundations of our great organisation and we proudly thank and recognise 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 Whittlam, 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 Bruncker, 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



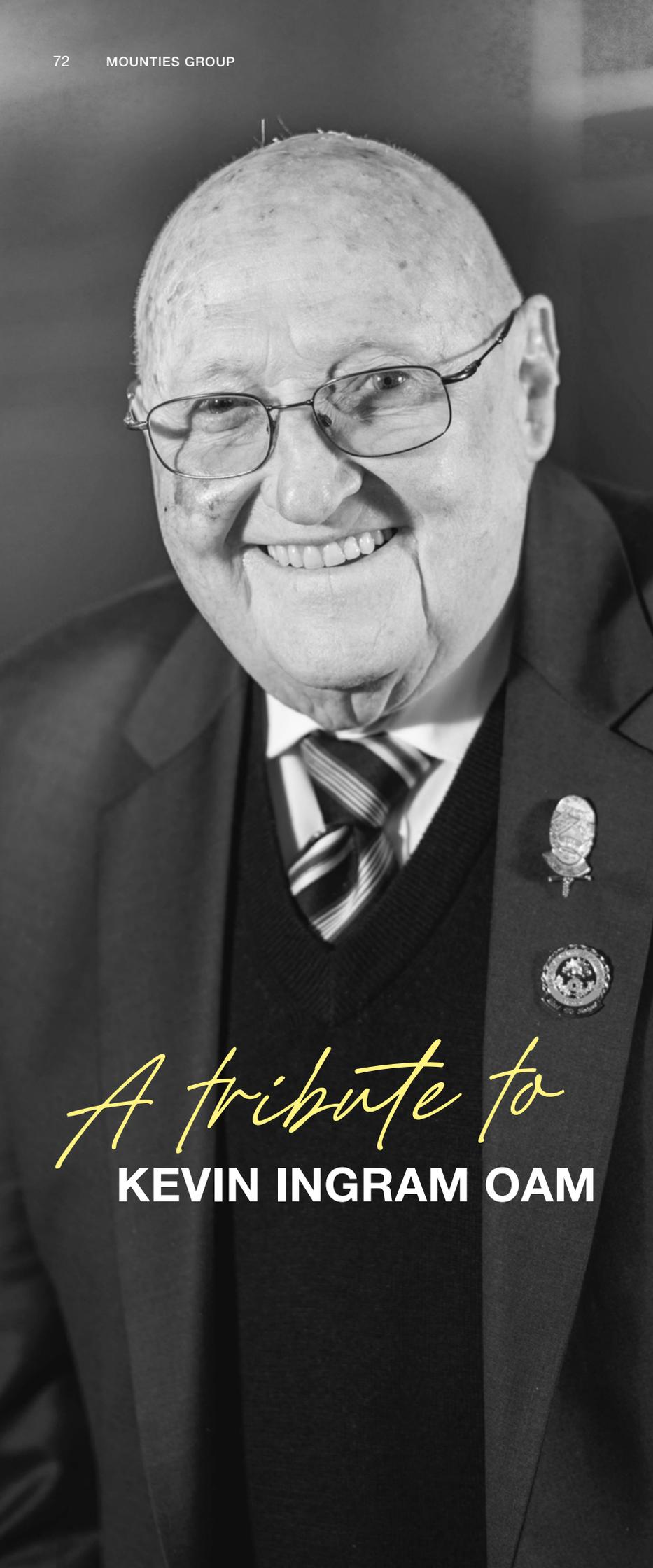
LIFE MEMBERS

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



50 YEAR CELEBRATION

At Mounties Group we are a very loyal bunch and enjoy being part of the Mounties family, knowing the positive difference we make in our community. That's why we are so fortunate to have so many members celebrating membership of more than 50 years this year. It was our pleasure to host our 50 year anniversary members to a special luncheon on Sunday, 19 June to commemorate such an occasion.



A tribute to
KEVIN INGRAM OAM

VALE

**KEVIN INGRAM OAM
1932 – 2021**

It was with the deepest of sadness that we saw the passing of our beloved Mounties Group President Kevin Ingram OAM who passed away peacefully in late 2021.

Kevin epitomised the Mounties Group spirit of living to improve the lives of our members and community, having served tirelessly on our Board of Directors for over 40 years and holding the role of President for the past 18 years.

Under Kevin's leadership, Mounties Group grew from a humble Club of 12,000 members, to become Australia's largest profit for purpose registered Club Group – a Group that now donates millions of dollars to the community annually, provides employment for over 2,500 people, and creates a community hub across multiple venues for its 200,000+ members and guests.

A life member of Mounties, Parramatta Junior Rugby League and Parramatta District Rugby League, Kevin's lifetime of service to his local community was aptly recognised in 2020 with an Order of Australia Medal, befitting his commitment to the Club and the community.

From his career teaching local children how to swim and dedicating over 30 years mentoring local children to play Rugby League, Kevin was passionate about making his local community a better place for people to live and grow.

Kevin's commitment to ensuring sport remains the backbone of Mounties culture saw the number of members currently participating in a sporting or sub club activity grow to over 7,500 under his leadership. The number of sub clubs funded by Mounties Group grew to over 50, offering a range of sports including rugby league, athletics, snooker, cricket, soccer, euchre, little athletics, bowling, table tennis, netball, golf, judo, jogging, fishing and many more.

For ten consecutive years Kevin also served as Entertainment Director of Mounties, creating programs and talent competitions that allowed thousands of aspiring local singers, dancers and musicians to have their chance to shine.

Kevin left us with a longstanding legacy. His commitment, passion and overall dedication is not only stamped on the pages of the history of Mounties Group, but also in the hearts of our community.

Never one to do anything by halves, Kevin dedicated his life to others. He was admired by all that knew him for his outstanding community contribution, and we will forever be grateful for the privilege of knowing him and working under his leadership.

A Lifetime of Achievements

- Club Member 1972-2021
- Life Member Mounties
- Club Director 1980-2021
- Club President 2003-2021
- Club Vice President 1985-1995 and 1998-2003
- 2020 Medal of the Order of Australia (OAM)
- Life Member Liverpool District Junior Rugby League Football Club (Secretary, 1964-1975)
- Life Member Parramatta District Junior Rugby League (Vice-President and Treasurer, 1982-2005)
- Life Member Parramatta NRL club
- Entertainment Director 1993-2003
- Club Editor Publicity Officer 2003
- Catering Director 1989-1992
- Minute Secretary – 4 years
- Leagues Club Association Delegate 2006-2011
- ClubsNSW Northern Region Delegate 2006-2011
- RSL Services Club Delegate 2006-2011
- Life Member and Patron of Mounties Men's Lawn Bowls

CLUBS NSW TRIBUTE

In May 2022, ClubsNSW awarded Kevin Ingram OAM with the Lifetime Achievement Award at their annual Clubs & Community Awards night. The tribute award highlighted Kevin's achievements and recognised the incredible impact Kevin has had on the industry, the local community and of course, the dedication he made to Mounties.

Kevin led Mounties to meet our members needs in more areas than traditional clubs, investing in medical centres, specialist medical care, retirement living, child play and even delivering chemotherapy into Members' homes, all because he recognised that clubs are about local people and meeting the needs of the community.

When we look in the sky now and see CareFlight delivering Australia's fastest rescue helicopter service, we see Mounties written on its side because Kevin believed in improving people's lives through the actions of his Club and that included paying for better services to all.

Kevin's commitment was ensuring sport remains the backbone of Mounties culture

GOVERNANCE

and Risk

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 two 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	PURPOSE & STRATEGY (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"> • Reviewed February 2022 • Strategic Planning conducted • Reporting against outcomes conducted
		The Board approves a strategy to carry out the organisations purpose	<ul style="list-style-type: none"> • Strategic Planning conducted and reviewed • Strategic Direction documented and distributed • Regular reviews on Strategic Planning progress conducted
		Decisions by the Board further the organisations purpose and strategy	<ul style="list-style-type: none"> • Established Key Performance Indicators (KPIs) established and reported on • Accountability assigned and performance reviewed
		The Board regularly devotes time to consider strategy	<ul style="list-style-type: none"> • Annual Strategic Planning Session • Quarterly Strategic reviews • Monthly Strategic reporting
		The Board periodically reviews the purpose and strategy	<ul style="list-style-type: none"> • Purpose and strategy reviewed annually and revised quarterly
PRINCIPLE 2	ROLES & RESPONSIBILITIES (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"> • Board are issued annually with Code of Conduct and Board roles & responsibilities • Job Descriptions are reviewed defined and distributed annually, then agreed and noted • Annual training undertaken by Directors
		Directors understand and meet their duties under law	<ul style="list-style-type: none"> • Annual reviews conducted • Independent reviews conducted at all Board meetings • Directors undertake appropriate training
		Directors meet any eligibility requirements of their position	<ul style="list-style-type: none"> • Board undertakes annual review of eligibility • Board is elected by Members • Eligibility requirements in place in accordance with Registered Clubs Act and Corporations Act
		Delegations of the Boards authority are recorded and periodically reviewed	<ul style="list-style-type: none"> • Delegation of Authority reviewed annually • Delegation of Authority recorded and distributed
		The role of the Board is clearly delineated from the role of Management	<ul style="list-style-type: none"> • Clear Job Descriptions in place • Code of Conduct reviewed annually

	KEY PRINCIPLE	BEST PRACTICE RECOMMENDATION	MOUNTIES OUTCOMES
PRINCIPLE 3	BOARD COMPOSITION (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"> Elections of Directors is conducted under relevant legislation Elections are conducted by an independent electoral officer Established mandatory criteria for elections are in place
		Tenure of Directors is limited to encourage renewal and staggered to retain corporate knowledge	<ul style="list-style-type: none"> The Triennial election process was approved by members in 2021 2022 will be the first Triennial election
		The Board reflects a mix of personal attributes which enable it to fulfil its role effectively	<ul style="list-style-type: none"> Directors are elected by the General membership of the Club to best represent their needs Members of the Board come from different venues within the Group based on member election Directors are not restricted by expectation to meet criteria so that members are best represented to their wishes
		The Board assesses and records its members skills and experience, and this is disclosed to stakeholders	<ul style="list-style-type: none"> An annual review of all Directors skills and experience is conducted Members are provided with the information on Director skills and experience
		The Board undertakes succession planning to address current and future skills needs in alignment with the purpose and strategy	
PRINCIPLE 4	BOARD EFFECTIVENESS (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"> An independent review is conducted of each Board meeting Agenda provides opportunity for contribution and input from all Directors
		Directors seek and are provided with the information they need to fulfil their responsibilities	<ul style="list-style-type: none"> Standardised reporting for ease of access to information Monthly meetings for discussion and decisions All Director enquiries are reported and responses provided
		Directors are appropriately inducted and undertake ongoing education to fulfil their responsibilities	<ul style="list-style-type: none"> Induction training is conducted once per year Directors undergo mandatory and voluntary director training every year
		The Board's performance, as well as the performance of its Chair and other Directors is periodically evaluated	<ul style="list-style-type: none"> Independent reviews conducted
		The relationship between Board and management is effective	<ul style="list-style-type: none"> Clear roles, job descriptions, and delegations of authority are in place and reviewed regularly

	KEY PRINCIPLE	BEST PRACTICE RECOMMENDATION	MOUNTIES OUTCOMES
PRINCIPLE 5	RISK MANAGEMENT (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"> • Mounties Group has a clear risk management framework with established measurements • The risk management framework is reviewed annually • The organisation has an established risk committee with an independent chairperson • Mounties Group has clearly established Key Performance criteria and measurements for allowable risk
		Directors seek and are provided with information about risk and how it is managed	<ul style="list-style-type: none"> • The Board has a risk sub-committee that meets regularly to review risk • Regular reporting is conducted to the entire Board on risk • An independent expert provides reports to Directors on risks
PRINCIPLE 6	PERFORMANCE (The organisation uses its resources appropriately and evaluates its performance)	The Board oversees appropriate use of the organisations resources	<ul style="list-style-type: none"> • Monthly reviews by Board include KPIs based on business performance and allocation of resources • Annual strategic plans are supported by business plans and budgets which are re-visited on a regular basis • Monthly reporting on performance including resource allocation
		The Board approves an annual budget for the organisation	<ul style="list-style-type: none"> • The board reviews and approves an annual operational budget prior to actioning • The Board reviews and approves an annual capital budget prior to actioning • Budgets are reviewed and reported monthly to Board
		The Board oversees the performance of the CEO	<ul style="list-style-type: none"> • CEO performance is measured against agreed Key Performance Indicators (KPIs) with strategic and operational outcomes • CEO performance is reviewed at least twice per annum
		The Board monitors solvency of the Organisation	<ul style="list-style-type: none"> • The Board reviews the financial position of the organisation at least monthly including the solvency of Mounties Group

	KEY PRINCIPLE	BEST PRACTICE RECOMMENDATION	MOUNTIES OUTCOMES
PRINCIPLE 7	ACCOUNTABILITY & TRANSPARENCY (The Board demonstrates accountability)	The organisations governing documents and policies relevant to its governance are available to stakeholders	<ul style="list-style-type: none"> • Mounties Group constitution, key policies, annual report, etc are available in all venues and online at the website • Whistle Blower, RSA and RCG policies are available in venues or online • Privacy policy and election notices are available in venue and online
		The board oversees appropriate reporting to stakeholders about the organisations performance and financial position	<ul style="list-style-type: none"> • Mounties Group publishes an annual financial report which is available in venue or online. • Previous years annual reports are maintained online for stakeholders information • Quarterly financial performance reports are available to stakeholders
		Transactions between related parties, if any, are disclosed to stakeholders	<ul style="list-style-type: none"> • Any and all related party transactions are reported at the first available Board meeting and reviewed at least twice per year. • Related party disclosures are reported to all members annually in the annual report
		Directors remuneration and other benefits, if any, are disclosed to stakeholders	<ul style="list-style-type: none"> • Directors remuneration and benefits are reported to members in the Annual General Meeting • Directors remuneration and benefits are voted on annually by members before being spent
		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"> • Monthly correspondence is reviewed at Board meeting • Annual General Meeting is a public meeting for members at which time, time is allocated for questions
PRINCIPLE 8	STAKEHOLDER ENGAGEMENT (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"> • The Board identifies stakeholders including members, customers, employees, suppliers, community members, community representatives, legislative and legal authorities. • The Board recognise the needs to engage in different ways and through different channels with different stakeholders
		Stakeholders are considered in relevant Board decision making	<ul style="list-style-type: none"> • The Board has a proven track record of proven practice in considering all stakeholders
		There is a process for collecting and responding to complaints and feedback from stakeholders	<ul style="list-style-type: none"> • Mounties Group has an established and well documented complaints and feedback program
PRINCIPLE 9	CONDUCT & COMPLIANCE (The expectations of behaviour for the people involved in the organisation are clear and understood)	The Board oversees a framework for how the organisation works with and protects vulnerable people	<ul style="list-style-type: none"> • Mounties 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
			<ul style="list-style-type: none"> • The Club has clear policies for members, staff and directors in terms of behaviour • The Club has clearly stated values and support these with documentation and training • The Club has in 2022 appointed an Ethics & Governance Manager • The Club has clear and defined disciplinary policy and processes

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 years training included below:

Topic	John Dean	Steve Fitzpatrick	Steve Edwards	Trevor Forman	Jenny McNiven	Leon Hansen	Tom Murphy	Lorraine Dean	Peter Krope
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

RESPONSIBLE GAMING

Mounties Group recognises that we have been issued with a social licence to operate gaming machines. We recognise that it comes with a responsibility, and we are committed to providing the highest standards of customer care through responsible practices whilst balancing the understanding that a members 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 is available for our members to make a rational choice based on their circumstances.

We accept all legislated responsible gaming requirements but have also introduced further voluntary self-imposed responsibilities which include:

- A multi-venue self-exclusion program that prevents the need for members to visit multiple venues to self-exclude
- The appointment of a Specialist Senior Manager for safe and responsible gaming
- A variety of ways to sign up for self-exclusion including not needing to attend a club to do so
- A dedicated help line and communication in the 12 most common languages
- All employees including Directors, senior managers and staff are required to undertake Responsible Gaming training at least once every two years
- Procedures for third party (involuntary) exclusion based on evidence
- Adoption of policies and procedures from an independent expert that exceed legislative requirements
- Independent expert audits for compliance every three months including entry, ATM, CRT, gaming areas, gaming machines, keno TAB and signage
- A commitment to address and turn around any issue found in the independent compliance audit within 24 hours
- No free alcoholic beverages served to patrons while playing a gaming machine
- Disciplinary procedures for any member or guest who do not adhere to regulations and legislation.

In contrast to some other operators, Mounties Group also:

- Requires all persons playing gaming machines to provide their name and address for identification before playing.
- has maximum bet levels of \$10 on poker machines
- provides free problem gambling counseling
- has independent reviews of compliance conducted in all venues and gaming spaces
- ability of family members to seek exclusion on play, based on evidence.

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

FINANCIAL

Report

Mount Pritchard & District Community Club Ltd

ABN 98 000 458 622

General purpose (SDS)
financial report for the year
ended 30 June 2022

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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 2022.

DIRECTORS

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

Ingram, Kevin O.A.M. (Deceased: 15 December 2021)

Dean, Lorraine Ellen

Fitzpatrick, Stephen

Hansen, Leon George

Murphy, Thomas Leslie

Dean, John Joseph

Edwards, Stephen Mark

Forman, Trevor James

McNevin, Jeanette Carol

Krope, Peter (Appointed: 24 May 2022)

PARTICULARS OF DIRECTORS

Name of Director	Qualifications and Special Responsibilities	
Kevin Ingram O.A.M.	Club Member 1972-2021 Club Life Member Club Director 1980-2021 Club President 2003-2021 Club Vice President 1985-1995 and 1998-2003 Minute Secretary – 4 years Entertainment Director 1993-2003 Club Editor Publicity Officer 2003 Catering Director 1989-1992 Leagues Clubs Association Delegate 2006-2021 ClubsNSW Northern Region Delegate 2006-2021 RSL Services Club Delegate 2006-2021 Life Member and Patron Parramatta District Junior Rugby League Life Member Parramatta District Rugby League Life Member and Patron Mounties Lawn Bowls Sub Club Retired Pool Manager	<i>Industry Specific Training Completed Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013</i> <i>Declared Interest in Contracts</i> New Diggers Service Co. Pty Ltd Director Mekong Lease Co. Pty Ltd Director
John Joseph Dean	Club Member 1986-current Club Life Member President 2022 Director 1997-current Vice President 2003-2009, 2011-2021 Treasurer 2007-2022 Sports Director 1997-2003 Sports Committee 1995-2008 Audit Risk & Governance Committee Member 2009, 2011-2014 Gaming Committee Chair 2013-2016, 2019-current Gaming Committee Member 2009-2016, 2019-current Health Safety Committee Representative 2018-current Remuneration Committee 2018-current Assistant Club Captain 1995 Club Captain 1996, 1997 RSL Association Delegate 2020-current ClubsNSW Delegate Quinlan Shield Delegate 1996-2010 Federation of Workers Clubs Delegate Engineering Manager (retired)	<i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification <i>Current Committee Membership</i> Audit Risk & Compliance Committee Gaming Committee (Chair) Health Safety Committee <i>Declared Interest in Contracts</i> New Diggers Land Co. Pty Ltd Director

Name of Director	Qualifications and Special Responsibilities	
Lorraine Ellen Dean	Club Member 1988-current Club Director 2008-current Club Life Member Sports Director 2012-2018 Minute Secretary 2011-current Sports Committee 2006-2009, 2012-current RSL and Service Clubs Association Delegate 2010, 2012-2014, 2018-2020 Correspondence Committee Chair 2011-2016 OH&S Committee – Board Representative 2008-2011 Club Captain 2008 Assistant Club Captain 2006-2007 Life Member Netball Sub Club President Netball 1998-2014 Constitution Committee 2011	<i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification <i>Current Committee Membership</i> Community Grants Committee Sports Committee <i>Declared Interest in Contracts</i> New Diggers Service Co. Pty Limited Director
Stephen Mark Edwards	Club Life Member Club Member 1981-current Club Director 2003-current Vice President 2022 Catering Director 2006-current Sports Committee 2003-2014 Grants Committee 2005-2010 Gaming Committee 2004-2010, 2014-2016, 2019-current ClubsNSW Delegate 2004, 2010 Entertainment Director 2011 Publicity Director 2011 Director overseeing Mounties Rugby League Club 2006-2009 Member Mounties Junior Rugby League Club Operations Manager	<i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification <i>Current Committee Membership</i> Gaming Committee <i>Declared Interest in Contracts</i> Mounties Care Pty Ltd Director
Stephen Fitzpatrick	Club Member 1980-current Club Life Member Club Director 1993-current Club Vice President 1996 – 2001 and 2003 – current Community Grants Committee Chair 2000-current Gaming Committee 2019-current Audit Risk and Governance Committee 2017-current Sports Director – 3 separate terms Remuneration Committee 2018-current Director & Delegate to Federation of Workers Clubs Snooker Club and Committee member 30 Years Life Member Snooker Club Quinlan Shield Life member Quinlan Shield Secretary/Recorder/Delegate/Mounties Team Captain Retired Customs Classifier (48 years)	<i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification <i>Current Committee Membership</i> Audit Risk and Governance Committee Community Grants Committee (Chair) Gaming Committee <i>Declared Interest in Contracts</i> Nil
Trevor James Forman	Club Member 1994-current Club Director 2012-current Treasurer 2022 Leagues Clubs Association Delegate Life Member Junior Rugby League Building Defects Committee 2012-2016 Building Defects Committee Chair 2014-2016 Junior Rugby League Committee 1992-2004 Junior Rugby League Committee Secretary 1992-2004 Manufacturing Manager Business Owner	<i>Industry Specific Training Completed</i> Finance for Club Boards 2013 Directors Foundation and Management Collaboration 2011 RSA/RCG Certification <i>Current Committee Membership</i> Community Grants Committee Gaming Committee <i>Declared Interest in Contracts</i> Mounties Care Pty Ltd Director

DIRECTORS' REPORT continued

Name of Director	Qualifications and Special Responsibilities	
Leon George Hansen	<p>Club Member 2005-current Club Director 2010-current Club Life Member Leagues Club Australia Delegate 2015 RSL Services Association Delegate 2010-current Clubs NSW Northern Region Delegate 2010-current Gaming Committee 2010-2012 Sports Committee 2010-current Harbord Advisory Committee 2010-2020 Retired Roads and Pavement Supervisor Local Council – 45 Years</p>	<p><i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification</p> <p><i>Current Committee Membership</i> Sports Committee</p> <p><i>Declared Interest in Contracts</i> New Diggers Car Park Co. Pty Ltd Director</p>
Jeanette Carol McNevin	<p>Club Member 1996-current Club Director 2014-current Sports Director 2018-current Entertainment Director 2018-current Building Defects Committee 2014-2016 Correspondence Committee 2014-2016 Remuneration Committee 2014-2016 Entertainment Director 2014-2016 Softball/TBall – Life Member Club Captain Assistant Club Captain 2007-2008 Retired</p>	<p><i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification</p> <p><i>Current Committee Membership</i> Sports Committee Community Grants Committee</p> <p><i>Declared Interest in Contracts</i> Mekong Lease Co Pty Ltd Director</p>
Thomas Leslie Murphy	<p>Club Foundation Member 1964-current Club Life Member Assistant Club Captain 1993 Club Captain 1994 Club Director 1995-current Beverage Director 2013-current Sports Committee 1995-2003, 2006-2009 Delegate ClubsNSW 1995-2003, 2005-2007, 2009-current Catering Director 2003-2005 President Indoor Bowls 1989-current Life Member Indoor Bowls Retired</p>	<p><i>Industry Specific Training Completed</i> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013 RSA/RCG Certification</p> <p><i>Current Committee Membership</i> Sports Committee</p> <p><i>Declared Interest in Contracts</i> Nil</p>
Peter Krope	<p>Club Director 2022</p>	<p><i>Industry Specific Training</i> Directors Foundation and Management Collaboration 2022 Finance for Club Boards 2022 RSA/RCG Certification</p> <p><i>Declared Interest in Contracts</i> Nil</p>

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).

Mounties Care Pty Ltd, a subsidiary of the Parent Company came into operation during the year providing Carers and Companions services and operates GP clinics.

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

The number of members at the year-end was 209,549 (2021: 158,360).

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 2022 after providing for income tax was \$23,122,971 (2021: \$24,859,731).

REVIEW OF OPERATIONS

The COVID-19 pandemic and the response of Governments in dealing with the pandemic continues to interfere with general activity levels within the community, the economy and the operations of our business. COVID-19 health orders were placed on our business to shut down from 27 June 2021 to 11 October 2021. We were supported by NSW Government assistance (JobSaver payments) during the shutdown period. The scale and duration of developments under the COVID-19 pandemic remain uncertain as at the date of this report, and may have an impact on our future earnings, cash flow and financial condition.

Our assessment below, consistent with board reporting, is on the non-GAAP financial measure of EBITDARD. EBITDARD for the Group this year was \$38,191,069 (2021: \$73,628,364).

	2022 \$	2021 \$
Profit attributable to members of the parent	23,122,971	24,859,731
<i>Add:</i>		
Net interest cost	316,117	670,291
Tax expense	4,236,460	14,145,384
Donations expenses	1,851,213	7,885,258
Depreciation expenses	16,388,890	16,004,994
(Gain)/loss on disposal of property, plant and equipment	(8,083,703)	9,689,310
Rent	359,121	373,396
EBITDARD Group	38,191,069	73,628,364
Fair value gain – Harbord Retirement Village	(9,578,393)	(34,666,070)
EBITDARD Clubs	28,612,676	38,962,294

Community support expenses of \$3,805,321 (2021: \$10,346,096) confirms the Group's continuing support. This represents 13.9% (2021: 26.5%) 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:

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

This will ensure that the long-term objective of:

- a) 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).

DIRECTORS' REPORT continued

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

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

SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

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

MEMBERS' LIABILITY

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

The total liability of members is limited to \$412,082 (2021: \$316,720).

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
16 September 2022



Trevor James Forman
Director

Sydney
16 September 2022

AUDITOR'S INDEPENDENCE DECLARATION



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working world**

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Auditor's Independence Declaration to the Directors of Mt Pritchard & District Community Club Ltd

As lead auditor for the audit of the financial report of Mt Pritchard & District Community Club Ltd for the financial year ended 30 June 2022, 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 Mt Pritchard & District Community Club Ltd and the entities it controlled during the financial year.

Ernst & Young

Daniel Cunningham
Partner
Sydney
16 September 2022

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

for the year ended 30 June 2022

	Notes	2022 \$	2021 Restated (Note 30) \$
Revenue from contracts with customers	6.1	137,933,282	138,772,813
Poker machine taxes		(26,603,367)	(29,131,882)
Purchases net of movement in inventories		(7,705,546)	(7,661,104)
General and administration expenses	6.2	(41,512,907)	(45,138,206)
Employee benefits expense	6.2	(35,455,694)	(33,525,805)
Depreciation and amortisation expense		(16,388,890)	(16,004,994)
Profit from trading activities		10,266,878	7,310,822
Government grant income		1,200,000	4,355,750
Fair value gain on investment property		9,578,393	34,666,070
Interest income		245,222	95,035
Gain on sale of property, plant and equipment		8,090,758	–
Other		2,344,840	3,688,860
Other income		21,459,213	42,805,715
Community support and donations		(3,805,321)	(10,346,096)
Finance costs	6.3	(561,339)	(765,326)
Profit before income tax		27,359,431	39,005,115
Income tax expense	7	(4,236,460)	(14,145,384)
Profit after income tax		23,122,971	24,859,731
Profit for the year		23,122,971	24,859,731
Other comprehensive income			
<i>Other comprehensive income that will not be reclassified to profit or loss in subsequent periods (net of tax):</i>			
Gain on amalgamation	4	18,196,142	13,025,473
Total comprehensive income for the year, net of tax		41,319,113	37,885,204

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 2022

	Notes	2022 \$	2021 Restated (Note 30) \$
Assets			
Current assets			
Cash and cash equivalents	8	45,238,510	36,314,544
Other receivables	9	4,218,680	2,023,075
Inventories	10	927,451	838,167
Other financial assets	11	475,383	555,244
Total current assets		50,860,024	39,731,030
Non-current assets			
Other receivables	9	513,986	3,000,000
Property, plant and equipment	12	310,619,384	288,521,629
Investment properties	13	296,340,572	286,635,714
Intangible assets	14	58,521,720	56,524,962
Investments	15	4,939,723	1,800,000
Right-of-use assets	16	1,758,484	1,232,534
Total non-current assets		672,693,869	637,714,839
Total assets		723,553,893	677,445,869
Liabilities and equity			
Current liabilities			
Trade and other payables	17	20,097,434	17,757,913
Deferred revenue	18	20,305,931	18,099,735
Provisions	19	921,744	429,469
Employee benefit liabilities	20	7,862,989	6,323,283
Resident loans	21	240,303,914	224,530,638
Interest-bearing loans and borrowings	22	1,528,968	22,000,000
Lease liabilities		845,683	532,219
Total current liabilities		291,866,663	289,673,257
Non-current liabilities			
Deferred tax liabilities	7	40,707,962	36,438,112
Deferred revenue	18	1,150,920	2,584,012
Provisions	19	676,916	1,081,709
Employee benefit liabilities	20	622,715	719,078
Lease liabilities		960,218	700,315
Total non-current liabilities		44,118,731	41,523,226
Total liabilities		335,985,394	331,196,483
Members' equity			
Retained earnings		340,705,365	317,582,394
Revaluation reserve	23	12,896,229	12,896,229
Amalgamation reserve	23	33,966,905	15,770,763
Total members' equity		387,568,499	346,249,386
Total liabilities and equity		723,553,893	677,445,869

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 2022

	Retained earnings \$	Revaluation reserve (Note 23) \$	Amalgamation reserve (Note 23) \$	Total equity \$
At 1 July 2021 (restated)	317,582,394	12,896,229	15,770,763	346,249,386
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 4)	–	–	18,196,142	18,196,142
Total comprehensive income for the year	23,122,971	–	18,196,142	41,319,113
At 30 June 2022	340,705,365	12,896,229	33,966,905	387,568,499
As at 1 July 2020	285,046,242	12,896,229	2,745,290	300,687,761
Adjustment on correction of error (net of tax) (Note 30)	7,676,421	–	–	7,676,421
At 1 July 2020 (adjusted)	292,722,663	12,896,229	2,745,290	308,364,182
Profit for the year	24,859,731	–	–	24,859,731
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods (net of tax) (Note 4)	–	–	13,025,473	13,025,473
Total comprehensive income for the year	24,859,731	–	13,025,473	37,885,204
At 30 June 2021 (restated)	317,582,394	12,896,229	15,770,763	346,249,386

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 2022

	Notes	2022 \$	2021 \$
Operating activities			
Receipts from customers		134,464,976	135,556,287
Payments to suppliers and employees		(111,981,320)	(126,440,056)
Receipts from retirement village residents	21	24,047,500	24,755,777
Receipt of government grants		1,200,000	6,216,000
Interest received		245,222	95,035
Interest paid		(561,339)	(765,326)
Net cash flows from operating activities		47,415,039	39,417,717
Investing activities			
Proceeds from sale of property, plant and equipment		11,568,417	8,000
Purchase of property, plant and equipment	12	(23,506,242)	(8,135,724)
Purchase of intangible assets	14	(15,700)	–
Payment for subscription of notes receivable		–	(3,000,000)
Payment for subscription in investment		–	(1,600,000)
Payment for marketable securities		(3,520,743)	–
Payment for amalgamations, net of cash acquired	4	(181,154)	(3,315,108)
Payment for business combinations, net of cash acquired		(1,219,047)	–
Payment for investment properties	13	(126,465)	–
Net cash flows used in investing activities		(17,000,934)	(16,042,832)
Financing activities			
Payment of principal portion lease liabilities		(1,019,107)	(388,746)
Proceeds from borrowings		1,528,968	–
Repayment of borrowings		(22,000,000)	(8,747,675)
Net cash flows used in financing activities		(21,490,139)	(9,136,421)
Net increase in cash and cash equivalents		8,923,966	14,238,464
Cash and cash equivalents at 1 July		36,314,544	22,076,080
Cash and cash equivalents at 30 June	8	45,238,510	36,314,544

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 2022

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 2022 was authorised for issue in accordance with a resolution of the Directors on 13 September 2022.

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 938 employees as at 30 June 2022 (2021: 741).

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 5. Information on other related party relationships of the Club is provided in Note 25.

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, for the year ended 30 June 2022, are the first financial statements the Group has prepared in accordance with the *Australian Accounting Standards – Simplified Disclosures*. The adoption of the *Australian Accounting Standards – Simplified Disclosures* has no significant impact in the financial statements because the Group's previous financial statements were prepared in full compliance with the recognition and measurement requirements of Australian Accounting Standards.

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 approved by the directors on a going concern basis. In determining the appropriateness of the basis of preparation, the directors have considered the impact of the COVID-19 pandemic on the position of the Group at 30 June 2022 and its operations in future periods.

As at 30 June 2022 the Group has net current asset deficiency of \$241,006,639 (2021: \$249,942,227), driven primarily by the resident loans owed to the retirement village residents.

COVID 19 health orders were placed on our business to shut down from 27 June 2021-11 Oct 2021. We were supported by NSW Government assistance (Jobsaver payments) during the shutdown period.

The directors believe the Group will continue as a going concern and meet its liabilities as and when they fall due. The Group has positive operating cash flow of \$47.4 million (2021: \$39.4 million). The net current liability position includes \$240.3 million of current liabilities related to the resident loans owed to the retirement village residents. Although the expected average residency term is around 12 years, these obligations are classified as current liabilities, as required by Australian Accounting Standards, because the Group does not have an unconditional right to defer settlement to more than twelve months after reporting date. The Group additionally has access to unused available banking facilities of \$40,000,000 which, while maturing in December 2022, will assist with liquidity requirements as needed. The directors have considered the cash flow forecasts for the next 12 months from this report to enable them to form this view.

d) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Club and its subsidiaries as at 30 June 2022. 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) 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

2. SIGNIFICANT ACCOUNTING POLICIES continued

2.1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

f) Current versus non-current classification continued

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.

g) 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.

h) 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).

i) 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.

j) Derivative financial instruments and hedging

The Group uses derivative financial instruments, such as interest rate swaps, to hedge its interest rate risks, etc. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the consolidated statement of profit or loss and other comprehensive income.

The Group designates only the spot element of forward contracts as a hedging instrument. The forward element is recognised in OCI and accumulated in a separate component of equity under cost of hedging reserve.

The amounts accumulated in OCI are accounted for, depending on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the amount accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and will not be recognised in OCI for the period. This also applies where the hedged forecast transaction of a non-financial asset or non-financial liability subsequently becomes a firm commitment for which fair value hedge accounting is applied.

For any other cash flow hedges, the amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period or periods during which the hedged cash flows affect profit or loss.

If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated OCI must be accounted for depending on the nature of the underlying transaction as described above.

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) 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.

m) 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

2.1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

n) Goodwill

Goodwill acquired in a business combination 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.

o) 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.

p) 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 20 years
Motor vehicles and other equipment	3 to 20 years

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(m) 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.

q) 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.

r) 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.

s) 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

2. SIGNIFICANT ACCOUNTING POLICIES continued

2.1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

s) Provisions and employee benefit liabilities continued

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.

t) 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.

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.

Contract balances

Contract liabilities

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

u) 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.

v) 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.

w) 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

2. SIGNIFICANT ACCOUNTING POLICIES continued

2.1 SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

w) Taxes continued

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.

x) 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).

y) Fair value measurement

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

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

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

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

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

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

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

z) Comparative figures

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 2022.

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.

DETERMINING THE LEASE TERM OF CONTRACTS WITH RENEWAL AND TERMINATION OPTIONS – GROUP AS LESSEE

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.

LEASES – 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).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

4. AMALGAMATIONS

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 \$
Assets	
Freehold land (Note 12)	2,000,000
Building, improvements and other buildings (Note 12)	13,500,000
Plant and equipment (Note 12)	2,305,130
Electronic gaming machine entitlement (Note 14)	720,000
Cash and cash equivalents	275,557
Inventories	80,247
	18,880,934
Liabilities	
Employee benefit liabilities	(194,690)
	18,686,244
Purchase consideration	
Payments made on behalf of Breakers Country Club prior to amalgamation	456,711
	18,229,533
Tax on gain recognised as deferred tax liabilities (Note 7)	(33,391)
	18,196,142
Gain from amalgamation recognised in equity (Note 23)	
Analysis of cash flows on amalgamation:	
Cash received (included in cash flows from investing activities)	275,557
Cash paid (included in cash flows from investing activities)	(456,711)
	(181,154)
Net cash flow on amalgamation	(181,154)

AMALGAMATIONS IN 2021

Amalgamation of Wyong RSL and Halekulani Bowling Club

On 16 March 2021, the Group acquired the assets and liabilities of Wyong RSL Sub-Branch Club Ltd ('Wyong RSL'). On 22 March 2021, the Group acquired the assets and liabilities of Halekulani Bowling Club Ltd ('Halekulani'). Wyong RSL and Halekulani are both clubs based in the Central Coast, NSW. The Group is deemed to be 'mutual entities' (as opposed to 'investor owned') with each Wyong RSL and Halekulani. 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 as a direct addition to equity in consolidated statement of financial position.

Assets acquired and liabilities assumed – Wyong RSL

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 \$
Assets	
Freehold land	2,681,818
Building, improvements and other buildings	2,150,000
Plant and equipment	1,339,400
Electronic gaming machine entitlement	1,305,000
Cash and cash equivalents	172,296
Inventories	39,262
	7,687,776
Liabilities	
Employee benefit liabilities	(133,000)
Total identifiable net assets at fair value	7,554,776
Purchase consideration	
Payments made on behalf of Breakers Country Club prior to amalgamation	3,929,764
	3,625,012
Tax on gain recognised as deferred tax liabilities (Note 7)	(242,767)
Gain from amalgamation recognised in equity (Note 23)	3,382,245
Analysis of cash flows on amalgamation:	
Cash received (included in cash flows from investing activities)	172,296
Cash paid (included in cash flows from investing activities)	(3,929,764)
Net cash flow on amalgamation	(3,757,468)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

4. AMALGAMATIONS continued

AMALGAMATIONS IN 2021 continued

Assets acquired and liabilities assumed – Halekulani

The fair values of the identifiable assets and liabilities of Halekulani Bowling Club Ltd as at the date of amalgamation were:

	Fair value recognised on amalgamation \$
Assets	
Freehold land	3,436,364
Building, improvements and other buildings	4,200,000
Plant and equipment	1,214,180
Electronic gaming machine entitlement	1,500,000
Cash and cash equivalents	442,360
Inventories	86,224
Other debtors and prepayments	82,827
	10,961,955
Liabilities	
Employee benefit liabilities	(760,763)
	(760,763)
Total identifiable net assets at fair value	10,201,192
Purchase consideration	
Payments made on behalf of Halekulani Bowling Club Ltd	–
	10,201,192
Tax on gain recognised as deferred tax liabilities (Note 7)	(557,964)
Gain from amalgamation recognised in equity (Note 23)	9,643,228
Analysis of cash flows on amalgamation:	
Cash received (included in cash flows from investing activities)	442,360
Net cash flow on amalgamation	442,360

5. 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	
			2022	2021
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 Services	Australia	100	100

6. REVENUE AND EXPENSES

6.1 DISAGGREGATED REVENUE INFORMATION

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

	2022 \$	2021 \$
Type of goods or service		
Poker machines	106,000,832	113,020,710
Bars	10,501,164	8,189,890
Membership	1,496,299	52,905
Admissions and raffles	1,519,444	245,937
Club Keno and tab commissions	480,869	462,950
Catering commissions and booking fees	7,147,762	5,021,770
Holiday cottages, lodges and apartments	347,449	310,427
Member gift shop	2,361,693	1,744,276
Fitness centres	2,373,445	3,097,111
Deferred management fee	2,772,004	6,626,837
Rental income	2,932,321	–
Total revenue from contracts with customers	137,933,282	138,772,813
Geographical markets		
New South Wales	137,933,282	138,772,813
Total revenue from contracts with customers	137,933,282	138,772,813
Timing of revenue recognition		
Services transferred at a point in time	128,359,213	128,995,960
Services transferred over time	9,574,069	9,776,853
Total revenue from contracts with customers	137,933,282	138,772,813

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

6. REVENUE AND EXPENSES continued

6.2 EXPENSES

	2022 \$	2021 \$
General and administration expenses		
Club services	3,140,407	4,428,933
Advertising and promotions	4,455,695	3,837,907
Administration expenses	8,422,618	5,237,188
Development projects	113,819	–
Repairs and maintenance	5,637,860	5,989,725
Property costs	1,173,534	934,549
Loss on disposal of property, plant and equipment	7,055	9,689,310
Short-term lease expense	359,121	373,396
Member gift shop	14,162	14,200
Resort expenses	6,990	6,767
Poker machines	4,449,665	2,660,481
Bars	623,785	745,596
Fitness centres	181,007	118,122
Membership	499,386	171,631
Admissions and raffles	3,029,432	3,258,638
Club Keno and Tab commissions	98,382	128,077
Catering commissions and booking fees	902,901	1,003,688
Member services	8,397,088	6,539,998
	41,512,907	45,138,206
Employee benefits expense		
Wages and salaries	27,767,187	24,628,089
Staff on-costs	1,479,654	1,227,378
Superannuation	2,913,245	2,907,899
Other employee benefits	3,295,608	4,762,439
	35,455,694	33,525,805

6.3 FINANCE COSTS

	2022 \$	2021 \$
Interest expense	528,086	748,895
Interest on lease liabilities	33,253	16,431
	561,339	765,326

7. INCOME TAX

The major components of income tax expense are for the years ended 30 June 2022 and 2021 are:

	2022 \$	2021 Restated (Note 30) \$
Consolidated statement of profit or loss		
<i>Current income tax:</i>		
Current income tax expense	–	–
<i>Deferred tax:</i>		
Deferred income tax	4,236,460	14,145,384
Income tax expense reported in the consolidated statement of profit or loss	4,236,460	14,145,384
<i>Deferred tax expense related to items charged to other comprehensive income:</i>		
Tax on gain from amalgamation	33,391	787,834
Income tax expense reported in the consolidated statement of other comprehensive income	33,391	787,834

Reconciliation of tax expense and the accounting profit multiplied by Australia's domestic tax rate for 2022 and 2021:

	2022 \$	2021 Restated (Note 30) \$
Accounting profit before income tax	27,359,431	39,005,115
A reconciliation between tax expense and the product of accounting profit before income tax multiplied by the Club's statutory tax rate 30% (2021: 30%) is as follows:		
Income tax expense prima facie	8,207,829	11,701,535
De-recognition/(recognition) of deferred tax assets	1,013,929	3,710,357
Other assessable income	2,349,942	–
Utilisation of carried forward capital losses	(2,349,942)	–
Members only income	(2,060,619)	(1,316,866)
Members only expenses	5,255,454	4,034,273
Effect of mutuality	(2,741,398)	(3,414,096)
Non-assessable income	(2,445,133)	–
Non-deductible expenses	179,693	761,906
Other deductible expenditure	(3,173,295)	(1,331,725)
Income tax expense reported in the consolidated statement of profit or loss	4,236,460	14,145,384

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

7. INCOME TAX continued

DEFERRED TAX

Deferred tax relates to the following:

	Consolidated statement of financial position	
	2022 \$	2021 Restated (Note 30) \$
Employee entitlements	541,171	82,882
Recognised carry forward and current year losses	6,200,880	6,731,406
Valuation of investment property	(46,566,604)	(42,464,566)
Tax on gain from amalgamation	(963,748)	(787,834)
Rectification provision	80,339	–
Net deferred tax liabilities	(40,707,962)	(36,438,112)
Reflected in the statement of financial position as follows:		
Deferred tax assets	6,822,390	6,814,288
Deferred tax liabilities	(47,530,352)	(43,252,400)
Deferred tax liabilities, net	(40,707,962)	(36,438,112)

FRANKING CREDITS

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

8. CASH AND CASH EQUIVALENTS

	2022 \$	2021 \$
Cash at bank and on hand	45,238,510	36,314,544

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

9. OTHER RECEIVABLES

	2022 \$	2021 \$
Current		
Notes receivable	3,000,000	–
Other debtors and prepayments	1,218,680	2,023,075
	4,218,680	2,023,075
Non-current		
Notes receivable	–	3,000,000
Other receivables	513,986	–
	513,986	3,000,000

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. The notes mature on 18 November 2022 and are convertible to ordinary shares where both parties agree to exercise of the option. The notes receivable earn interest at discretion of the issuer.

10. INVENTORIES

	2022 \$	2021 \$
Catering and bar		
At cost	885,847	760,344
Merchandise		
At cost	41,604	77,823
Total inventory at cost	927,451	838,167

Cost of inventories sold to customers amounting to \$515,915 was recognised as an expense during the year.

11. OTHER FINANCIAL ASSETS

	2022 \$	2021 \$
Current		
Held for trading investments	475,383	555,244

Held for trading investments include term deposits. Term deposits have a maturity of up to 365 days.

12. PROPERTY, PLANT AND EQUIPMENT

	Freehold land \$	Building, improvements and other buildings	Leasehold improvements	Plant and equipment	Member use properties	Construction in progress \$	Total \$
Cost							
At 1 July 2021	51,367,510	243,760,824	5,873,607	74,005,391	8,712,964	450,655	384,170,951
Additions	–	–	–	–	–	23,506,242	23,506,242
Amalgamations (Note 4)	2,000,000	13,500,000	–	2,305,130	–	–	17,805,130
Transfer	1,773,833	3,239,942	–	3,269,437	630	(8,283,842)	–
Disposals	(651,168)	(224,803)	(396,764)	(449,586)	(4,364,918)	–	(6,087,239)
At 30 June 2022	54,490,175	260,275,963	5,476,843	79,130,372	4,348,676	15,673,055	419,395,084
Depreciation							
At 1 July 2021	–	48,734,844	2,124,665	40,822,272	3,967,541	–	95,649,322
Depreciation charge for the year	–	7,383,120	226,016	7,901,158	218,609	–	15,728,903
Disposals	–	(104,613)	–	(306,447)	(2,191,465)	–	(2,602,525)
At 30 June 2022	–	56,013,351	2,350,681	48,416,983	1,994,685	–	108,775,700
Net book value							
At 30 June 2022	54,490,175	204,262,612	3,126,162	30,713,389	2,353,991	15,673,055	310,619,384
At 30 June 2021	51,367,510	195,025,980	3,748,942	33,183,119	4,745,423	450,655	288,521,629

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

13. INVESTMENT PROPERTIES

	2022 \$	2021 Restated (Note 30) \$
Opening balance	286,635,714	261,741,287
Additions	126,465	–
Change in fair value of investment property	9,578,393	24,894,427
Closing balance at 30 June	296,340,572	286,635,714

An external valuation by JLL was carried out as at 30 June 2022. The valuation includes both the occupied and unoccupied independent living units and accounts for the market value of the Seniors living village as at 30 June 2022. The valuer has reported their valuation on the basis of significant valuation uncertainty due to COVID-19.

As at 30 June 2022, there was significant valuation uncertainty relating to the investment property fair value. COVID-19 and the response has impacted our operations as well as the market. This uncertainty affects our ability to reliably determine the key judgements and assumptions used in the property valuations. Two property valuation approaches are generally used: the Income Capitalisation approach and the Discounted Cash Flow approach to arrive at a range of valuation outcomes, from which a best estimate of fair value is derived at a point in time. The Group has followed the Discounted Cash Flow approach ('DCF') and the key assumptions and estimates used in these valuation approaches which have been impacted by COVID-19 include:

- DCF model incorporates actuarial tables and probability analysis to estimate when residents are likely to terminate their resident agreements.
- The market value of the Independent Living Units within the village with the possible volatility in unit prices.
- The discount rate derived from recent comparable market transactions adjusted for COVID-19 to reflect the uncertainty in the amount and timing of cash flows.

Due to the valuation uncertainty the investment property values may change significantly and unexpectedly over a relatively short period of time. The property valuations have been prepared based on the information that is available at 30 June 2022.

An external valuation of the investment properties was carried out by CBRE in previous years, from the year ended 30 June 2019 until the year ended 30 June 2021.

14. INTANGIBLE ASSETS

	Electronic gaming machine entitlement \$	Goodwill \$	Software \$	Total \$
Cost				
At 1 July 2021	42,714,613	13,810,349	–	56,524,962
Additions	–	1,261,686	15,700	1,277,386
Amalgamations (Note 4)	720,000	–	–	720,000
At 30 June 2022	43,434,613	15,072,035	15,700	58,522,348
Amortisation				
At 1 July 2021	–	–	–	–
Amortisation charge for the year	–	–	628	628
At 30 June 2022	–	–	628	628
Net book value				
At 30 June 2022	43,434,613	15,072,035	15,072	58,521,720
At 30 June 2021	42,714,613	13,810,349	–	56,524,962

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(n) and 2.1(o).

15. INVESTMENTS

	2022 \$	2021 \$
Investments in other companies held at cost	1,800,000	1,800,000
Investments in marketable shares held at fair value	3,139,723	–
Total investments	4,939,723	1,800,000

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%. On the same date, 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 9).

During the year ended 30 June 2022, the Group had received \$54,246 (2021: \$34,210) dividends on its investment, and \$169,562 (2021: \$81,644) of interest income on the notes receivable.

16. LEASES

GROUP AS A LESSEE

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

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

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

	Plant and machinery \$
As at 1 July 2020	1,158,422
Additions (Note 4)	454,756
Depreciation expense	(380,644)
As at 30 June 2021	1,232,534
Additions	1,185,309
Depreciation expense	(659,359)
As at 30 June 2022	1,758,484

	2022 \$	2021 \$
Presented below is a maturity analysis future lease payments:		
Within one year	799,958	552,661
After one year but not more than five years	904,378	744,844
More than five years	149,547	–
	1,853,883	1,297,505

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

16. LEASES continued

GROUP AS A LESSOR

The Group has entered into operating leases on its investment property portfolio. These leases have terms of between one and five years. Rental income recognised by the Group during the year is \$2,932,321 (2021: \$nil).

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

	2022 \$	2021 \$
Within one year	2,982,548	2,338,119
After one year but not more than five years	7,113,747	8,376,786
More than five years	4,525,363	1,407,108
	14,621,658	12,122,013

17. TRADE AND OTHER PAYABLES

	2022 \$	2021 \$
Current		
Trade payables	20,097,434	17,757,913

18. DEFERRED REVENUE

	2022 \$	2021 \$
Current		
Deferred revenue	1,258,890	715,302
Deferred management fee – deferred portion	19,047,041	17,384,433
	20,305,931	18,099,735
Non-current		
Deferred revenue	1,150,920	2,584,012

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

19. PROVISIONS

	2022 \$	2021 \$	
Current			
Mortality payments	194,500	43,000	
Other provisions	727,244	386,469	
	921,744	429,469	
Non-current			
Mortality payments	676,916	1,081,709	
	Mortality	Other	Total
	\$	provisions	\$
		\$	\$
Movement in provision			
At 1 July 2020 (current and non-current)	1,192,837	80,816	1,273,653
Arising during the year	32,500	305,653	338,153
Utilised/paid	(100,628)	-	(100,628)
At 30 June 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)
At 30 June 2022 (current and non-current)	871,416	727,244	1,598,660

20. EMPLOYEE BENEFIT LIABILITIES

	2022 \$	2021 \$
Current		
Employee benefits	7,862,989	6,323,283
Non-current		
Long service leave	622,715	719,078

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% (2021: 9.5%); these contributions are legally enforceable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

21. RESIDENT LOANS

	2022 \$	2021 \$
Current		
Resident loans	240,303,914	224,530,638
	2022 \$	2021 \$
Resident loans		
Opening balance	224,530,638	231,168,000
Deferred management fee recognised in consolidated statement of profit or loss and other comprehensive income (Note 6.1)	(2,772,004)	(6,626,837)
Net cash receipts on resident departures and arrivals	24,047,500	24,755,777
Change in fair value of resident loans	(3,839,612)	(12,905,156)
Change in deferred revenue – DMF	(1,662,608)	(11,861,146)
Closing balance at 30 June	240,303,914	224,530,638

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.

22. INTEREST-BEARING LOANS AND BORROWINGS

	Interest rate %	Maturity	2022 \$	2021 \$
Current				
Loan from Westpac	2.35	1 December 2022	–	22,000,000
Margin loan	4.60	On demand	1,528,968	–
			1,528,968	22,000,000

The loan from Westpac has available facility of \$40,000,000 which has not been drawn down on and will mature in December 2022. The Margin loan has available facility of \$1,153,368 and is secured by investments with a fair value at 30 June 2022 of \$3,139,723, refer to Note 15.

23. MEMBERS' EQUITY

	2022 \$	2021 \$
Revaluation reserve		
Balance at beginning of the year	12,896,229	12,896,229
Balance at the end of the year	12,896,229	12,896,229
Amalgamation reserve		
Balance at beginning of the year	15,770,763	2,745,290
Gain on amalgamation of Wyong RSL	–	3,382,245
Gain on amalgamation of Halekulani Bowling Club	–	9,643,228
Gain on amalgamation of Breakers Country Club	18,196,142	–
Balance at the end of the year	33,966,905	15,770,763

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 the current year.

24. COMMITMENTS

	2022 \$	2021 \$
Estimated capital expenditure contracted for at date but not provided for:		
Payable not later than one year	1,216,110	1,000,000
	1,216,110	1,000,000

25. 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 26.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

26. DIRECTOR AND EXECUTIVE DISCLOSURES

26.1 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 year are set out below:

	2022 \$	2021 \$
Total remuneration	2,589,214	2,285,030

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.

26.2 COMPENSATION OF MANAGEMENT

26.2.1 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.

26.2.2 Remuneration committee

Four (4) members of the Board of Directors, together with the Employment Relations Manager 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.

26.2.3 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.

27. EVENTS AFTER THE REPORTING PERIOD

There have been no 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.

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

	2022	2021
Current assets	43,537,516	24,542,580
Total assets	693,325,788	642,816,703
Current liabilities	299,660,043	266,758,266
Total liabilities	334,636,175	315,142,101
Retained earnings	311,904,391	299,007,610
Revaluation reserve	12,896,229	12,896,229
Amalgamation reserve	33,888,993	15,770,763
Total equity	358,689,613	327,674,602
Profit for the year	12,896,781	15,846,431
Total comprehensive income of the Parent	12,896,781	15,846,431

COMMITMENTS

As at 30 June 2022, the Parent had estimated capital expenditure commitments of \$1,216,110 (2021: \$1,000,000).

CONTINGENCIES

The Parent did not have any contingencies as at 30 June 2022 (2021: none).

29. AUDITOR'S REMUNERATION

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

	2022 \$	2021 \$
<i>Amounts received or due and receivable by Ernst & Young (Australia) for:</i>		
An audit or review of the financial report of the financial report	226,736	253,374
Tax compliance	23,700	23,400
Others	9,048	6,000
	259,484	282,774

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS continued

30. CORRECTION OF A PRIOR PERIOD MISSTATEMENT

During the year ended 30 June 2022, the Group conducted a detailed review of the underlying cash flows it has the right to under the Watermark Freshwater retirement village contracts and determined that it had under-recognised the investment properties balance, related fair value gain on investment property, and the resultant deferred tax impact, beginning in the year ended 30 June 2019. The misstatement has been corrected by restating each of the affected consolidated financial statements line items for the prior periods, as follows:

IMPACT ON EQUITY (INCREASE/(DECREASE) IN EQUITY)

	30 June 2021 \$	1 July 2020 \$
Investment properties	19,440,716	10,966,287
Total assets	19,440,716	10,966,287
Deferred tax liabilities	(5,832,195)	(3,289,866)
Total liabilities	(5,832,195)	(3,289,866)
Net impact on equity	13,608,521	7,676,421

IMPACT ON STATEMENT OF PROFIT OR LOSS (INCREASE/(DECREASE) IN PROFIT)

	30 June 2021 \$
Fair value gain on investment property	8,474,429
Income tax expense	(2,542,329)
Net impact on profit for the year	5,932,100

The change did not have an impact on OCI for the period or the Group's operating, investing or financing cash flows.

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 2022 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 2022 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
16 September 2022



Trevor James Forman
Director

Sydney
16 September 2022

INDEPENDENT AUDITOR'S REPORT



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working world**

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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 2022, 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 2022 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.

Emphasis of Matter: Investment Property Fair Value

We draw attention to Note 13 of the financial report which describes the impact of the COVID-19 pandemic on the determination of fair value of investment properties and how this has been considered by the Directors in the preparation of the financial report. Due to the heightened degree of valuation uncertainty, property values may change significantly and unexpectedly over a relatively short period of time. Our opinion is not modified in respect of this matter.

Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the director's report but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and 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.

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

INDEPENDENT AUDITOR'S REPORT continued



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.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision, and performance of the Group audit. We remain solely responsible for our audit opinion.

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

A handwritten signature in black ink that reads 'Ernst & Young'.

Ernst & Young

A handwritten signature in black ink that reads 'Daniel Cunningham'.

Daniel Cunningham
Partner
Sydney
16 September 2022

CORPORATE DIRECTORY

MOUNTIES GROUP

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

[^] Mounties Group partnership.

