

Annual Report 2017





CARLTON
PALE ALE
Brewery Fresh

CARLTON
DRY

CARLTON
DRAUGHT
Brewery Fresh

AUSTRALIAN LAGER
TOOHEYS
NEW
Stay fresh to stay

V...
...
...

Contents

Mounties Group Life Members	4
Board of Directors	4
About this Report	5
Our Venues	6
Our Holiday Resorts	7
Our People	8-9
Club's Progress at a Glance	10
Source and Application of Funds	11
President's Report	12 - 13
Your Club in Numbers	14 - 15
A Word from our CEO	16 - 19
Mounties Masterplan	20 - 21
Harbord Diggers Redevelopment	22 - 23
Western Community Clubs Update	24 - 25
Community Grants Report	26 - 29
Our Commitment to Responsible Gambling	30 - 31
Member Stories	32 - 35
Our Planning Process	36
Mounties Group Management Team	37
Director's Report	38 - 41
Our Financial Statements	42 - 55
Auditor's Declaration	56 - 57
Income and Expenditure	58 - 59
Schedule of Lands	60 - 61
Keep in Touch	62
Our Sporting Partners	63

MOUNTIES GROUP ANNUAL REPORT

The Annual Report 2016/17 meets Mounties Group's statutory reporting requirements and includes the financial statements for the 2016/17 financial year.

A copy of this document is available for download at www.mountiesgroup.com.au – September 2017 © Mounties Group

CREDITS

- **Sub Editor:** Larissa O'Connor
- **Editor:** Kiren Thandi
- **Design:** Lewis Creative Group
- **Photography:** Mounties Group Photo Library, Chris Lane, Bryan Marden, Mike Thorpe
- **Key Contributors:** Kevin Ingram, Greg Pickering, Stephen Fitzpatrick, Dale Hunt, Darren Marino, Jason Woods, Ralph Wearne, Larissa O'Connor, Kiren Thandi
- **Financial Reporting:** Ralph Wearne

Mounties Group Life Members

1969 - 1970	Edward Thirkill*	1983 - 1984	Stewart Craig*	1996 - 1997	Judith O'Brien*
1970 - 1971	Terry White*	1983 - 1984	Cecil Smith*	1996 - 1997	Kath Whiteley
1972 - 1973	Stanley Jacobs*	1985 - 1986	Jack Summons*	1999 - 2000	Tom Murphy
1975 - 1976	Mervyn Pell*	1985 - 1986	Enid Smith*	1999 - 2000	Doreen Brand*
1977 - 1978	Edwin (Ted) Savage	1985 - 1986	Eva Moore*	2001 - 2002	Don Wilson
1978 - 1979	Michael Dubois*	1986 - 1987	Charlie Lee*	2002 - 2003	Donald Hocking*
1978 - 1979	John Whiteley*	1986 - 1987	Athol Madgwick*	2005 - 2006	Ron Evans*
1978 - 1979	Mrs M McAuliffe*	1987 - 1988	Terry Jackson*	2005 - 2006	Steve Fitzpatrick
1980 - 1981	Ethel Murphy*	1987 - 1988	Robert Penning	2008 - 2009	John Dean
1980 - 1981	John Cather*	1988 - 1989	Ray Pugsley	2008 - 2009	Robin Gould
1981 - 1982	Keith Edwards*	1996 - 1997	Kevin Ingram	2008 - 2009	John Araco
1982 - 1983	Clive Edwards*	1996 - 1997	Daryll Cook*	2011 - 2012	Marilyn Price
1982 - 1983	Harry Turner*	1996 - 1997	Vic Smith*	2011 - 2012	John Baron
1982 - 1983	Robert Ryan*	1996 - 1997	Allan McGlynn	2014 - 2015	Stephen Edwards

* Deceased

Board of Directors



Back row (left to right): Lorraine Dean, Trevor Forman, Stephen Edwards, Leon Hansen, Thomas Murphy, Jeanette McNevin
Front row (left to right): John Dean (Vice President & Treasurer), Kevin Ingram (President), Steve Fitzpatrick (Vice President)



About this Report

Welcome to the Mounties Group 2016/17 Annual Report, a comprehensive account of the Group's performance from 1 July 2016 to 30 June 2017.

Providing an account of the Group's performance and showing how our investments and developments are progressing, the annual report details the ambitious, state-of-the-art, community-first projects that reinforce the Group's position as an industry leader.

This year, we also take inspiration from the people who make up our community by showcasing our service to the community through the stories of some of our members.

As always, this year's annual report meets our commitment to transparent performance reporting, good corporate governance and a well-planned and prosperous future.



Mounties

The jewel in the Group's crown and the founding club of Mounties Group, Mounties boasts the highest membership of any club in NSW. Its grand new entrance was unveiled in December 2015 and since then, the improvements have kept coming in line with its ambitious masterplan.

Our Venues



Harbord Diggers

Occupying the most enviable of positions on the northern beaches peninsular, the Diggers as it is affectionately known is on its way to being redeveloped into Australia's first intergenerational precinct, bringing together a registered club, fitness and aquatic centre, child care and seniors living.



Manly Bowling Club

Our sister club on the northern beaches is treasured by locals for its laid back, relaxed atmosphere. Popular for its summer time bowls, the club offers great-value eats and a beautiful view overlooking the historic Manly Oval.



Mounties Bowling Club

Mounties Bowling prides itself on being the friendliest club in the south west. Whether it be great dining, bowls, entertainment or Futsal, Mounties BC has plenty to offer for everyone.



Club Italia

The team at Club Italia carries on the dream of the Italian migrants who established this club over 40 years ago. Club Italia remains a bastion for Italian culture which is shared with the wider community.



Mekong

Popular amongst Sydney's Vietnamese community, Mekong is set amongst the bustling streets of Cabramatta. Mekong underwent refurbishment and was re-opened in April 2016 after being substantially damaged by fire.



Triglav

Dining, entertainment, school holiday activities, promotions, special events... Triglav has it all! This little gem tucked away in St Johns Park continues to be a hit in the local community – especially with young families.

Our Holiday Resorts



Mounties@Sussex

Situated right on the waterfront of Sussex Inlet and conveniently located within walking distance to clubs, shops and restaurants, Mounties@Sussex offers Mounties Group members cost-effective getaways and fun-filled family adventures.



Kooloora Lodge

Great for skiers and snowboarders alike, Mounties Group members enjoy special rates and accommodation deals at Kooloora Lodge. Perched just 800m from the lifts and with breakfast and dinner included, Kooloora is the most popular club lodge in Perisher Valley.



In 2016/17, \$460,000 was committed to the training of Mouties Group staff - a testament to the Group's investment in its people and culture.

Our People

With seven registered clubs, a fitness centre and two holiday resorts, Mounties Group relies on a large workforce that has a constant focus on the SPARK performance objectives: Service, Professionalism, Appearance, Respect and Knowledge.

As one of the largest employers in each of the local government areas where our clubs are located, Mounties

Group continues to work with local schools, TAFE and support agencies to provide work experience, work placement and job trials for those studying, looking for work or wanting to return to the workplace.

In 2016/17, \$460,000 was committed to the training of Mounties Group staff - a testament to the Group's investment in its people and culture. 🌟



LES SCOFIELD

Cashier
30 years service



GLORIA ANGEL

Food, Beverage & Gaming
Attendant – 6 years service



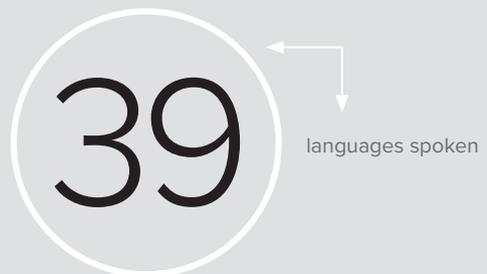
CARMEN MONTABELLO

Beverage Attendant
20 years service



PETER STRACHAN

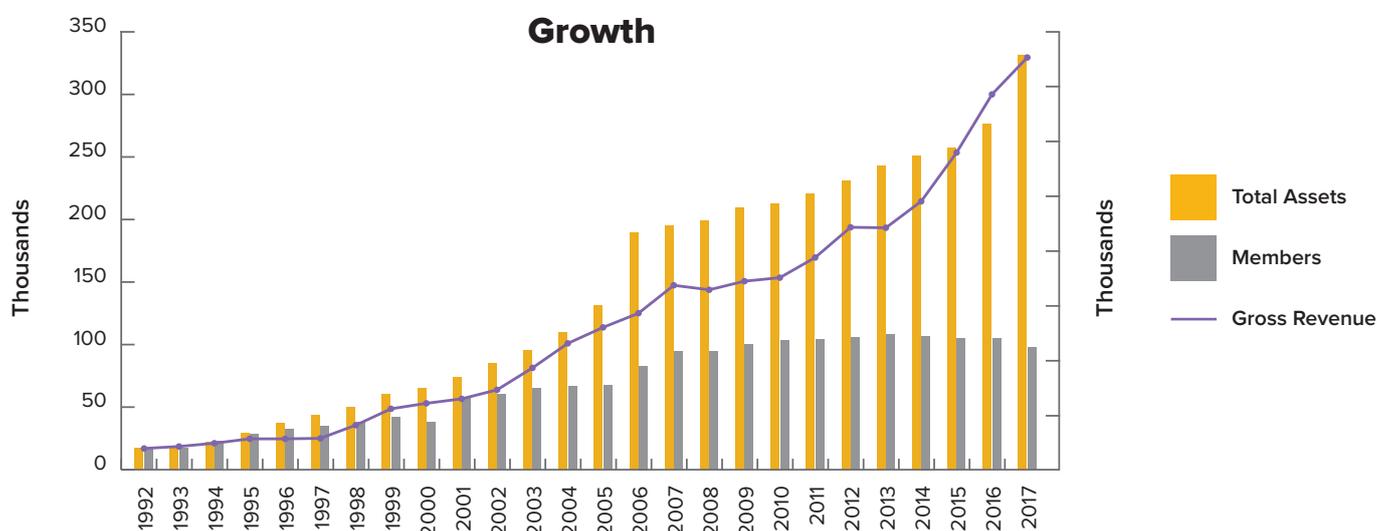
Painter
14 years service



13,311 hours of training delivered (internally and externally)

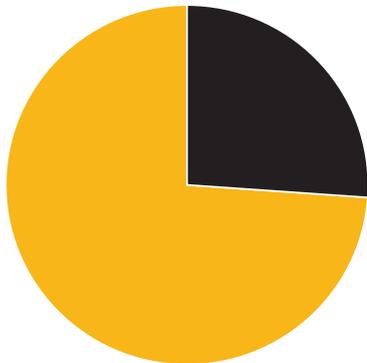
Clubs Progress at a Glance

Year	No Members	Gross Revenue	Total Assets	Total Liabilities	Investments	Membership Equity	Membership Equity Per Member
		\$	\$	\$	\$	\$	\$
2017	97,456	758,448,005	331,013,315	90,066,800	552,780	240,946,515	2,472
2016	105,015	689,684,228	276,641,811	38,234,717	7,538,552	238,407,094	2,270
2015	104,956	584,672,586	256,973,099	17,906,306	16,251,750	239,066,793	2,278
2014	106,849	493,262,583	250,886,705	17,430,492	13,830,798	233,456,213	2,185
2013	108,114	435,960,287	242,834,614	18,091,562	7,229,040	224,743,062	2,079
2012	105,574	438,442,613	230,849,006	14,269,786	37,486,651	216,579,254	2,051
2011	104,136	391,438,675	220,552,777	13,452,852	26,703,918	207,099,925	1,989
2010	103,639	352,580,053	212,895,264	14,029,104	24,460,915	198,866,160	1,919
2009	99,925	342,877,227	209,064,065	14,906,301	22,020,865	194,157,764	1,943
2008	94,505	322,233,574	199,086,561	15,210,120	24,170,000	183,876,441	1,946
2007	94,597	331,118,057	195,157,034	17,740,617	26,164,703	177,416,417	1,875
2006	82,949	291,938,051	189,284,877	18,315,705	25,758,169	170,969,172	2,061
2005	67,676	268,590,382	131,523,972	10,686,670	42,036,349	120,837,302	1,786
2004	66,544	230,470,480	109,874,597	7,772,391	36,500,000	102,102,206	1,534
2003	64,999	189,943,144	95,336,020	7,414,288	26,550,000	87,921,732	1,353
2002	60,516	157,316,645	85,243,204	9,117,844	19,750,000	76,125,360	1,258
2001	57,964	131,864,083	74,018,488	7,919,527	14,835,740	66,098,961	1,140
2000	38,110	118,990,523	64,969,108	5,377,643	10,143,772	59,591,465	1,564
1999	41,829	107,963,620	60,412,442	5,653,519	6,274,019	54,758,923	1,309
1998	38,044	87,503,031	49,733,021	3,848,108	265,255	45,884,913	1,206
1997	34,327	71,319,118	43,625,522	3,447,893	2,771,315	40,177,629	1,170
1996	32,528	69,431,193	37,068,953	2,562,973	9,077,575	34,505,980	1,061
1995	28,730	67,075,259	29,463,266	3,071,239	4,283,835	26,392,027	919
1994	22,651	48,397,341	21,974,299	2,305,170	1,300,105	19,669,129	868
1993	17,095	38,471,739	18,885,165	2,107,982	2,082,746	16,777,183	981
1992	16,954	35,007,001	16,988,357	1,691,127	883,070	15,297,230	902



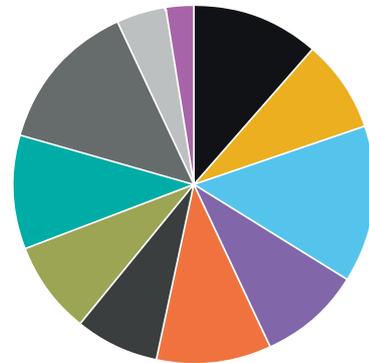
Source and Application of Funds

Source of funds



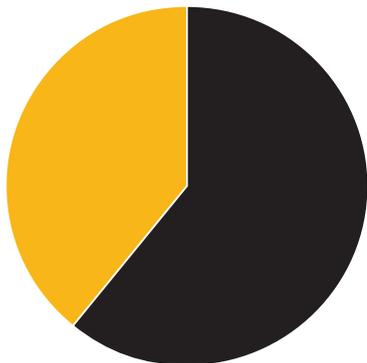
■ Gaming Machines ■ Other Activities

Source of funds - other activities



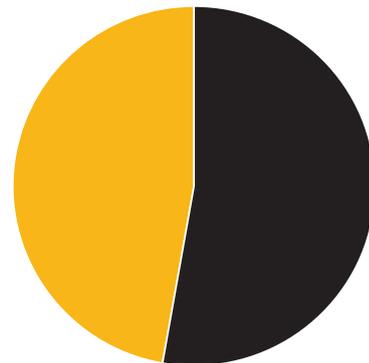
■ Bars ■ Member Loyalty & Gift Shop ■ Insurance Recovery
 ■ Fitness Centre ■ Entertainment & Raffles ■ Memberships ■ Resorts
 ■ Catering & Booking Fees ■ Keno & Tab ■ Wagering ■ Other

Application of funds



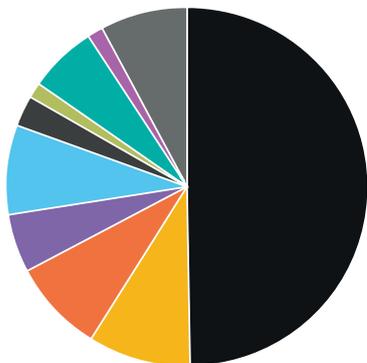
■ Direct ■ Indirect

Application of funds - direct



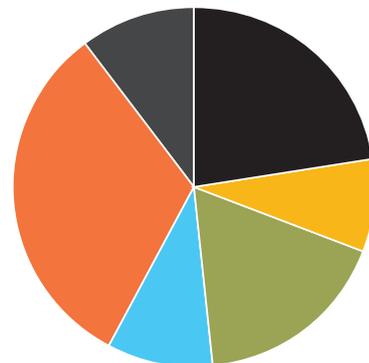
■ Gaming Machines ■ Other Activities

Application of funds - direct, other activities



■ Poker Machines ■ Entertainment & Raffles
 ■ Bar ■ Memberships
 ■ Wagering ■ Catering
 ■ Fitness Centre ■ Resorts
 ■ Keno & Tab ■ Member Loyalty & Gift Shop

Application of funds - indirect



■ Administration & Staff On Costs ■ Community Support Expenses
 ■ Advertising & Promotion ■ Depreciation & Property Costs
 ■ Club Services ■ Repairs & Maintenance



President's Report



In general terms, no two years are ever really the same, and that is evident in this report to our Members.

While the financial outcomes of 2016/17 are slender as we predicted, the investment into the future has never been more valuable.

The financial performance of the Group – so heavily linked to our undertaking of major upgrades to several of our venues – took a further test in January when Mekong was significantly damaged by fire. The club ceased trading for three months, and although it has taken some time for the club to fully bounce back, figures posted in the closing months of FY17 indicate that Mekong has done exactly that.

The building program at Harbord Diggers is on schedule for its planned opening in April 2018. The sheer scale of this project will be illustrated later in this report, but I am very happy to report that our first intergenerational venture is being recognised not only as the fastest selling seniors living project in Australia, but as a true ground breaker in both architectural design and what a club can be.

Mt Pritchard – or club headquarters – is in no way being left behind. The club's forward-focussed, multi-year masterplan is already three years in the making with the porte cochere, Terrace Bar & Café, Outdoor Terrace and Cantonese restaurant already complete. At the time of this report being published, a brand-new Sports Bar will have been launched; bringing together technology not seen before that will make Mounties the new home of live sports viewing in the south west.

During this year, we have also refurbished two of our western community clubs, bringing new life and elevated comfort to patrons at Triglav and Mekong, the latter which was unexpectedly refurbished twice in short succession due to the fire.

On behalf of the Board and management, I would like to thank our valued Members and guests for taking this journey with us and trust that you will look back on this period as very worthwhile when your respective facilities are complete.

A conservative profit recorded this year has by no means dulled the strength of Mounties Group's contribution towards community giving. The Group continues to be a beacon for the support it provides to the local community. Our support of community groups, sport, local services and charities remains at the very core of our business, and I am delighted to report that we lent support to the value of \$5.77m this year; some 174 per cent of our profit.

Recognising the importance of sport, recreation and health, \$4.06m – or 72 per cent – of our community contribution was channelled towards our sub clubs, sporting groups and the maintenance of local sporting fields.

Our sporting prowess continues across western Sydney and I am forever proud to see the thousands of juniors who pull on a Mounties jersey or tunic each weekend to represent the black and gold. Our passion for sport transcends the junior ranks through to our elite teams, most notably Mounties Wanderers Football Club and Mounties Rugby League Football Club. Season 2016 was the most successful for our rugby league club, with all three grades contesting the NSWRL grand finals, and the Ron Massey team recording back-to-back premierships.

Overall, to achieve such strong results despite adversity and a downturn in the club's major source of revenue, is commendable. The success we continue to achieve is made possible by the foresight and passion of our Board, our executive team and our staff. We continue to boast a highly motivated workforce and together with the direction of CEO Greg Pickering, we are ready to take Mounties Group into the next year where we will celebrate our 50th birthday.

I would also like to thank my colleagues on the Board and our advisory committees for their continued dedication to achieving enduring success for the clubs and Members we serve. 🙏

A handwritten signature in black ink, appearing to read 'K. Ingram', written over a white background.

KEVIN INGRAM
President

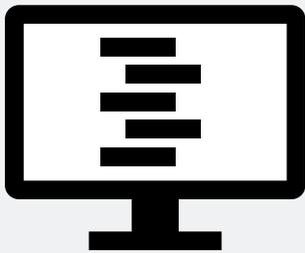
Your Club in Numbers



398,401

visits to Ignite

**FITNESS
CENTRE**



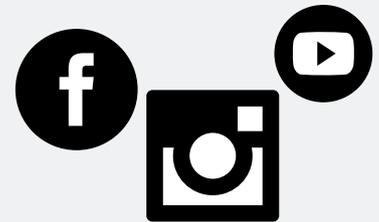
526,000
website
SESSIONS

across group (unique visits)

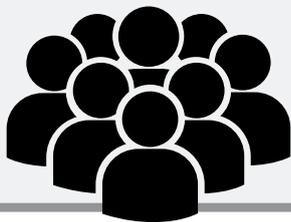


5,377
SHOW TICKETS
SOLD

(\$154,000 in sales)



51,000
SOCIAL
MEDIA
FANS



97,456

**TOTAL
MEMBERS**

at end of June 2017



2.3

MILLION

emails and SMS
sent to
our members



5,000

people attended

ANZAC DAY

at Harbord Diggers



97,889

attendees to our

GROUP EXERCISE

C L A S S E S



4,500

people turned up to enjoy our **food truck evening** at Harbord Diggers



732

BOOKINGS

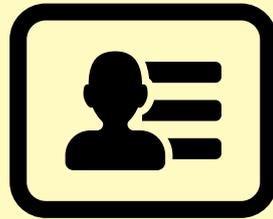
at our holiday resorts



19,918

Vietnamese Iced Coffees

served at Mekong



\$361,296

cash

given away to members VIA

MEKONG BADGE DRAW



1,183

kids

entertained at

Triglav

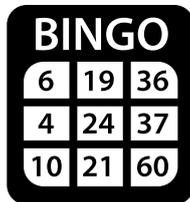
kids' events



35,780

tummies satisfied at

Trigs Bistro



\$426,468

worth of

BINGO AND RAFFLE

wins at Mounties



AVERAGE SALE

per member

ACROSS THE GROUP

=

\$15.08

A Word from our CEO



2017 has been a year of continued growth for the Mounties Group as we moved towards bringing major development projects to life. Those projects will underpin the future of the Group through a more diverse business model. The broadening of the scope of the business brings with it a relatively complex reporting structure, and as a consequence this annual report. I will precis the key points and provide some commentary here.

We are always asking for member support through the processes associated with the improvement of the club – this year has been no different. Any development of a club site is likely to bring disruption, whether it be in a physical sense, or a financial sense. This year we have experienced disruption on at least four of our sites, and the results are reflected in these accounts. I am particularly proud of the efforts of the management team in the way that they have gone about producing a result which has not only responded to the difficulty of operating the business in this disruptive state, they have also adjusted to meet the performance KPIs that are so important to our ongoing responsibilities.

The year saw significant development at Mt Pritchard and Harbord Diggers, as well as extensive refurbishment work at Mekong and Triglav. Unfortunately, not long after completing refurbishment at Mekong, a fire ripped through the club on the night of 20 January. Some \$5.3m and 13 weeks later, we were able to start again with a substantially new product. The fact that we were able to swing into action immediately, and work closely and cohesively with our insurers (Global FM), allowed us to deliver a timely return to the market. We did experience a downturn in trade, which has been appropriately responded to by a targeted marketing campaign. Those efforts are now showing some positive results. Despite all of the inconvenience and frustration that goes with a test of this nature, we're back! Congratulations to Jason Woods and his team for their tireless efforts in getting us back on the rails. You should all be proud of the result, it is fantastic, and thank you to our members who have supported us through this period.

Consolidated Report

As we did last year, we present a consolidated report reflecting our equity position in Betting.Club, which has not changed during the reporting period, and we remain the controlling entity of that company.

From a financial viewpoint, the highlights of FY2017 have been:

- Revenue \$131.6m: a small increase of \$2.3m (1.7%) on last year (\$129m) and a further record for the club.

- Gross Profit \$64m (2016: \$63.5m)
- Expenses \$62.1m: an increase of \$0.8m on last year (\$61.3) including a \$5.3m accelerated write down of the Harbord Diggers club building
- EBITDARD for the Group \$26.4m (2016: \$26.1m)
 - ✦ Improvements (vs last year) for Mekong (\$0.7m) and Harbord Diggers (\$0.6m)
- Community Support \$5.1m: a slight decrease on last year (\$5.6m) detailed in the Community Grants Report
- General and Administrative Costs increased by \$4.6m (8.2%) over the previous year
- The remaining value of buildings on the Harbord Diggers site being written off \$5.3m (2016: \$5.2m)
- Contribution to Betting.Club of \$4.6m (2016: \$7.5m)

Profit

- Net Profit for the Group was \$1.9m (2016: \$2m)
- Net Profit for the Parent was \$3.3m (2016: \$3.3m)
 - ✦ Includes movement in the Interest Hedge \$375k (2016: \$1m)
 - ✦ Includes minority interest shareholders of Betting.Club of \$1.4m (2016: \$1.2m)

Balance Sheet

The operating result has improved members' equity as follows:

Balance Sheet	2017	2016
Total Assets	\$331,013,315	\$276,932,518
Total Liabilities	\$90,066,800	\$38,234,715
Retained Equity	\$240,946,515	\$238,697,803

The key factors to note here are:

- Increase in Total Assets: \$54m
 - ✦ Brought about by a significant capital expenditure program which has resulted in an increase in Property Plant and Equipment of \$64.2m



2017 has been a year of continued growth for the Mouties Group as we moved towards bringing major development projects to life. Those projects will underpin the future of the Group through a more diverse business model.



■ Increase in Total Liabilities: \$51.8m

+ Current

- Increase in Trade and Other Payables for Capital Works - \$3m, and

+ Non Current

- Increase in term debt primarily associated with the Harbord Project: \$49m, and
- Decrease in Derivative Financial Liabilities relating to the Harbord Development: \$375k. Specifically, a reduction in the Interest Rate Hedge, a risk management strategy to reduce exposure to interest rates and which is a condition of the debt facility.

■ Increase in Total Members Equity: \$2.2m

- + Includes brought by Minority Interest Betting.Club: \$1.4m, and

- + Decrease Hedging reserve: (\$375k)

■ Cash Flows

+ Operating Activities

- Decrease in receipts from operations: \$196k
- Decrease in payments: \$2.5m
- Decrease in interest received: \$184k
- Increase in interest paid: \$1.0m
- Increase in Net Cash Flow to last year: \$1.0m

+ Investing Activities

- Increase in Cash used in investing activities: \$60m

+ Financing

- Increase proceeds from borrowings: \$37.2m

+ Cash and Equivalents:

- At 30 June 2017: \$5.6m

Last year I reported on the strategy and accounting treatment of our online wagering business Betting.Club. At this point, Mounties holds a 76.5% shareholding in the company and the Board has agreed to support the operation on the basis of a business plan which projects a positive contribution by the end of the 2018 financial year. The B2B business of the company has been well supported by industry organisations, despite the peak industry body announcing an arrangement with a casino for the provision of a product that will compete with Betting.Club in the market. The B2C business of Betting.Club has enjoyed a more than 100% growth in revenue over the past year.

The graph on page 10 of this report tracks Mounties growth since 1992. It also depicts an increased value of equity at \$2,472/member, due to a reduced number of members at year end (97,456).

Audit Process

Our auditors have complimented the professionalism of our finance team, under the capable leadership of Ralph Wearne. The preparation of a financial report of such complexity is always a challenging task – the team has handled this in outstanding fashion. An unqualified audit report confirms that this is another great result for Mounties Group.

Corporate Governance

For some time now, clubs have been required to report on governance matters associated with the running of the club, the activities of the Board, and Senior Management. A number of the disclosures that are required by the *Registered Clubs Act* and Registered Clubs Regulation have been included in this report for transparency. The Secretary's Register is available for inspection after the AGM, on written request.

Neighbours and Trading Hours

We continue to work to provide an environment which is safe, enjoyable, and free from negative impacts associated with our operations. Our efforts have continued through FY2017 and our neighbour relations program continues to ensure that we can happily co-exist with our neighbours. We understand that construction at the levels which are currently underway at a number of our sites have the potential to affect our relationships. We will always work to minimise the impact. I know that there have been some issues with construction at Harbord and I would like to take this opportunity to thank our neighbours, and the community generally, for their patience and understanding. We look forward to the completion of Stage 1 of the project by mid 2018 and we also look forward to the added challenges of having our neighbours actually living at their club. Congratulations to our site General Managers for their efforts in maintaining a great relationship with our neighbours and the community during these often difficult times.

Sport

Sport is the fundamental cornerstone of Mounties Group and will always be important to the club. Congratulations and thanks to the Sports Director Lorraine Dean, her Sports Committee, and all of our sporting sub-clubs, who contribute so much to the Mounties community. A particular thanks to all the volunteers who work to ensure that our members are able to enjoy their sport under the Mounties banner. We couldn't do it without you.

Annual General Meeting

The Annual General Meeting (AGM) is scheduled for Sunday, 29 October 2017. It will be conducted at Mounties, and video conferenced to the Harbord Diggers site.

The notice of meeting has been circulated and contains the resolutions proposed for members consideration at the meeting. If there are any questions, or feedback, please do not hesitate to contact me.

As always, the AGM is a great opportunity for members to have their say. If you believe your question will require some research on our behalf, please give us some notice by forwarding your question to agmquestions@mountiesgroup.com.au. This will allow us to provide relevant material and an accurate answer. I look forward to seeing you at the meeting, which commences at 10.00am.

General Operations

Again, our talented and committed people have delivered a great result for the club and its members. We have more than 575 team members who are here to make your experience at any part of the Mounties Group better than you expect. Without your support none of our efforts would amount to anything, so please take the time to encourage our team I can assure you that your feedback will be greatly appreciated.

A special thanks to General Managers Darren, Dale and Jason for their efforts and commitment over the past year. Our respective teams have excelled again in 2017, and I appreciate my responsibility to provide strong and secure employment for these people. They work hard for you, and they enjoy doing that.

Significant Events

With the activation of the Terrace Bar, Kids' outdoor play area, Johnny Fong's Restaurant, and more recently the Sports Bar, along with improvements to Bau Truong and the Outdoor Terrace it has been a busy year at Mounties Group. We also managed significant works at Triglav and Mekong as I mentioned above and, of course the major construction underway at Harbord Diggers.

2018 will be no different, with a relocation/redevelopment of the main trading floor next up in our masterplan at Mounties, and continuing construction at Harbord Diggers to facilitate the completion of Stage 1 before I make this report next year; it will be busy!

Thanks to President Kevin Ingram and the Board of Directors for their policies, guidance and for the encouragement they give me in leading this great business.

As I write this report almost a quarter of FY2018 has passed. In the club's 50th year, we will post some significant milestones and continue to ensure that Mounties Group will be the best it can be for our members.

Thank you for the part you have played in our success. 🙏



Greg Pickering
Chief Executive Officer
11 September 2017



Officially opened in February 2017, Cantonese restaurant Johnny Fong's offers guests an authentic Cantonese dining experience reflecting the vibrancy and mystique of Far East China.

Mounties Masterplan Continues to Deliver for Members

As Mounties draws closer to its 50th anniversary, redevelopment and upgrades will ensure that the iconic club will continue to be a destination of choice for the next decade and beyond.

In 2016, Mounties commenced the redevelopment of the Terrace Bar & Café. The new space features an elegant setting of modern design where patrons can feel comfortable lingering over their morning coffee, enjoy a delicious lunch or dinner and maybe even a drink.

Members and guests can treat themselves to luxury shopping at our Gift and Bottle Shop now located in the Humphries Road foyer, offering brands from a number of international fashion labels, bags, jewellery, alcohol and toys.

Opening just in time for the New Year, the striking Outdoor Terrace Deck, an extension of the café, features undercover seating and a toddler play area plus large screens for viewing sporting events live. It boasts large and colourful vegetation, water features and lantern lighting making it the ideal spot to spend a summer's day.

When it comes to dining options at Mounties, members and guests are spoilt for choice. Vietnamese restaurant Bau Truong has undergone a soft refurbishment with a larger dining floor and air conditioning to enhance customers' dining experiences. Guests can now enjoy their food outside as Bau Truong is adjacent to our new Outdoor Terrace Deck.

Officially opened in February 2017, Cantonese restaurant Johnny Fong's offers guests an authentic Cantonese dining experience reflecting the vibrancy and mystique of Far East China. Dim sims, dumplings, duck pancakes and pork buns adorn the trolleys each day for daily yum cha in this 310-seat restaurant.

Emperor's Buffet is also donning a new look after undergoing a slight upgrade. The ever-popular buffet boasts a contemporary outlook comprising of additional seating and new amenities.



At Mounties, we pride ourselves on being family friendly. We have created a new precinct for families comprising of an outdoor playground, Fresh Café and Minis conveniently accessible from the underground carpark. To complement the new playground, Fresh Café has undergone a soft makeover and launched a new menu, just to freshen things up.

The club has come a long way in its 49-year history and the road has been a continuous and rewarding journey. Planned for 2017/18 is the opening of a new Sports Bar on the ground level, as well as an extensive gaming floor refurbishment.

All this would not have been possible without the fantastic support of our loyal members, the local community, our board of directors, management and employees at Mounties.

We appreciate the patience you've shown throughout this time and hope that you all enjoy the innovative facilities. 🍷

Darren Marino
General Manager - Mounties



Harbord Diggers Redefining the Meaning of Clubs

Our first venture into Intergenerational Living has been an important step for Mounties Group. Taking a traditional club that has been losing money for decades and creating a new business model by diversifying what we do secures Mounties Group's future for years to come, while also reducing future risks to the business.

Harbord was always going to be a huge project; by debt funding the development and creating our first Intergenerational Village on the Northern Beaches instead of in Western Sydney, and supported by an amazing team, we have protected our Western Sites from any unforeseen problems that may have arisen and kept our 'home club' safe, while moving into a new field that produces ongoing income for the business as a whole for generations to come.

Stage 1 will open mid next year and at completion will see our \$13m investment create a portfolio of over \$200m in assets, sales of more than \$210m, a projected ongoing profit of \$4m a year, and a suite of tenants paying rent for years to come. More importantly, we have done it all without selling an inch of our land, or giving away our members' assets or Mounties' control of the property. We have even reduced the number of gaming machines in the venue by 20 per cent. It is truly an amazing business model that other clubs can learn from.

Our business model is already being recognised for its forward-thinking, including being named the 2016 Large Club of the Year for Customer Service, the best fitness centre on the Northern Beaches for our temporary facility, and our Italian restaurant GIO has been listed in the Gault & Millau dining guide.

The project, when completed, will see:

+ A new club	+ 3 Restaurants	+ 2 cafés
+ 2 bars	+ A function centre	
+ 170 electronic gaming machines		
+ A world-class events and entertainment space		
+ Lawn bowls and gardens		
+ 96 independent living apartments		
+ 711 Car Spaces	+ 8 member service areas	
+ Outdoor pop-up and dining areas		

The benefits for our local community are enormous, and will have a truly positive impact on people's lives with less people needing to go to a nursing home and more people being encouraged to maintain a fit and healthy lifestyle. It will create a community hub where people can come to connect with others, generate more community donations for the local area, and more jobs for local people. It certainly is true that when Mounties succeeds, the community enjoys the rewards.

The size of the project has created some interesting statistics as seen on the next page, and our success is already visible: our fitness centre now has 900 members and will move into the new Diggers in 2019; our childcare opens next year but is already full and has a waiting list; 76 of our 96 apartments have sold off the plan; our aquatic centre has been leased for learn to swim; and our three restaurants are about to be appointed.

• PROJECT FACTS •



150,000m³ TONNES

(6,375 trucks) of sandstone removed

Concrete poured on site is the equivalent to that used for a

60 STOREY SKYSCRAPER

APPROXIMATELY

300 BUILDERS ON SITE EVERY DAY

25,000m³ of concrete laid (3,571 truckloads)

All concrete was purchased locally, from within 5km of the site

Shale from the site was recycled to make new bricks for new homes

Sandstone was recycled to build new roads

5,821m² of paving being laid for outdoor enjoyment

2,340m² of steel reinforcement used (117 truckloads)



We said that we were going to challenge the way people saw registered clubs, and we are certainly well on our way to doing so - but at the same time we hold true to the core purpose of a club, which is to create a place where mates can meet for a drink, families can gather for a meal, and an entire community can gather to enjoy each other's company.

I must say a sincere thank you to the Board of Directors for their vision, the management and staff for their continued excellence in service, and our members for their support in creating an exciting future for Mounties Group. 🙌

Dale Hunt
General Manager - Northern Sites



Following a fire which destroyed the newly-renovated club, Mekong staff kept busy during a second set of renovations by volunteering at Ted Noffs Foundation's Street University in Liverpool.

Enhanced Facilities for Members and Guests at Western Community Clubs

In the past 12 months, Mounties Group has delivered upgraded facilities to all four of its community clubs and a rebuild of Mekong Mounties.

Mekong underwent a \$700,000 soft refurbishment in 2016. Unfortunately, we suffered significant fire damage to Mekong on 20 January 2017. Due to a substantial loss of essential services, the Club was closed for 97 days while it was stripped back to a shell and rebuilt from scratch. Total property damage sustained was \$5.3m.

During the Club's shutdown period, we kept our staff busy with training and volunteering at Street University, Liverpool. I commend all staff who collectively volunteered over 800 hours of their time to this important community initiative.

The team has overcome adversity and delivered a brand-new Club that has resonated with members since re-opening on 28 April. When we re-opened the doors at 10am, we had 200 people walk through within five minutes of opening. This is a great testament that Mekong is a focal part of our local community.

To bring a club back online from a catastrophe in 97 days is no small feat. I would like to acknowledge FMG Global (the Club's insurers), Pure Projects, MPA Builders, the contractors, Board, Senior Management and all staff on this amazing result that we all delivered – TOGETHER. Congratulations on a superb job!

Triglav Mounties also underwent a \$900,000 soft refurbishment in the last financial year. In September 2016, the new internal/external gaming lounge was completed, and in November, new restroom facilities were delivered. In December, new carpet and lounge furniture completed the club's soft refurbishment.

In coming weeks, Mounties Group will deliver a new Sports Bar at Triglav, giving members and guests a relaxed space where they can sit back and watch their favourite sport, from wherever they are sitting.

At our other sites in Western Sydney, Club Italia saw a new roof installed and Mounties Bowling Club was fitted out with new lounge and bistro furniture.



Thank you again for your patience as we continue to improve your clubs. 🙏

Jason Woods
General Manager
Western Site Community Clubs

Community Grants Report



I am honoured to report on Mounties Grants for the past year, and to make members aware of the ongoing commitment to our long term community objectives.

Before I start, it is important to acknowledge that without the support of members, we would not be in a position to make this significant contribution to the community. Together, we are fortunate to be able to support such a diverse range of projects.

General grants to the community (including ClubGRANTS) made in the financial year totalled \$5.775m.

The most significant type of funding made available in FY17 was \$1.47m by way of donations (which included ClubGRANTS funding).

Other support was provided as follows:

■ Sports Ground Expenses (maintaining local sporting fields)	\$459,519
■ Children's Christmas Party	\$106,141
■ Seniors' Events	\$62,899
■ Carols By Candlelight	\$45,454
■ General Donations (including ClubGRANTS)	\$1,471,373
■ Sub Club Expenses	\$1,583,153
■ Other Sport	\$2,020,854



Mounties actively participates in the ClubGRANTS scheme, which requires clubs to allocate a portion of their total gaming revenue to recognised community projects. The scheme incorporates a process, which scrutinises and ranks local projects for this funding. It is facilitated by local councils which guide and assist clubs in granting funds to meet the broader social needs of local communities. Mounties participates in three (3) local council committees - Fairfield, Liverpool and Northern Beaches - as part of the scheme. The club is always left with a final decision on which projects we choose to support. The Community Grants Committee oversees this project.

The following table shows how the Group has distributed the funds that have been made available by the ClubGRANTS scheme in 2017:



ClubGRANTS	Mounties	Harbord	Mekong	Triglav	Group	Liability
Category 1	\$799,460	\$35,466	\$63,990	\$47,200	\$946,116	\$816,815
Category 2	\$2,486,119	\$155,934	\$109,704	\$70,363	\$2,822,120	\$1,197,995
Category 3	\$361,621	\$17,398	\$33,339	\$23,276	\$435,634	\$435,635
Total	\$3,647,200	\$208,798	\$207,033	\$140,839	\$4,203,870	\$2,450,445

You will see from the table above that Mounties comfortably exceeds the minimum requirement of the ClubGRANTS scheme.



Mounties is particularly proud of its relationship with Ted Noffs Foundation's Street University, through which we have helped young people from diverse backgrounds foster a sense of community through participation in visual arts, music, dance, community celebrations and theatre. We plan on moving Street University to new and improved premises next year.



The Hope Walk is a community event where everyone comes together to remember those who lost their lives due to mental illness, and to raise awareness to the effects of mental health.

Significant projects funded as part of ClubGRANTS through Mounties included:

Macular Disease Foundation Australia	\$47,256
Police Citizens Youth Club	\$45,000
Australian Chinese Youth Sports Federation Inc.	\$36,000
Fairfield Business Education Partnership (trading as South West Connect)	\$ 30,920
Community First Step	\$20,000
Ted Noffs Foundation Inc.	\$19,000
The Leukaemia Foundation of Australia Limited	\$14,500
Bonnie Support Services Limited	\$11,200
Just Care Inc.	\$10,650
RSL DefenceCare	\$10,000
CORE Community Services	\$10,000
Lansvale Public School	\$10,000
Anowah Community Living Inc.	\$10,000
The Parks Community Network Inc.	\$9,790
Learning Links	\$7,895
Blue Datto Foundation	\$4,000
Lansvale Public School	\$3,938
Bossley Park High School	\$2,500
Kampuchea Krom Cultural Centre of NSW Inc.	\$2,000

Significant projects funded under ClubGRANTS through Harbord Diggers included:

Freshwater Surf Life Saving Club	\$34,009.00
1 st Fairlight / Manly Scouts Group	\$15,000.00
Be Centre Foundation Limited	\$7,000.00
Early Education (EarlyEd) Inc.	\$1,736.00
Literacy Network Manly Warringah Inc.	\$1,000.00

Significant projects funded under ClubGRANTS through Triglav included:

Westfield Sports High	\$12,000
Daystar Foundation	\$10,000
Bossley Park High School	\$8,000
Lansvale Public School	\$5,200
BowelCare	\$2,000

Significant projects funded under ClubGRANTS through Mekong included:

Indo Chinese Youth Sport Association	\$51,000
Asian Woman at Work Inc.	\$14,710
Vietnamese Parents Committee - Green Valley	\$11,200
Cabramatta Community Centre / The Heights Community Centre	\$9,680

Mounties' support of the Noffs Foundation's Street University project in Liverpool continues to provide opportunities to disadvantaged kids in the local area. We are planning to move Street University to new and improved premises in the coming year, continuing our commitment to this important part of the local community.

Category 3 ClubGRANTS are designated for major infrastructure projects and controlled by government. The NSW Government continues to make funding available across the state for infrastructure projects in the community. Regretfully, none of that funding has been to the area from which it came. You will have noticed a concerted effort by the Mayor of Fairfield to draw attention to this fact in recent times. Mounties supports his efforts in this matter.

The Fairfield and Liverpool Local Committees play an important role in advising Mounties Community Grants Committee of the projects which will best benefit from funding in this area. The work to prioritise all the eligible projects is very important, and so too is the effort of the CEO's EA, Nalan Akdogan, who is a member of two local committees. I would like to take this opportunity to thank her for her efforts.

We receive many requests for financial and other assistance from many community organisations and individuals. The committee considers those requests responsibly having considered the requirements of the ClubGRANTS process. Projects assessed at high level will receive funding where possible. Where we are able to support these projects, we will always make sure that the community is the beneficiary.

I am proud to have been Chairman of a Committee that is able to oversee the distribution of club funds to the Mounties communities. Accordingly, I would like to acknowledge the efforts of the Grants Committee for their commitment and diligence in this process. 🙌



Steve Fitzpatrick
Chairman
4 September 2017

Committee Members
Lorraine Dean, Trevor Forman, Jenny McNevin

Our Commitment to Responsible Gambling

Mounties Group is committed to providing the highest standards of customer care and responsible gambling.

Responsible gambling in a regulated environment is when consumers have sufficient and relevant information and can exercise a rational and sensible choice based on their circumstances. It means a shared responsibility with collective action by the gambling industry, government, individuals and communities. While an individual's decision to partake in gaming is a personal choice, it is our responsibility to inform our customers about our gaming facilities and promote the services and support available to them should they seek help for problems associated with gambling.

Self-Exclusion Scheme

The Club provides the most comprehensive self-exclusion scheme in NSW to its patrons. Mounties Group is one of the few clubs which has been providing a multiple venue self-exclusion scheme since 2002, preventing the need for patrons to visit each individual venue from which they wish to be self-excluded. The Group also offers its patrons a number of ways in which to sign up to its self-exclusion scheme:

- 1 In person at any Mounties Group club, at any time
- 2 Through a BetSafe counsellor as part of a counselling session
- 3 Remotely by utilising BetSafe's online self-exclusion service (at www.betsafe.com.au/self_exclusion)

Since 2001, we have assisted over 1,100 people to exclude themselves from gambling at the Mounties Group either through Mounties directly or as part of multiple self-exclusion agreements.

According to statistics from the last Productivity Commission Report, Mounties Group is one of, if not the most effective venues at processing self-exclusions in NSW.

Problem Gambling Counselling

Whilst the majority of other NSW gaming venues use their industry body's referral service, our patrons are referred to the fully integrated BetSafe problem gambling counselling service. The key characteristics of BetSafe's counselling service are:

- *24-hour telephone counselling*
- *Business hours, evening and weekend face-to face appointments*
- *Experienced problem gambling counsellors, many of whom have over 20 years' experience*
- *No limits on the number of sessions*
- *No waiting lists*
- *Support for culturally and linguistically diverse (non-English speaking) clients*
- *Flexible treatment models (as opposed to rigid cognitive therapy based models)*
- *Comprehensive counselling and support to family members of problem gamblers.*

Assistance for Family Members

Mounties Group recognises that problem gambling not only affects the individual with the problem but also family members and other people that are close to the person. It is very common for family members of problem gamblers to be under a lot of stress as they are the ones who need to deal with a lot of the issues stemming from the gambling problem. BetSafe's counselling service can help family members in dealing with these issues and provide effective strategies on how they can get the problem gambler to seek help.

Mounties Group venues are some of the few venues in NSW to have formalised procedures in place for Third Party Exclusions. Mounties Group can arrange to have a problem gambler excluded from gambling if a family member can provide evidence to support their claims. The counsellors at BetSafe can help family members in obtaining the necessary evidence to arrange for a Third Party Exclusion.

Training

All staff members, including Senior Management and Directors hold Responsible Conduct of Gambling (RCG) and Responsible Service of Alcohol (RSA) certificates approved by Liquor & Gaming NSW. In addition to this, all staff undertake biennial problem gambler awareness training conducted by BetSafe to ensure any staff member can respond appropriately to a request for assistance. This additional training covers practical topics such as:

- 1 What to do when approached by a problem gambler
- 2 How a problem gambler might behave
- 3 The specific help available to patrons of the club

Policies and Procedures

Mounties Group has adopted BetSafe’s comprehensive policies and procedures manual. BetSafe’s policies and procedures cover such topics as dealing with:

- 1 Unattended minors
- 2 Requests for assistance from family members
- 3 Admissions of a gambling problem

The Group’s policies and procedures ensure it is exceeding the legislative requirements and showing a proper duty-of-care to all patrons.



Information and Support

All Mounties Group clubs display many additional signs and brochures to increase awareness and ensure patrons are easily able to access support services.

BetSafe business cards, responsible gambling brochures and self-exclusion brochures are displayed at all clubs and the Group has even taken the step of developing a dedicated ‘help brochure’ in the 12 most common languages in south west Sydney.

Compliance

All Mounties Group clubs are subject to BetSafe compliance audits every three months. These audits check for compliance in relation to the following requirements:

1.	Entry signage
2.	ATM & CRT signage
3.	Gaming area signage
4.	Gaming machine compliance
5.	Keno signage
6.	TAB signage
7.	Bar signage
8.	Advertising compliance
9.	Website compliance

BetSafe provides a comprehensive report outlining requirements and recommendations. The Group has made the further commitment to respond to crucial report recommendations within 24 hours.

Other Initiatives

Mounties Group has adopted the *ClubsNSW Registered Clubs Responsible Conduct of Gambling Code of Practice – Best Practice Guidelines*.

As a BetSafe partner Mounties Group venues are automatically certified by the Global Gambling Guidance Group (G4) as a world’s best practice responsible gambling venue. The Group declines patron requests to cash cheques. This goes beyond the requirements set out in Sections 29-31 of the Regulation (which allows cashing of cheques that are made out to the venue; below \$400; for one single person per day; and not previously dishonoured). All club advertising and promotions comply with the Act and Regulations.

Six out of the seven Mounties Group clubs have car parking facilities for members and guests. Several procedures are used to ensure that children are not left unattended in cars whilst the drivers are attending the club, including signage informing patrons not to leave children unattended; video surveillance of the car park; regular patrolling by licensed security personnel during weekend evenings; and the implementation of emergency procedures to remove children left locked in cars, reporting children at risk, and disciplining members responsible. 🙏

Member Stories

John Baron

Welfare Officer, Mounties

John Baron's favourite thing about being a part of the Mounties community is the friendship and company of belonging to a club.

The former President of Liverpool RSL, John has spent much of his life around RSL clubs and knows well their importance to the community.

"I have good friends, we have a yarn, and a couple of beers, of course," he said.

Now the Welfare Officer for Mounties' western region, John has been with Mounties officially for about 18 years, but he's been a patron since the club was just a shed.

John has seen a lot of changes to the club in his time, not least the building itself.

"It started as a shed," he said. "Spud Murphy, the father of current director Tom, mortgaged his house to provide money for the club to kick off.

"There were no facilities at all. It's just grown and grown and grown. I think it will keep growing.

"And there's that many people who want to join. We started off with 150 people and there's more than 97,000 now."

But it's the atmosphere at the club, the friendliness, that he says keeps bringing people back.

"The friendships between the members – everybody's friendly and we all get on," John says.

"It's a different kind of friendly from when it first started – when there's 150 people, you know everyone.

"Now, you can't know everyone, but they're still friendly!"

John said the role of the club in the broader community has also grown.

"The community realises the help that Mounties gives to local sports and charities in the area," he said.

"A lot of the profits we make go to help the community and the community appreciates it. They know that where the government can't help them, Mounties will, and Mounties does."

In John's official capacity as Welfare Officer for Mounties' western region, he represents the Group at funerals, visits people in hospital, and helps people with advice and legal problems.

"More and more people are coming to see me," he said.

"A lot of people can't afford lawyers. I'm not a lawyer, but I've been around for a long time and I've picked up a few things. I help people. Any problem they have, they can come and see me."



"A lot of the profits we make go to help the community and the community appreciates it. They know that where the government can't help them, Mounties will, and Mounties does."



Ricardo Alvarez

The day after his 18th birthday party, Ricardo Alvarez collapsed.

"My friends had taken me out, got me drunk, and I thought I'd had one too many drinks," he says.

It was raining the next morning, and Ricardo had just purchased a house.

"There was no lawn, just mud," he recalls. "I fell face first into the dirt. I thought it was the alcohol, but what was happening was the first time MS affected my body and affected my legs. I could not move."

It was another 11 years until his next symptom, and it took another six months for him to be diagnosed.

"Once they diagnosed it, the depression set in," says Ricardo, who is himself a psychotherapist currently working on his fifth degree. "They didn't start treating the MS for another four or five years. In that time, my health declined."

Ricardo, who is now 48, had got to a point where he'd lost all function in his legs and was completely wheelchair dependent.

"I was challenged by my children, who had started going to the gym, and told me to try it," he says of his decision to join Ignite Fitness Centre at Mounties.

"It took me a while to do it, but since then, I've started walking again, with the aid of a walking stick. I'm a lot more mobile, I'm able to use the wheelchair independently.

"Now, I'm working out at the gym, using treadmills. There's been a great improvement in my health and fitness. It's been beneficial to me, and it's something I'm really enjoying.

"At my most recent neurological appointment, they noticed a significant increase in strength in my legs and my ability to walk, and my health in general."

Ricardo says he owes it all to coming to Ignite and giving it a go and not letting himself be defined by his own limitations.

"I very much appreciate help from my trainers and staff here, they make it a friendly environment rather than an intimidating gym. There's a community within the community at Ignite Fitness."



Rita Vassallo

Rita Vassallo has made it her mission in life to say hello to a stranger a every day.

"I know when you smile, they will smile back; when you say hello, they will say hello back," she says.

"We are all human beings. We all need to be acknowledged."

Rita, who is 68, joined Triglav 28 years ago because it's across the road from her house and she wanted to join in the activities.

"I love the club," she says. "There are so many options. Entertainment, food – you can have Chinese, you can have a nice roast.

"If you want, you can just go in and play Keno. You can relax with a drink. It's up to you, your form of relaxation. I like the bingo."

My favourite thing at the club is just to be with friends.

"We can go there and just relax. At least once or twice a week, I like to meet friends there. I like to go out and meet people because I live on my own. It's good motivation to get out."

Getting out of the house is very important, especially for people who live alone.

"I think staying at home, in your four walls, you are going to get depressed," Rita says.

"I know a lot of people who live on their own, and encourage them to come to the club. I encourage lonely people that I meet – if someone's spouse has passed away, for example – to come to the club and play bingo or come for a meal and meet friends. Get up in the morning, have a shower and get out of the house and enjoy your day."

The social connections and sense of community carry on outside the club walls, too.

"We ring each other up and check on each other if we don't see each other for a while," she says.

"That's the important part of being a community. They know that there's someone that cares.

The club cares and you can be a part of something."

Wal Edwards

Welfare Officer, Harbord Diggers

Even fighters need someone to go in and battle for them sometimes, and Wal Edwards has spent most of his 100 years looking out for others.

The World War II veteran, a recipient of the Order of Australia Medal in 2014, has spent nearly 30 years helping veterans with their applications for assistance from the Department of Veterans Affairs, a notoriously difficult task.

“So many applications are rejected, but I have always submitted them again,” he said.

Some applications have taken up to two years, but Wal doesn't stop trying. On two occasions, the benefits have been approved following the passing of the applicant, with their widows receiving their benefits.

“I like to win. I'm a fighter,” Wal said.

Born in the harder times of November 1916 into a family consisting of his mum, dad, and two older sisters, Wal says he was brought up with the values of hard work, honesty and a lot of love.

“Even at an early age, I loved to nurse neighbours and babies – I was a good baby minder,” he reminisced.

That sense of caring for others never waned over his life, and after his wife of 40 years passed away in 1993, Wal became the Welfare Officer at Harbord Diggers.

“I was a carer for my wife, who had cancer. I lost one son in a car accident 1985. Another son in 2008 – a brain tumour, and a grandson to brain tumour,” he said.

“I knew what grieving was like, and I thought, I've got to reach out. So, I reached out. And this is the result of it.”

Since then, Wal has been by the side of more than 300 friends and their families through sickness and death, providing a compassionate presence not just for those passing, but as a grief counsellor for the loved ones still living, too.



“Do not stop thinking of others who are worse off, and then keep reaching out.”

Wal insists the work doesn't take a toll on him, because he likes doing it.

“I've always enjoyed Rotary and the great saying 'service above self,’” said Wal, who was a Rotarian for 52 years.

“Do not stop thinking of others who are worse off, and then keep reaching out.”

There have been many happy moments in Wal's life, too – a bright light being meeting his second wife Joan on a golf trip in New Zealand.

“I wasn't looking for anyone,” he said. “There were two busloads of people. I got off the bus, and Joan got off the other bus and I saw her and I couldn't help myself. She looked good. I said to myself, 'Why not? You're a man. You're only 80-odd years old!’”

Joan and Wal married in 2003.

“She is beautiful, and I love her,” he said, his eyes lighting up. 🐾

Our Planning Process

At the start of each new financial year, the Board of Directors and the executive management team workshop the Group's priorities to deliver a Strategic Plan.

This then informs business plans, which include annual budgets. Management and staff tasked to deliver these plans report to the Board each quarter on progress and achievements.

A demanding meeting schedule for the Board and appointed committee members is released at the beginning of the financial year. Attendance is strictly monitored and all meetings fully documented. Monthly management reports are tabled at the Board meetings.

Annual business plans are drafted and taking agreed KPIs into account, these provide the foundation for our annual budget. With the assistance of Fairfield, Northern Beaches and Liverpool Councils, the Club conducts its annual ClubGRANTS program to determine funding priorities for the year. Other funding and sponsorship requests are dealt with by the Board, and ongoing member feedback provides an insight on the will of the members.

The Annual Report closes the loop, reporting back on achievements and financial results to members and key stakeholders. 🌟



Mounties Group Management Team



GREG PICKERING
Group Chief
Executive Officer



DARREN MARINO
General Manager
Mount Pritchard



DALE HUNT
General Manager
Northern Sites



JASON WOODS
General Manager Western
Community Clubs



RALPH WEARNE
Group Financial
Controller



MICHAEL ANDERSON
Group Commercial Manager
& Legal Counsel



ANNETTE MARTIN
Group Employment
Relations Manager



MICHAEL PULLIN
Group Gaming
Operations Manager



MATTHEW HORT
Group IT
Manager



LARISSA O'CONNOR
Group Marketing &
Communications Manager



KAREN SHIPLEY
Group Health &
Fitness Manager

Directors' Report

Your directors submit their report on Mt Pritchard & District Community Club Ltd (the “Parent”) and the entity it controlled (collectively referred to as the “Group”) for the year ended 30 June 2017.

Directors

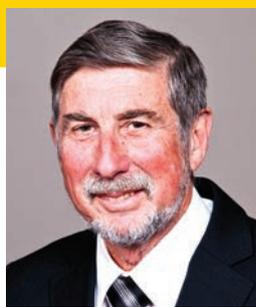
The names and details of the directors in office during the financial year and until the date of this report are as follows: Directors were in office for this entire period, unless otherwise stated:

Ingram, Kevin	Fitzpatrick, Steve	McGrory, William (Resigned: 30 October 2016)
Dean, John Joseph	Forman, Trevor	Murphy, Thomas
Dean, Lorraine	Hansen, Leon	Price, Marilyn (Resigned: 30 October 2016)
Edwards, Stephen	McNevin, Jeanette	

Chief Executive Officer Pickering, Gregory



KEVIN INGRAM



JOHN DEAN



LORRAINE DEAN



STEPHEN EDWARDS



STEVE FITZPATRICK



TREVOR FORMAN



LEON HANSEN



JEANETTE M'NEVIN



THOMAS MURPHY

■ Kevin Ingram

Qualifications and Special Responsibilities

- Club Member 1972 - current
- Club Life Member
- Club Director 1980 - current
- Club President 2003 - current
- 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 - current
- ClubsNSW Northern Region Delegate 2006 - current

- RSL Services Club Delegate 2006 - current
- Life Member and Patron
- Life Member Parramatta District Rugby League
- Life Member & Patron Mounties Lawn Bowls Sub Club
- Retired Pool Manager

Industry Specific Training Completed

- Directors Foundation and Management
- Collaboration 2011
- Finance for Clubs Boards 2013

Declared Interest in Contracts

- New Diggers Service Co. Pty Ltd Director

■ John Dean

Qualifications and Special Responsibilities

- Club Member 1986 - current
- Club Life Member
- Director 1997 - current
- Vice President 2003 - 2009, 2011 - current
- Treasurer 2007 - current
- Sports Director 1997 - 2003
- Sports Committee 1995 - 2008
- Audit & Governance Committee Member 2009, 2011 - 2014
- Gaming Committee Chair 2013 - 2016
- Gaming Committee Member 2009 - 2016
- Assistant Club Captain 1995

- Club Captain 1996 and 1997
- Life Member Mounties Soccer Club
- Quinlan Shield Delegate 1996 - 2010
- Engineering Manager

Industry Specific Training Completed

- Directors Foundation and Management Collaboration 2011
- Finance for Clubs Boards 2013

Current Sub Committee Membership

- Audit Risk & Compliance Committee

Declared Interest in Contracts

- New Diggers Service Co. Pty Ltd Director

■ Lorraine Dean

Qualifications and Special Responsibilities

- Club Member 1988 - current
- Club Director 2008 - current
- Sports Director 2012 - current
- Minute Secretary 2011 - current
- Sports Committee 2006 - 2009, 2012 - current
- RSL and Service Clubs Association Delegate 2011 - 2014
- Correspondence Committee Chair 2011 - 2016
- OH&S Committee - Board Representative 2008 - 2011
- Club Captain 2008
- Assistant Club Captain 2006 - 2007
- Life Member Sub Club
- President Netball 1998 - 2014
- Constitution Committee 2011

Industry Specific Training Completed

- Directors Foundation and Management Collaboration 2011
- Finance for Clubs Boards 2013

Current Sub Committee Membership

- Community Grants Committee
- Sports Committee (Chair)

■ Stephen Edwards

Qualifications and Special Responsibilities

- Club Life Member
- Club Member 1981 - current
- Club Director 2003 - current
- Catering Director 2006 - current
- Sports Committee 2003 - 2014
- Grants Committee 2005 - 2010
- Gaming Committee 2004 - 2010, 2014 - 2016
- 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

Industry Specific Training Completed

- Directors Foundation and Management Collaboration 2011
- Finance for Clubs Boards 2013

■ Steve Fitzpatrick

Qualifications and Special Responsibilities

- Club Member 1980 - current
- Club Life Member
- Club Director 1993 - current
- Club Vice President 1996 - current
- Community Grants Committee Chair 2000 - current
- Director & Delegate to Federation of Workers Clubs
- President 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)

Industry Specific Training Completed

- Directors Foundation and Management Collaboration 2011
- Finance for Clubs Boards 2013

Current Sub Committee Membership

- Audit Risk & Compliance Committee
- Community Grants Committee (Chair)

■ Trevor Forman

Qualifications and Special Responsibilities

- Club Member 1994 - current
- Club Director 2012 - current
- Leagues Clubs Association - Delegate
- Life Member Junior Rugby League
- Manufacturing Manager

Industry Specific Training Completed

- Finance for Club Boards 2013
- Directors Foundation and Management Collaboration 2011

Current Sub Committee Membership

- Community Grants Committee

■ Leon Hansen

Qualifications and Special Responsibilities

- Club Member 2005 - current
- Club Director 2010 - current
- 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
- Retired Roads and Pavement Supervisor Local Council Director - 45 Years

Industry Specific Training Completed

- Directors Foundation and Management Collaboration 2011
- Finance for Clubs Boards 2013

Current Sub Committee Membership

- Harbord Advisory Committee Chair
- Sports Committee

Declared Interest in Contracts

- Betting.Club Pty Ltd Director
- Club Promotional Strategies Pty Ltd Director
- New Diggers Car Park Co. Pty Ltd

■ Jeanette McNevin

Qualifications and Special Responsibilities

- Club Member 1996 - current
- Club Director 2014 - current
- Softball/TBall - Life Member
- Club Captain 2008 - 2014
- Assistant Club Captain 2007 - 2008
- Retired

Industry Specific Training Completed

- Directors Foundation & Management Collaboration
- Finance for Clubs Boards
- Entertainment Director
- Publicity Officer

Current Sub Committee Membership

- Building Defects Committee
- Correspondence Committee
- Remuneration Committee
- Sports Committee
- WHS Committee Representative
- Community Grants Committee

■ Thomas Murphy

Qualifications and Special Responsibilities

- 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, 2016 - 2017
- Delegate ClubsNSW 1995 - 2003, 2005 - 2007, 2009 - 2014
- Catering Director 2003 - 2005
- President Indoor Bowls 1989 - 2014
- Treasurer Indoor Bowls 2015 - current
- Life Member Indoor Bowls
- Retired

Industry Specific Training Completed

- Directors Foundation & Management Collaboration
- Finance for Clubs Boards

Current Sub Committee Membership

- Sports Committee

Directors' Report

Principal Activities

The principal activity of Mt Pritchard & District Community Club Ltd and its subsidiary (collectively referred as the "Group") is the encouragement of sport and the provision of accommodation and facilities for members and the community, by operating clubs licensed under the provisions of the *Registered Clubs Act 1976* (as amended).

The number of financial members at the year-end was 97,456 (2016: 105,015).

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 costs
- (iv) Profitability
- (v) Patron visitations
- (vi) 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 2017 after providing for income tax was \$3,295,243 (2016: \$3,279,313).

Review of Operations

The result represents an improvement in net profit of \$15,930 from last year.

Mounties Group continues to produce positive financial results from the majority of its club operations. This is offset by the smaller clubs, and clubs which are affected by a quite aggressive development program. Major development is being undertaken at both the Mt Pritchard and Harbord properties.

Revenue was down on last year as a result of a downturn in the club's major area of revenue. This has been addressed by management evidenced by the improved results posted in the second half of the year.

Operations at the Harbord property continue to suffer from the impact of operating a temporary club in a construction zone. Our online wagering company Betting.Club, whilst achieving more than 100% growth in revenue, is yet to post a contribution.

A fire at the Mekong premises forced a closure from 21 January 2017 to 27 April 2017. A strong and positive effort by management saw the club returned to operation very quickly. A strong portfolio of insurance, assisted by a very supportive and proactive insurance company, minimised any loss that might reasonably have been expected.

The results for each operating venue are provided towards the end of this report (not audited).

Like 2016, the profit result has been impacted by two abnormal items:

- (a) A partial write off of the value of Harbord Diggers assets as part of the new Diggers development (buildings) totalling \$5,289,234 (2016: \$5,157,096). Members will recall that the amalgamation with Harbord Diggers in 2006 brought uplift in the value of the Group's assets of \$39m.
- (b) A contribution to Betting.Club Pty Ltd, an internet wagering company of \$4,579,311 (2016: \$7,543,067 - first time consolidation).

EBITDARD for the Group this year was \$26,405,829 (2016: \$26,061,725). That is \$344,104 higher than last year.

	2017 \$	2016 \$
Profit attributable to members of the parent	3,295,243	3,279,313
<i>Add:</i>		
Interest	83,061	53,583
Tax expenses	(5,994)	3,943
Donations expense	5,113,339	5,572,260
Depreciation expense	17,653,809	16,996,555
Rent	266,371	156,071
EBITDARD Group	26,405,829	26,061,725
Share of the loss of Betting.Club	4,579,311	7,543,067
EBITDARD Clubs	30,985,140	33,604,792

EBITDARD generated by Mounties (\$34.21m) has been complemented by positive results from Mekong (\$5.8m) and Triglav (\$2.7m). These three clubs contributed 166% of EBITDARD for the Group.

Harbord Diggers had a negative EBITDARD of -\$1.6M being \$628K better than last year. Substantial revenue shortfalls in Catering, Gaming and Bar impacted the result, and the closure of Waves Gym and overhead savings helped the result. We do not expect that this will improve until the opening of the new club at the end of next financial year.

The Manly Club had an EBITDARD of \$166k (2016: \$174k). A decline in Gaming did not assist the result.

Mounties Bowling (-\$457k) and Club Italia (-\$454k), whilst requiring some support, succeeded in meeting our obligations to our members.

Community Contributions of \$5,113,339 (2016: \$5,572,260) confirms the Group's continuing support. This represents 155% of the profit for the period.

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.
- (b) To develop a long term supporter base which will benefit from the Club's success.

This will ensure that we meet our long term objective of continuing to provide for and promote sporting and social activities for members in accordance with our constitution.

Significant events after the reporting period

Since balance date the club has committed a maximum of \$400k via a loan agreement to a potential development opportunity. There are no other significant events occurring after the balance date 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 in the event that the Club is wound up.

The total liability of members is limited to \$194,912 (2016: \$210,030).

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 Auditors

To the extent permitted by law, the Group has agreed to indemnify its auditor, Ernst & Young, 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 during or since the financial year.

Auditor Independence

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

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 Mt 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.

Signed in accordance with a resolution of the directors.



Kevin Ingram
Director



John Joseph Dean
Director

Sydney
29 August 2017

Our Financial Statements

Consolidated statement of profit or loss and other comprehensive income

For the year ended 30 June 2017

	Notes	2017 \$	2016 \$
Revenue	5.1	131,595,997	129,271,769
Costs attributable	5.2	(67,599,366)	(65,785,575)
Gross profit		63,996,631	63,486,194
Community support expenses	5.2	(5,113,339)	(5,572,260)
General and administration expenses	5.2	(56,932,988)	(52,305,987)
Impairment loss		-	3,511,776
Interest expense		(83,061)	(53,583)
Profit before income tax		1,873,237	2,042,588
Income tax benefit/(expense)	6	5,994	(3,943)
Profit after income tax		1,873,237	2,038,645
Other comprehensive income			
Other comprehensive income not to be reclassified to profit or loss in subsequent periods:			
Profit/(loss) taken to equity	19	375,475	(1,025,341)
Other comprehensive income/(loss) for the year		375,475	(1,025,341)
Total comprehensive income for the year		2,248,712	1,013,304
Attributable to:			
Profit after income tax		1,873,237	2,038,645
Minority interests		1,422,006	1,240,668
Profit attributable to members of the parent		3,295,243	3,279,313

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 2017

	Notes	2017 \$	2016 \$
Assets			
Current assets			
Cash and cash equivalent	7	5,582,698	17,383,706
Trade and other receivables	8	2,637,589	1,345,554
Inventories	9	448,252	425,595
Other financial assets	10	552,780	538,552
Total current assets		9,221,319	19,693,407
Non-current assets			
Trade and other receivables	8	30,000	30,000
Deferred tax assets	6	157,527	151,533
Property, plant and equipment	11	267,884,507	203,638,616
Intangible assets	12	53,719,962	53,418,962
Total non-current assets		321,791,996	257,239,111
Total assets		331,013,315	276,932,518
Liabilities and equity			
Current liabilities			
Trade and other payables	13	19,250,852	16,221,745
Provisions	15	40,000	40,500
Employee benefit liabilities	16	6,539,751	5,977,883
Deferred revenue	14	976,527	864,611
Total current liabilities		26,807,130	23,104,739
Non-current liabilities			
Interest-bearing loans and borrowings	18	60,819,487	11,829,991
Provisions	15	717,072	1,104,761
Derivative financial liabilities	17	649,866	1,025,341
Employee benefit liabilities	16	567,716	703,955
Deferred revenue	14	505,529	465,928
Total non-current liabilities		63,259,670	15,129,976
Total liabilities		90,066,800	38,234,715
Net assets		240,946,515	238,697,803
Members' equity			
Retained earnings	19	229,999,830	226,704,587
Revaluation reserve	19	12,896,229	12,896,229
Amalgamation reserve	19	2,745,290	2,745,290
Hedging reserve	19	(649,866)	(1,025,341)
Minority interests	19	(4,044,968)	(2,622,962)
Total members' equity		240,946,515	238,697,803
Total liabilities and equity		331,013,315	276,932,518

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 2017

	Retained earnings \$	Revaluation reserve \$ (Note 19)	Amalgamation reserve \$ (Note 19)	Hedging reserve \$ (Note 19)	Minority interests \$	Total equity
At 1 July 2016	226,704,587	12,896,229	2,745,290	(1,025,341)	(2,622,962)	238,697,803
Profit/(loss) for the year	3,295,243	-	-	-	(1,422,006)	1,873,237
Other comprehensive loss	-	-	-	375,475	-	375,475
Total comprehensive income	3,295,243	-	-	375,475	(1,422,006)	2,248,712
At 30 June 2017	229,999,830	12,896,229	2,745,290	(649,866)	(4,044,968)	240,946,515
At 1 July 2015	223,425,274	12,896,229	2,745,290	-	-	239,066,793
Profit/(loss) for the year	3,279,313	-	-	-	(1,240,668)	2,038,645
Other comprehensive loss	-	-	-	(1,025,341)	-	(1,025,341)
Total comprehensive income/(loss)	3,279,313	-	-	(1,025,341)	(1,240,668)	1,013,304
Acquisition of non-controlling interest	-	-	-	-	(1,382,294)	(1,382,294)
At 30 June 2016	226,704,587	12,896,229	2,745,290	(1,025,341)	(2,622,962)	238,697,803

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 2017

	Notes	2017	2016
Operating activities			
Receipts from customers		142,615,019	142,810,667
Payments to suppliers and employees		(118,704,359)	(121,154,342)
Interest received		172,124	356,142
Interest paid		(1,088,048)	(53,583)
Net cash flows from operating activities		22,994,736	21,958,884
Investing activities			
Proceeds from sale of property, plant and equipment		-	756,315
Payments for purchase of property, plant and equipment		(83,484,240)	(40,126,017)
Purchase of intangible assets		(301,000)	(110,420)
Proceeds from sale of other financial assets		-	15,713,198
Net cash flows used in investing activities		(83,785,240)	(23,766,924)
Financing activities			
Proceeds from borrowings		48,989,496	11,829,991
Net cash flows from financing activities		48,989,496	11,829,991
Net (decrease)/increase in cash and cash equivalents		(11,801,008)	10,021,951
Cash and cash equivalents at 1 July		17,383,706	7,361,755
Cash and cash equivalents at 30 June		5,582,698	17,383,706

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 2017

1. Corporate information

The consolidated financial report for Mt Pritchard & District Community Club Ltd (the "Group") for the year ended 30 June 2017 is authorised for issue in accordance with a resolution of the Directors on 29 August 2017.

Mt Pritchard & District Community Club Ltd (the "Parent") is a company limited by guarantee and a not-for-profit entity. The Constitution prohibits paying a dividend to members. The Parent is incorporated and domiciled in Australia.

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

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

The Group employed 575 employees as at 30 June 2017 (2016: 554).

The principal activity of the Group during the year was the encouragement of sport and the provision of facilities for members and the community, by operating clubs licensed under the provisions of the Registered Clubs Act 1976 as amended.

2. Summary of significant accounting policies

a) Basis of preparation

Statement of compliance

The financial report is a general purpose financial report, which has been prepared in accordance with the requirements of *the Corporations Act 2001*, Australian Accounting Standards - Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board. Australian Accounting Standards contain requirements specific to not-for-profit entities, including standards AASB 116 Property, Plant and Equipment, AASB 138 Intangible Assets, AASB 136 Impairment of Assets and AASB 1004 Contributions. The financial report has been prepared on the basis of historical cost, except for certain assets which, as noted, are measured at fair value.

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

b) Changes in accounting policies and disclosures

Changes in accounting policies, new and amended standards and interpretations

The accounting policies adopted are consistent with those of the previous financial year.

The Group applied, for the first time, certain standards and

amendments which are effective for annual periods beginning on or after 1 July 2016.

The nature and the effect of these changes are disclosed below. Although these new standards and amendments are being applied for the first time in 2017, they do not have a material impact on the Group financial report. The nature of each new standard or amendment applied is described below:

AASB 2014-4 Amendments to Australian Accounting Standards - Clarification of Acceptable Methods of Depreciation and Amortisation

The amendments clarify the principle in AASB 116 Property, Plant and Equipment and AASB 138 Intangible Assets that revenue reflects a pattern of economic benefits that are generated from operating a business (of which the asset is a part) rather than the economic benefits that are consumed through use of the asset. As a result, a revenue-based method cannot be used to depreciate property, plant and equipment and may only be used in very limited circumstances to amortise intangible assets. The amendments are applied prospectively and do not have any impact on the Group, given that it has not used a revenue-based method to depreciate its non-current assets.

AASB 2015-2 Amendments to Australian Accounting Standards - Disclosure Initiative: Amendments to AASB 101

The amendments to AASB 101 clarify, rather than significantly change, existing AASB 101 requirements. The amendments clarify:

- The materiality requirements in AASB 101.
- That specific line items in the consolidated statement of profit or loss and other comprehensive income and the consolidated statement of financial position may be disaggregated.
- That entities have flexibility as to the order in which they present the notes to financial report.
- That the share of OCI of associates and joint ventures accounted for using the equity method must be presented in aggregate as a single line item, and classified between those items that will or will not be subsequently reclassified to profit or loss.

Furthermore, the amendments clarify the requirements that apply when additional subtotals are presented in the consolidated statement of financial position and the consolidated statement of profit or loss and other comprehensive income. These amendments do not have any material impact on the Group.

AASB 2015-1 Amendments to Australian Accounting Standards - Annual Improvements to Australian Accounting Standards 2012-2014 Cycle

AASB 119 Employee Benefits

The amendment clarifies that market depth of high quality

corporate bonds is assessed based on the currency in which the obligation is denominated, rather than the country where the obligation is located. When there is no deep market for high quality corporate bonds in that currency, government bond rates must be used. This amendment is applied prospectively.

These amendments do not have any material impact on the Group.

c) Going concern

As at 30 June 2017 the Group has net current asset deficiency of \$17,585,811.

The directors believe the Group will continue as a going concern and meet its debts and commitments as and when they fall due. The group has positive operating cash flow of \$23m. The directors have taken into account the available unused banking facilities (\$130.9m), cash flow forecasts for the next 12 months from this report and the continued improvement of operating results and cash flows to enable them to form this view.

d) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Group and its subsidiary as at 30 June 2017. 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) Current versus non-current classification

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

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

All other assets are classified as non-current.

A liability is current when:

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

The Group classifies all other liabilities as non-current.

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

f) Cash and cash equivalents

Cash in the consolidated statement of financial position comprises cash at banks and on hand, and short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

g) Trade and other receivables

Trade receivables are recognised and carried at amortised cost less a provision for any uncollectible debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

h) 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.

i) 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.

Any gains or losses arising from changes in the fair value of derivatives are taken directly to profit or loss, except for the effective portion of cash flow hedges, which is recognised in OCI and later reclassified to profit or loss when the hedge item affects profit or loss.

For the purpose of hedge accounting, hedges are classified as:

- Fair value hedges when hedging the exposure to changes in the fair value of a recognised asset or liability or an unrecognised firm commitment.
- Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognised asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognised firm commitment.

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 or transaction, the nature of the risk being hedged and how the entity will assess the effectiveness of changes in the hedging instrument's fair value in offsetting the exposure to changes in the hedged item's fair value or cash flows attributable to the hedged risk. Such hedges are expected to be highly effective in achieving offsetting changes in fair value or cash flows and are assessed on an ongoing basis to determine that they actually have been highly effective throughout the financial reporting periods for which they were designated.

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

Fair value hedges

The change in the fair value of a hedging instrument is recognised in the consolidated statement of other comprehensive income as a finance cost. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognised in the consolidated statement of other comprehensive income as a finance cost.

For fair value hedges relating to items carried at amortised cost, any adjustment to carrying value is amortised through profit or loss over the remaining term of the hedge using the EIR method. EIR amortisation may begin as soon as an adjustment exists and no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged.

If the hedged item is derecognised, the unamortised fair value is recognised immediately in profit or loss.

When an unrecognised firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognised as an asset or liability with a corresponding gain or loss recognised in profit or loss.

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 other comprehensive income.

The Group uses forward currency contracts as hedges of its exposure to foreign currency risk in forecast transactions and firm commitments, as well as forward commodity contracts for its exposure to volatility in the commodity prices. The ineffective portion relating to foreign currency contracts is recognised in finance costs and the ineffective portion relating to commodity contracts is recognised in other operating income of expenses.

Amounts recognised as OCI are transferred to profit or loss when the hedged transaction affects profit or loss, such as when the hedged item is the cost of a non-financial asset or non-financial liability, the amounts recognised as OCI are transferred to the initial carrying amount of the non-financial asset or liability.

If the hedging instrument expires or is sold, terminated or exercised without replacement or rollover (as part of the hedging strategy), or if its designation as a hedge is revoked, or when the hedge no longer meets the criteria for hedge accounting, any cumulative gain or loss previously recognised in OCI remains separately in equity until the forecast transaction occurs or the foreign currency firm commitment is met.

j) 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
Other buildings	5-30 years
Plant and equipment	3-20 years
Member use property	33 years

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal 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.

k) Leases

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset (or assets), even if that asset is (or those assets are) not explicitly specified in an arrangement.

A lease is classified at the inception date as a finance lease or an operating lease. A lease that transfers substantially all the risks and rewards incidental to ownership to the Group is classified as a finance lease.

An operating lease is a lease other than a finance lease. Operating lease payments are recognised as an operating expense in the consolidated statement of profit or loss and other comprehensive income on a straight-line basis over the lease term.

l) 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.

m) 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.

n) Intangible assets

Electronic Gaming Machine (EGM) Entitlements are considered intangibles in accordance with AASB 138 Intangibles and recognised at fair value up to 30 June 2009. 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 acquisition at the fair value at that date, and subsequently accounted for in accordance with the above policy.

o) Trade and other payables

Trade and other payables are carried at 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.

p) Provisions and employee benefit liabilities

General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the consolidated statement of profit or loss and other comprehensive income net of any reimbursement.

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

Mortality payment

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

Wages and salaries

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

Long service leave and annual leave

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

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

- wages and salaries, non-monetary benefits, annual leave, long service leave and other leave benefits;
- 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.

q) Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured, regardless of when the payment is received. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Group has concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements.

The specific recognition criteria described below must also be met before revenue is recognised.

Sale of goods

Revenue from the sale of goods relates to the sale of the Group's products (including food and beverage) is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually on delivery of the goods. Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates, if any.

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.

Interest income

Interest income is recorded using the effective interest rate (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.

Commissions and member fees and subscriptions

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

Wagering revenue

Revenue represents the amounts staked less total payouts on betting activity which has resulted in the period.

The amounts in relation to betting on an event are recognised as a liability until the outcome of the event is determined, at which time the revenue is brought to account. Open betting positions are carried at fair value and gains and losses arising on these positions are recognised in revenue.

r) 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.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

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

Goods and services tax (GST)

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

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

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the 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 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.

s) 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(j).

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.

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.

4. Group information

Information about the subsidiary

The consolidated financial statements of the Group include:

Name	Principal activities	Country of incorporation	% Equity interest	
			2017	2016
Betting Club Pty Ltd	Internet wagering	Australia	76.5	76.5

5. Revenue and expenses

5.1 Revenue

	2017 \$	2016 \$
Revenue		
Poker machines	103,716,170	107,393,033
Bars	6,470,596	7,586,553
Fitness centers	4,744,867	4,514,958
Membership	365,541	386,042
Admissions and raffles	729,296	898,371
Internet café and kids amusements	78,088	103,048
Club Keno and TAB commissions	467,440	527,740
Catering commissions and booking fees	4,641,901	4,770,869
Holiday cottages, lodges and apartments	775,694	712,086
Member loyalty and gift shop	570,034	398,145
Wagering revenue	2,489,947	515,567
	125,049,574	127,806,412
Other income		
Interest - financial institutions	172,124	356,142
Other revenue	6,374,299	1,109,215
	6,546,423	1,465,357
	131,595,997	129,271,769

5.2 Expenses

	2017 \$	2016 \$
Cost attributable		
Poker machines	42,158,218	36,724,666
Bars	7,823,215	8,086,392
Fitness centers	2,621,975	4,977,185
Membership	660,350	668,705
Admissions and raffles	2,429,342	2,913,693
Club Keno and TAB commissions	697,099	855,786
Catering commissions and booking fees	5,115,062	5,213,813
Resort expenses	7,718	976,437
Member loyalty and gift shop	6,086,387	5,368,898
	67,599,366	65,785,575
Included in costs attributable and general and administration expense		
Depreciation and amortisation of non-current assets	17,653,809	16,996,555

Total depreciation and amortisation of non-current assets	17,653,809	16,996,555
--	-------------------	-------------------

The depreciation for Harbord has been accelerated over the remaining life with an impact of \$5,289,234 (2016: \$5,157,096) of additional depreciation.

	2017 \$	2016 \$
Community support expenses		
Sports ground expense	980,180	586,899
Sub Clubs expense and grants	1,586,698	1,356,361
Bowling Club green service and repairs	1,386	5,773
Donations	1,443,814	1,959,638
Children's Christmas party	106,141	117,947
Senior Citizens Christmas party	62,899	63,344
Carols by candlelight	45,454	36,699
Sports	886,767	1,445,599
	5,113,339	5,572,260
General and administration expenses		
Club services	9,215,479	8,903,701
Advertising and promotions	8,140,797	6,402,560
Administration expenses and staff on-costs	14,367,581	12,841,027
Staff on costs	2,167,781	891,212
Development projects	523,686	86,570
Repairs and maintenance	5,541,438	4,873,638
Property costs	13,506,625	17,770,683
Betting costs	174,047	227,774
Loss on disposal of property, plant and equipment	2,672,587	183,921
Betting taxes	622,967	124,901
	56,932,988	52,305,987

6. Income tax

The major components of income tax (benefit)/expense are:

	2017 \$	2016 \$
Consolidated statement of profit or loss and other comprehensive income		
<i>Deferred income tax</i>		
Deferred income tax credit	(5,994)	3,943
Income tax (benefit)/expense reported in the consolidated statement of profit or loss and other comprehensive income	(5,994)	3,943
	2017 \$	2016 \$
A reconciliation between tax (benefit)/expense and the product of accounting profit before income tax multiplied by the Group's statutory tax rate 30% (2016: 30%) is as follows:		
Income tax expense prima facie	560,173	612,776
Utilised of PY tax loss	(217,133)	-
Tax losses not booked	1,796,701	(398,507)
Amount exempted from tax	(2,547,702)	(1,415,265)
Other items (net)	401,967	1,204,939
Income tax (benefit)/expense attributable to ordinary activities	(5,994)	3,943

	2017 \$	2016 \$
Deferred tax assets		
Employee entitlements	157,527	151,533
Net deferred tax asset	157,527	151,533
Opening balance	151,533	155,476
Recognised in the consolidated statement of profit or loss and other comprehensive income	5,994	(3,943)
Net deferred tax asset at the end of the year	157,527	151,533

7. Cash and cash equivalents

	2017 \$	2016 \$
Cash at bank and on hand	5,582,698	17,383,706

Financing facilities available

At reporting date, the Group has a total financing facility of \$192,045,000 (2016: \$226,200,000). \$61,123,839 facility has been used in the current year. At reporting date, an amount of \$130,921,161 was unused.

8. Trade and other receivables

	2017 \$	2016 \$
Current		
Other debtors and prepayments	2,637,589	1,345,554
Non-current		
Other assets	30,000	30,000

9. Inventories

	2017 \$	2016 \$
Catering and bar		
At cost	343,837	330,908
Merchandise		
At cost	104,415	94,687
Total inventory at cost	448,252	425,595

10. Other financial assets

	2017 \$	2016 \$
Current		
Held for trading investments	552,780	538,552

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

11. Property, plant and equipment

	2017 \$	2016 \$
Freehold land		
At cost	37,238,419	37,238,419
Net carrying amount	37,238,419	37,238,419
Building, improvements and other building		
At cost	152,477,364	128,854,461
Accumulated depreciation	(66,400,121)	(62,924,901)
Net carrying amount	86,077,243	65,929,560

Leasehold improvements		
At cost	6,857,818	6,925,509
Accumulated depreciation	(1,649,384)	(1,482,673)
Net carrying amount	5,208,434	5,442,836
Plant and equipment		
At cost	118,649,595	112,950,093
Accumulated depreciation	(83,791,897)	(79,207,462)
Net carrying amount	34,857,698	33,742,631
Member use properties		
At cost	10,027,886	9,919,307
Accumulated depreciation	(3,296,390)	(2,978,061)
Net carrying amount	6,731,496	6,941,246
Construction in progress		
At cost	97,771,217	54,343,924
Net carrying amount	97,771,217	54,343,924
Total property, plant and equipment		
At cost	423,022,299	350,231,713
Accumulated depreciation	(155,137,792)	(146,593,097)
Net carrying amount	267,884,507	203,638,616

Reconciliation of carrying amounts at the beginning and the end of the year

	2017 \$
Freehold land	
At 1 July	
Net carrying amount	37,238,419
At 30 June	37,238,419
Building, improvements and other building	
At 1 July	
Net carrying amount	65,929,560
Additions	30,794,495
Depreciation charge for the year	(10,646,812)
At 30 June	86,077,243
Leasehold improvements	
At 1 July	
Net carrying amount	5,442,836
Additions	12,338
Depreciation charge for the year	(246,740)
At 30 June	5,208,434
Plant and equipment	
At 1 July	
Net carrying amount	33,742,631
Additions	10,229,583
Disposals	(2,672,588)
Depreciation charge for the year	(6,441,928)
At 30 June	34,857,698
Member use properties	
At 1 July	
Net carrying amount	6,941,246
Additions	108,579
Depreciation charge for the year	(318,329)

At 30 June	6,731,496
Construction in progress	
At 1 July	
Net carrying amount	54,343,924
Additions	43,427,293
At 30 June	97,771,217
Total property, plant and equipment	
At 1 July	
Net carrying amount	203,638,616
Additions	84,572,288
Disposals	(2,672,588)
Depreciation charge for the year	(17,653,809)
At 30 June	267,884,507

12. Intangible assets

	2017 \$	2016 \$
Electronic gaming machine entitlement		
At cost	39,909,613	39,608,613
Net carrying amount	39,909,613	39,608,613
Gaming machine licences at cost		
Goodwill		
At cost	13,810,349	13,810,349
Net carrying amount	13,810,349	13,810,349
Total intangible assets		
At cost	53,719,962	53,418,962
Net carrying amount	53,719,962	53,418,962

	2017 \$
Electronic gaming machine entitlement	
At 1 July	
At cost	39,608,613
Additions	301,000
At 30 June	39,909,613
Goodwill	
At 1 July	
At cost	13,810,349
At 30 June	13,810,349
Total intangible assets	
At 1 July	
At cost	53,418,962
Additions	301,000
At 30 June	53,719,962

Description of the Group's intangible assets

For the nature and description of the intangible assets please refer to the descriptions in note 2(m) and 2(n).

13. Trade and other payables

	2017 \$	2016 \$
Current		
Trade payables	17,181,299	14,221,745
Related parties	2,069,553	2,000,000
	19,250,852	16,221,745

14. Deferred revenue

	2017 \$	2016 \$
Current		
Deferred revenue	976,527	864,611
Non-current		
Deferred revenue	505,529	465,928

The Group 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.

15. Provisions

	2017 \$	2016 \$
Current		
Mortality payments	40,000	40,500
Non-current		
Mortality payments	717,072	1,104,761
Mortality \$		
Movement in provision		
At 1 July 2015 (current and non-current)		(1,187,753)
Other adjustments		42,492
At 30 June 2016 (current and non-current)		(1,145,261)
Other adjustments		(388,189)
At 30 June 2017 (current and non-current)		(757,072)

16. Employee benefit liabilities

	2017 \$	2016 \$
Current		
Employee benefits	6,539,751	5,977,883
Non-current		
Employee benefits	567,716	703,955

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 Group generally contributes at the same rate. The Group also contributes to the defined contribution superannuation fund at the rate of 9.5% (2016: 9.5%); these contributions are legally enforceable.

17. Derivative financial liabilities

On 16 March 2016, the entity entered into an AU\$152 million notional value interest rate swap with Westpac to manage Mounties' exposure to the potential volatility of the benchmark interest rate risk on the floating debt facility. The hedging strategy is to fix a corresponding proportion of the highly probable interest payments associated with the variable funding of the loan using an amortising interest rate swap. The interest rate swap is designated in a hedging relationship for accounting purposes as a cash flow hedge and the effectiveness of the hedge is assessed as 100%. The movement in derivative financial liabilities represents the fair value movement of the interest rate swap in FY17.

18. Interest-bearing loans and borrowings

	2017 \$	2016 \$
Non-current		
Loan from Westpac	60,819,487	11,829,991

19. Members' equity

	2017 \$	2016 \$
Retained earnings		
Balance at beginning of the year	226,704,587	223,425,274
Net profit attributable to members of Mt Pritchard & District Community Club Ltd	3,295,243	3,279,313
Balance at end of the year	229,999,830	226,704,587
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	2,745,290	2,745,290
Balance at the end of the year	2,745,290	2,745,290
Hedging reserve		
Balance at beginning of the year	(1,025,341)	-
Hedging reserve movement	375,475	(1,025,341)
Balance at the end of the year	(649,866)	(1,025,341)
Minority interests		
Balance at beginning of the year	(2,622,962)	-
Net loss attributable to minority shareholders	(1,422,006)	(2,622,962)
Balance at the end of the year	(4,044,968)	(2,622,962)
	240,946,515	238,697,803

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 one another. There were no movements in their carrying values during the current financial year and the previous financial year.

Amalgamation reserve

The amalgamation reserve represents the gain arising on the acquisition in 2013.

Hedging reserve

The hedge reserve represents the movements in the fair value of the interest rate swap which has been designated as cash flow hedge.

20. Commitments

Capital expenditure commitments

	2017 \$	2016 \$
Estimated capital expenditure contracted for at reporting date but not provided for:		
Payable not later than one year	94,942,685	51,378,515

Operating lease commitments - Group as lessee

The Group has entered into operating leases on premises at 117 John Street, Cabramatta, with lease terms of four years. The Group has the call option to purchase the properties within 18 months started from 14 June 2017.

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

	2017 \$	2016 \$
Within one year	420,000	-
After one year but not more than five years	215,250	-
	635,250	-

21. Related party disclosures

Key management personnel

Details referring to KMP, including remuneration paid, are included in note 22.

22. Director and executive disclosures

22.1 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 Mt Pritchard & District Community Club Ltd during the financial year are set out below:

	2017 \$	2016 \$
Total remuneration	1,869,494	1,737,333

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, long service leave (subject to qualification) and superannuation benefits. They are not entitled to any other long term benefits.

22.2 Compensation of management

22.2.1 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.

22.2.2 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 that the Club benefits from the retention of a high quality executive team.

22.2.3 Compensation structure

In accordance with best practice corporate governance, the Remuneration Committee, uses 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 conditions of employment and remuneration details. These contracts are reviewed at determined intervals in line with performance, salary and market reviews.

23. Events after the reporting period

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

24. Information relating to Mt Pritchard & District Community Club Ltd (the Parent)

	2017 \$	2016 \$
Current assets	8,211,554	18,783,117
Assets	329,854,606	279,277,939
Current liabilities	23,072,367	19,616,651
Liabilities	85,826,508	34,890,672
Revaluation reserve	12,896,229	12,896,229
Amalgamation reserve	2,745,290	2,745,290
Hedging reserve	(649,866)	(1,025,341)
Retained earnings	229,036,445	229,771,089
(Loss)/profit for the year	(734,644)	6,345,815
Total comprehensive (loss)/income of the Parent entity	(359,169)	5,320,474

The decrease in the current year profit of the parent entity is mainly due to write-off of the loan to the subsidiary of \$8m.

Directors' declaration

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

In the opinion of the directors:

- the consolidated financial statements and notes of the Group for the financial year ended 30 June 2017 are in accordance with the Corporations Act 2001, including:
 - giving a true and fair view of the Group's financial position as at 30 June 2017 and of its performance for the year ended on that date;
 - complying with Australian Accounting Standards - Reduced Disclosure Requirements and Corporations Regulations 2001
- 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.



Kevin Ingram
Director



John Joseph Dean
Director

Sydney
29 August 2017

Independent Auditor's Report to the Members of Mt Pritchard & District Community Club Ltd

Opinion

We have audited the financial report of Mt Pritchard & District Community Club Ltd (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2017, 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 2017 and of its consolidated financial performance for the year ended on that date; and
- b) complying with Australian Accounting Standards - Reduced Disclosure Requirements 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* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

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

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the directors' 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.



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

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

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

As lead auditor for the audit of Mt Pritchard & District Community Club Ltd for the financial year ended 30 June 2017, 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; and
- b) no contraventions of 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
29 August 2017

Income and Expenditure

ACTUAL YEAR TO DATE (FOR THE YEAR ENDED 30TH JUNE 2017)									
	Mt Pritchard	Mekong	Harbord	Triglav	Manly	Fairfield	Italia	Mounties Group	
Income	\$	\$	\$	\$	\$	\$	\$	\$	\$
Facilities Profit/(Loss)									
Profit/(Loss) Poker Machines	49,959,542	4,287,471	2,945,110	3,834,537	199,293	88,100	(121,916)	61,192,137	
Profit/(Loss) Keno	16,392	15,970	16,959	46,985	36,175	5,932	(779)	137,635	
Profit/(Loss) TAB	(180,557)	(24,742)	(78,948)	(31,257)	(23,183)	(28,609)	-	(367,296)	
Profit/(Loss) Bingo & Raffles	(181,840)	-	(75,187)	(49,718)	(40,334)	(25,957)	-	(373,036)	
Profit/(Loss) Giftshop	28,546	(11,001)	(106,772)	6,513	-	-	-	(82,713)	
Profit/(Loss) Tiered Loyalty	(4,244,529)	(290,231)	(508,355)	(292,099)	(65,931)	(18,369)	(14,126)	(5,433,640)	
Profit/(Loss) Bars	(1,411,601)	(334,844)	158,247	125,527	257,178	(49,691)	(93,540)	(1,348,724)	
Profit/(Loss) Nightclub	-	-	-	-	-	-	-	-	
Profit/(Loss) Resort Facilities	-	-	-	-	-	-	-	(293,893)	
Profit/(Loss) Contracted Car Wash	-	-	-	-	-	-	-	-	
Profit/(Loss) Catering	(383,081)	(8,286)	(674,578)	(6,787)	19,680	(32,033)	(13,803)	(1,098,889)	
Profit/(Loss) Fitness Centre	379,928	-	(13,585)	-	-	-	-	366,343	
Profit/(Loss) Functions & Entertainment	(396,575)	(204,667)	(154,732)	(51,580)	(27,304)	(23,611)	68,266	(790,204)	
Profit/(Loss) Memberships	(180,104)	-	(1,320)	-	-	-	-	(181,424)	
Profit/(Loss) External Functions	-	-	-	-	-	-	-	-	
Sundry Income									
Interest Received	93,596	-	72,626	-	-	-	-	166,222	
Sports Activities	30,321	-	-	-	-	107,498	-	137,819	
Commissions	58,964	2,107	8,182	3,814	4,617	568	240	78,493	
Other	830,588	5,757,054	52,948	30,904	19,029	5,845	665	6,697,032	
Total Club Income	44,419,590	9,188,831	1,640,595	3,616,838	379,220	29,673	(174,993)	58,805,862	
Expenses									
Member & Club Services									
Operations, Transport & Security	4,863,208	743,436	896,874	608,295	271,137	134,659	93,809	7,611,418	
Booking Office	380,124	166,430	219,287	96,955	-	-	-	862,796	

Child Care	305,181	-	-	-	-	-	-	-	-	-	-	305,181
Advertising & Promotions	1,879,224	795,840	763,940	38,479	63,077	17,575	9,771	17,575	9,771	17,575	9,771	4,202,766
Gardening & Landscaping	392,401	-	8,140	11,511	66,843	101,731	32,404	66,843	32,404	101,731	32,404	613,030
Repairs & Maintenance	3,855,597	184,768	509,427	154,842	103,155	106,185	126,613	103,155	106,185	106,185	126,613	5,040,586
Total	11,675,734	1,890,473	2,397,669	910,081	504,213	360,150	262,597	504,213	262,597	360,150	262,597	18,635,777
Community Expenses												
Sports Area Expenses	454,527	-	-	-	-	4,992	-	-	-	4,992	-	459,519
Childrens Christmas Party	106,141	-	-	-	-	-	-	-	-	-	-	106,141
Senior Citizens Christmas Party	62,899	-	-	-	-	-	-	-	-	-	-	62,899
Carols by Candlelight	45,454	-	-	-	-	-	-	-	-	-	-	45,454
Community Services	(10,124)	-	(17,811)	-	-	-	-	-	-	-	-	(27,935)
Community Donations	829,829	243,345	211,675	151,015	-	-	7,950	-	7,950	-	7,950	1,443,815
Sporting Sub Club Expenses	2,852,367	1,292	52,577	57,606	-	-	198,473	-	198,473	-	198,473	3,162,315
Sporting Sub Club Grants	130	-	-	-	-	-	-	-	-	-	-	130
Total	4,341,224	244,637	246,441	208,622	-	4,992	206,423	-	206,423	4,992	206,423	5,252,338
Administration, Finance etc												
Management - Administration	744,981	683,140	678,177	188,526	17,898	24,190	6,595	17,898	6,595	24,190	6,595	7,144,816
Depreciation Building & General	5,719,181	1,947,804	5,658,355	119,198	142,186	148,878	161,828	142,186	161,828	148,878	161,828	13,897,430
Human Resources	12,255	6,223	124,560	9,163	-	-	-	-	-	-	-	1,046,612
Information Technology	89,349	26,213	16,625	38,075	9,225	6,476	3,340	9,225	3,340	6,476	3,340	1,704,127
Utilities	494,986	51,008	377,409	52,310	43,077	38,262	25,365	43,077	25,365	38,262	25,365	1,082,416
Salaries & Wages On - Costs	359,828	85,101	82,587	51,973	-	5,027	1,233	-	1,233	5,027	1,233	2,167,781
Total	7,420,579	2,799,488	6,937,713	459,245	212,386	222,834	198,361	212,386	198,361	222,834	198,361	27,043,182
Total Expenses	23,437,537	4,934,598	9,581,823	1,577,948	716,599	587,975	667,381	716,599	667,381	587,975	667,381	50,931,298
Net Profit for the Period	20,982,053	4,254,232	(7,941,227)	2,038,891	(337,379)	(558,301)	(842,374)	(337,379)	(842,374)	(558,301)	(842,374)	7,874,564
Interest/Rental Expenses	-	131,287	110,174	-	8,000	16,910	-	8,000	-	16,910	-	349,432
Tax & X Ord Items Expense	(5,994)	-	-	-	-	-	-	-	-	-	-	(5,994)
Donations Expenses	4,310,903	244,637	246,441	208,622	-	(102,507)	206,423	-	206,423	(102,507)	206,423	5,114,519
Depreciation Expense	8,880,356	1,121,177	6,011,170	473,744	487,163	186,547	183,266	487,163	183,266	186,547	183,266	17,653,809
EBITDARD	34,167,318	5,751,334	(1,573,442)	2,721,256	157,784	(457,351)	(452,685)	157,784	(452,685)	(457,351)	(452,685)	30,986,330

Schedule of Lands

CORE PROPERTY

Mounties Site	Certificate of Title
101 Meadows Road, Mt Pritchard	Volume 8261 Folio 233 Volume 9060 Folio 131 Folio Identifier 1/204779 Vol 10577 Fol 99 Folio Identifier 4/524205 Folio Identifier 21/536004 Folio Identifier 12/521803
Property at end of Lena Street Mt Pritchard 221568 Lot 200 DP 1015848 & Lot 1 DP 837474 Consolidation Lena Street (12, 14, 16, 18, 20, 21, 22, 23, 24, 25, 27, 28, 29, 30, 31 and Lot 1 Lena)	2005/1090149
Property Young Street Mt Pritchard Consolidated Property (Lot 13 Lot 14 & Lot 18 Young Street) (formerly 29, 21 & 33 Young Street)	101/ 1085221
Closed Road Houston Place Mt Pritchard	101/1006165
1 Houston Place Mt Pritchard	7/231805
2 Houston Place Mt Pritchard	8/231805
3 Houston Place Mt Pritchard	9/231805
4 Houston Place Mt Pritchard	10/231805
5 Houston Place Mt Pritchard	11/231805
4 Kewin Avenue Mt Pritchard	2/231805
6 Kewin Avenue Mt Pritchard	3/231805
8 Kewin Avenue Mt Pritchard	22/231805
10 Kewin Avenue Mt Pritchard	4/231805
12 Kewin Avenue Mt Pritchard	5/231805
14 Kewin Avenue Mt Pritchard	6/231805
35 Young Street Mt Pritchard	12/231805
254 Humphries Road Mt Pritchard	1/231805
11 Young Street Mt Pritchard	22/ 220028
113 Meadows Road Mt Pritchard	31/201418
7 Leo Street Mt Pritchard	18/220028
Club Italia	Torrens Title ref 2/805378 P6MP-RP-TNWZ
Club Italia	Torrens Title ref C/421416 4NMH-76CS43
Club Italia	Torrens Title ref 3/805378 JHZ5-S7-YN7H
Mekong	10/SP23152
Mekong	11/SP23152
Triglav	1/1079685

NON CORE PROPERTY

Mounties Site	Certificate of Title
17 Lena Street Mt Pritchard	7/203051
89 Meadows Road Mt Pritchard	1/206532
99 Meadows Road Mt Pritchard	10/515019
115 Meadows Road Mt Pritchard	3/210350
3 Leo Street Mt Pritchard	20/220028
8 Leo Street Mt Pritchard	14/220028
9 Leo Street Mt Pritchard	17/220028
12 Leo Street Mt Pritchard	16/220028
10 Cherry Street Mt Pritchard	28/220028
19 Young Street Mt Pritchard	13/235239
121 Meadows Road Mt Pritchard	2/513938
123 Meadows Road Mt Pritchard	1/513938
9 Lena Street Mt Pritchard	11/203051
10 Leo Street Mt Pritchard	15/220028
38 Young Street Mt Pritchard	3/235239
6 Lena Street Mt Pritchard	3/206532
87 Meadows Road Mt Pritchard	2/206532
1 Speed Street Liverpool	Auto Consol 14129-172
80 Evans Street Freshwater Consolidated Lots	12/1197725
23 Oliver Street Freshwater	1/517620
2 Harbord Street Sussex Inlet	116/521290
153/6-8 Stuart Street Tweed Heads	153/SP77177
191/6-8 Stuart Street Tweed Heads	191/SP 77177
Kooloora Site (NPWS Lease) Perisher Valley	Register Deed Book 752 / 4500





Keep in Touch

MOUNTIES GROUP

101 Meadows Road
Mt Pritchard NSW 2170
Locked Bag 1, Wetherill Park NSW 2164
(02) 9822 3555
info@mountiesgroup.com.au
www.mountiesgroup.com.au

MOUNTIES

101 Meadows Road
Mt Pritchard NSW 2170
(02) 9822 3555
info@mountiesgroup.com.au
www.mounties.com.au

MOUNTIES BOWLING CLUB

Cnr Ulverstone & Lawson Streets
Fairfield NSW 2165
Ph: (02) 9726 9692
info@mountiesgroup.com.au
www.mountiesbowlingclub.com.au

HARBORD DIGGERS

80 Evans Street
Freshwater NSW 2096
(02) 9938 1444
harbordinfo@mountiesgroup.com.au
www.harborddiggers.com.au

MANLY BOWLING CLUB

Raglan Street
Manly NSW 2095
(02) 9938 7657
harbordinfo@mountiesgroup.com.au
www.manlybowlingclub.com.au

MEKONG

1st Floor, 117 John Street
Cabramatta NSW 2166
(02) 9725 8500
mekonginfo@mountiesgroup.com.au
www.mekongmounties.com.au

TRIGLAV

80-84 Brisbane Road
St Johns Park NSW 2176
(02) 9426 1000
triglav@mountiesgroup.com.au
www.triglav.com.au

CLUB ITALIA

Cnr of Hollywood Drive & Wharf Road
Lansvale NSW 2166
(02) 9726 4511
www.clubitaliamounties.com.au

Our Sporting Partners

MAJOR PARTNER



LOWER BACK PARTNER



APPAREL PARTNER



TOP BACK OF JERSEY



SLEEVE PARTNER



SHORTS PARTNER



SHORTS PARTNER



TRAINER'S PARTNER



TRAINER'S SHIRTS PARTNER



TRAINER'S SHIRTS PARTNER



COACHES COLLAR



SILVER PARTNERS



BRONZE PARTNERS





mouties
group 

- + Mouties
- + Mouties Bowling Club
- + Harbord Diggers
- + Manly Bowling Club
- + Club Italia
- + Triglav
- + Mekong