MACARTHUR NATIONAL LTD

Annual Report 2023

Macarthur National Ltd
ABN: 77 633 180 346

Contents

Our Business

Section

01

Who is Macarthur National?

Macarthur National Limited and its controlled entities (referred to hereafter as the 'Consolidated Entity' or 'Macarthur') consists of Macarthur National Ltd (referred to hereafter as the 'Company' or 'Parent Entity') and the entities it controlled at the end of, or during the year ended 30 June 2023. The consolidated entity creates Social Infrastructure communities that improve the lives of those who bring its spaces to life.

- **Continuing Excellence in Early Learning and Childcare (ELC):** Macarthur remains committed to building on Montessori Beginnings proven track record and expertise in the Early Learning and Childcare sector. We are dedicated to advancing our presence and impact within this industry;

- **Strategic Expansion of Residential Land Lease Communities (RLLC):** Macarthur is actively pursuing the strategic development of our RLLC housing division. We are focused on managing this expansion internally and to systematically increasing its scale in this growing market. Each of our business sectors operates in a unique market resilient to economic fluctuations.

As an owner, developer and operator of Social Infrastructure businesses Macarthur is focused on two identified Social Infrastructure sectors being:

1) **"Montessori Beginnings" branded ELC services**

   Established in 2018, Montessori Beginnings provides long day care childcare services utilising the 'Montessori' philosophy in teaching young children. The Montessori method, which is widely used in Western Europe and the USA, provides distinct choice for parents, enabling Montessori Beginnings to distinguish itself within the early learning and childcare sector.

   Applying the ethos of child centred learning, which for the child is 'help me do it myself', Montessori Beginnings offers full or part-time learning and care services for children aged 6 weeks to 6 years. All children participate in a course of learning within age-specific groupings at Montessori Beginnings' purpose-built facilities.

2) **"Zest Living" branded RLLC housing**

   Established to service either semi-retired or retired people wishing to downsize or liberate equity and stored wealth in their current home to fund their lifestyle aspirations. Zest Living aims to provide a financially viable solution to residential living in retirement by separating home and land ownership, a model popular overseas but is in its infancy in Australia.

   At Zest Living, residents purchase a house at a price typically less than the median home price and lease the underlying house lot from Zest Living for an annual fee on a long-term basis. This realises cash savings from excluding the land purchase component while also offering community living benefits such as broad companionship and access to exclusive communal recreational facilities within a gated community setting.

The Pillars of Macarthur's Business model

Business model

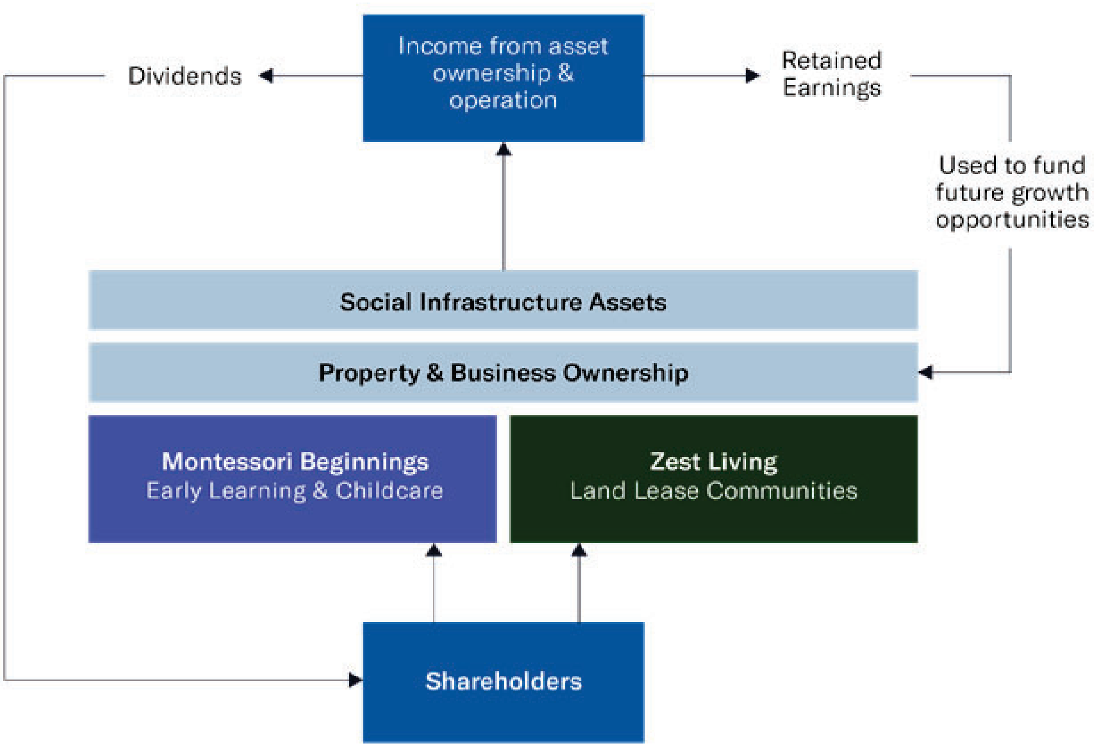
Macarthur's business model charts a course to own, develop and manage ELC services and RLLC housing projects that provide specialised offerings to local communities.

Stable and recurring income streams

Properties owned by Macarthur will generate rental income for the company. Surpluse funds from rental income paid to Macarthur may be utilised to pay dividends to shareholders.

Building a portfolio of Social Infrastructure assets

Macarthur investment in the operating businesses associated with the properties being acquired provides a management platform with additional revenue streams and diversification for Macarthur.



Growth strategy

Macarthur plans to expand its geographic footprint, address the needs of an increasing pool of infants and children, service the population increase in the retirement sector through methodically developing its profile and identity within the Social Infrastructure industry.

It has considered the nature of each market, supported by changing population and social trends together with government assistance programs combine to underpin future growth in the ELC and RLLC housing sectors.

The Group possesses the relevant skills to deploy the strategy to select, buy, design, build, own and operate assets. This approach is considered less capital intensive compared to a pure acquisition strategy as it removes a need to pay competitive market premiums for assets.

Chief Executive Officer's Review

Review of business operations

During the financial year, the consolidated entity continued to implement its strategic plans to expand its social infrastructure businesses with the aim to grow its value for the benefit of shareholders. At the date of this report the Group's social infrastructure businesses had grown to comprise;

Brand	Montessori Beginnings	Zest Living
Social infrastructure sector	Early learning and childcare	Residential land lease communities
Operating	9	0
Under construction	1	1
Pipeline	3	1
Total	13	2

In the past year, we executed a strategic consolidation of our operations and reinforcing our internal infrastructure to provide a solid platform for future growth. This effort enabled us to efficiently allocate resources where needed most. During this period, we expanded our footprint by opening and growing a new childcare centre in Swan Hill and prioritised the advancement of our Yarrawonga project. Simultaneously, we expanded depth of our internal capabilities by developing and building out our operating platform to support the consolidated entity's expanded operations and growth aspirations.

The Group revenue increased by 64% to $19.0m in FY23 up from $11.6m in the previous year which is mainly attributable to the robust childcare operation performance of the group. In this regard, EBITDA increased by 111% to $2.4m in FY23 from $1.1m in FY22. The Loss after income tax expense reduced to $1.2m in FY23 from $1.9m in FY22 after depreciation, finance cost and tax is taken into account.

A summary of the Group's main operating segments is detailed below.

ELC Operations: mature ELC services (5 ELCs)

Generated $11.7 million revenue (2022 $7.9m) for the consolidated entity in the year ended 30 June 2023.

Our childcare operations have maintained strong performance and have further solidified the Montessori Beginnings brand in the market. The recent enhancements to the Child Care Subsidy, effective from July 2023, with a focus on enhancing childcare affordability, promoting workforce participation, and supporting children's school-readiness, have positively impacted our business performance. We remain dedicated to investing in our educators, a goal facilitated by the Montessori Accreditation program recently implemented across our organisation, to improve our learning program delivery and child experiences.

ELC Investments (including 4 ELCs I Development & Investment segments)

Generated $7.8 million revenue (2022 $4.2m) for the consolidated entity in the year ended 30 June 2023.

This segment comprises 3 components:

a) **ELC services:** 4 operating ELC services being incubated that will be transferred to ELC Operations segment once mature. The trigger to transfer these services to ELC operations is at the time when the "sunk" investment made by the consolidated entity into each service has been fully repaid to the Group from operating earnings of the service. This segment also includes the ELC operational platform being developed to operate the consolidated entity's ELC services at an enlarged scale.

b) **New early learning centres:** At the date of this report Montessori Beginnings had 1 centre under construction and a pipeline of a further 3 centres in pre-development. Of the latter group, development permits for 2 centres have been obtained. Completion of construction and opening of these 4 services in future years will see the total ELC services operated by the Group grow to 13.

c) **MNL Property Trust:** Owner of ELC properties developed by the Group held for long term rental income generation. At 30 June 2023 Macarthur held an 80.10% unitholding in the trust.

Zest Living

At 30 June 2023 Zest Living had 1 RLLC in development and 1 under option to acquire subject to permits being attained.

In April 2023, Zest Living Yarrawonga welcomed its inaugural resident, and by September 2023, we successfully completed the construction of the community clubhouse and the first 12 homes. Sales activity continues to progress however the rate of resident 'move-in' has been hampered by the broader market with future residents typically requiring to sell their current family home prior to being able to move to their new Zest Living home.

Zest Living Yarrawonga – site view with Clubhouse in foreground and 6 completed homes in the middle ground

Zest Living Yarrawonga – Clubhouse

Zest Living Yarrawonga – resident homes overlooking golf course & Lake Mulwala

The timing of the development of the Zest Living Yarrawonga community and the future recognition of development profits and rental income will be subject to the rate at which residents move into the estate.

Likely developments and outlook

The group will maintain its emphasis on continual improvement of its services, bringing to maturity its development assets and ongoing expansion. Anticipated financial performance during the platform's growth phase is expected to be conservative as the business invests in building out both of its brands, Montessori Beginnings and Zest Living. As Macarthur builds out its social infrastructure businesses it intends to implement its stated objectives;

a) **Growth**: Businesses owned by Macarthur will provide income streams from which Macarthur intends to utilise the earnings to re-invest into these businesses;

b) **Dividends**: Properties owned by Macarthur will generate rental income which Macarthur intends to utilise to pay dividends to shareholders; and

c) Seek an ASX listing of Macarthur.

Henry Townsing Jnr
Chief Executive Officer
18 October 2023

Directors' Report

Section

02

Directors' Report

The Directors present their report, together with the financial statements, on the consolidated entity (referred to hereafter as the 'Consolidated Entity' or 'Macarthur') consisting of Macarthur National Ltd (referred to hereafter as the 'Company' or 'Parent Entity') and the entities it controlled at the end of, or during, the year ended 30 June 2023.

Directors

The names and details of the Company's 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.

Mr Henry Townsing
Chairman
Dip Val (Royal Melbourne Institute of Technology)
Mr Townsing brings over 35 years' experience in investment management across real estate, private equity investment in early-stage companies and corporate finance. His real estate career has spanned residential, commercial and agricultural sectors. His recent residential real estate experience has focussed on the creation of new residential communities within established metropolitan areas where he has led large scale in-fill urbanisation and high-rise residential projects.
He is Chairman of Vita Life Sciences a company listed on the ASX.

Mr Dennis Wilkie
Director
MBA

Mr Wilkie has extensive experience in local and international capital markets gained over a career exceeding 35 years. He possesses a broad range of expertise across many industries, including private equity, property, financing, and renewable energy.
He is a co-founder and current CEO of HydroFiji
Mr Wilkie has been appointed as an independent Director and the Board considers that he is free from any relationship that could materially interfere with the independent exercise of his judgement.

Dr Les Fitzgerald
Director
RN., RM., Dip Teach Nurs., BEd., MNursStud., PhD
Dr Fitzgerald has over 38 years of education experience in the higher education and health sectors. He has extensive experience in curriculum design, development and professional accreditation of undergraduate and postgraduate courses. Currently he leads the development and implementation of a Montessori based education curriculum for the ELC business and a training program for staff.
Dr Fitzgerald has been appointed as an independent Director and the Board considers that he is free from any relationship that could materially interfere with the independent exercise of his judgement.

Mr Surinder Sidhu
Company Secretary I Chief Financial Officer
B.Bus (Acctg), Master of Applied Valuation & Investment, CPA
Mr Sidhu is a seasoned financier with over 20 years' experience in the Australian and UK markets. He was a London based asset manager overseeing a large portfolio of European assets where he was closely involved with operational and strategic management, debt funding and restructuring. His experience also spans across a broad range of industries having concluded leverage and acquisition finance transactions and restructuring mandates across many different jurisdictions.

Director's interests

The following table sets out each Director's relevant interest in shares of the Company as at the date of this report.

Directors	Shareholdings as at Directors' report date	
	Beneficial interest	**Non-Beneficial interest**
Henry Townsing	-	60,097,799
Dr Les Fitzgerald	250,000	250,000
Dennis Wilkie	25,160	-

Meetings of Directors

The number of meetings of the Company's Board of Directors ('the Board') and of each Board committee held during the year ended 30 June 2023, and the number of meetings attended by each director were:

Director	Board Meetings		Renumeration Committee	
	Held by members	**Attended**	**Held by members**	**Attended**
Henry Townsing	10	10	n/a	n/a
Dr Les Fitzgerald	10	10	n/a	n/a
Dennis Wilkie	10	10	0	0

Note that Board Meetings held represents the number of meetings held during the time the director held office or was a member of the relevant committee. The remuneration committee did not meet as FY23 was the first full year of operations of Montessori Beginnings and Zest Living since acquisition by Macarthur. First remuneration review by Macarthur was undertaken in FY24.

Dividends

No dividend was declared or paid during the financial year.

Principal activities

Macarthur is an owner, developer and operator of social infrastructure communities.

Review of operations

For the year to 30 June 2023, Macarthur recorded a loss of $1.25m after tax (2022 $1.98m loss) with operating revenue of $18.77m (2022 $10.86m). The ELC Operations business contributed positively to earnings $3.6m (2023 EBITDA) while the ELC Investments, Zest Living and Corporate segments provides the business with the platform for future growth.

Macarthur's net assets rose to $35.86m at 30 June 2023 (2022 $33.55m) in part driven by Macarthur successfully completed a capital raising exercise, raising $3.32m in equity to actively pursue the Board's strategic plans of expanding its businesses with the objective of creating shareholder value.

Significant changes in the state of affairs

There was no other significant change in affairs of the consolidated entity during the financial year.

Matters subsequent to the end of the financial year

Swan Hill ELC property was contracted for sale on 21 June 2023 and subsequently settled in September 2023.

Lilydale ELC property was contracted for sale on 12 October 2023 and expecting to be settled in December 2023.

No other matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect the consolidated entity's operations, the results of those operations, or the consolidated entity's state of affairs in future financial years.

Future developments and risks

Information on likely developments in the operations of the consolidated entity and the expected results of operations have not been included in this report because the directors believe it would be likely to result in unreasonable prejudice to the consolidated entity.

Environmental regulations

The consolidated entity is not subject to any significant environmental regulation under Australian Commonwealth or State law.

Proceedings on behalf of the Company

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

Indemnity and insurance of officers

The company has indemnified the directors and executives of the company for costs incurred, in their capacity as a director or executive, for which they may be held personally liable, except where there is a lack of good faith.

During the financial year, the company paid a premium to insure the directors and executives of the company. The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Indemnity and insurance of auditor

The company has not, during or since the end of the financial year, indemnified or agreed to indemnify the auditor of the company or any related entity against a liability incurred by the auditor.

During the financial year, the company has not paid a premium in respect of a contract to insure the auditor of the company or any related entity.

Rounding of amounts

The consolidated entity is of a kind referred to in Corporations Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Corporations Instrument to the nearest dollar.

Auditor's independence declaration

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

Auditor

RSM Australia continues in office in accordance with section 327 of the Corporations Act 2001.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

On behalf of the directors

Henry Townsing
Chairman
18 October 2023

Auditor's Independence Declaration

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AUDITOR'S INDEPENDENCE DECLARATION

As lead auditor for the audit of the financial report of Macarthur National Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and

(ii) any applicable code of professional conduct in relation to the audit.

RSM AUSTRALIA PARTNERS

B Y CHAN
Partner

Dated: 18 October 2023
Melbourne, Victoria

Financial Report 2023

Section

03

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2023

	Notes	30 Jun 2023 $	30 Jun 2022 $
Revenue	5	18,774,007	10,862,202
Share of profits of associates	6	122,250	132,006
Other income	7	152,720	640,335
Expenses			
Employee benefit expenses		(13,451,985)	(8,637,695)
Occupancy expenses		(909,431)	(734,548)
Direct expenses		(1,057,717)	(397,496)
Administrative expenses		(1,210,311)	(690,846)
Depreciation and Amortisation	8	(2,154,185)	(1,486,516)
Fair value loss on investment properties	8	-	(1,001,908)
Other Expense		(2,159)	(30,606)
Finance costs	8	(1,375,711)	(925,936)
Loss before income tax expense		**(1,112,522)**	**(2,271,008)**
Income tax benefit / (expense)	9	(133,103)	283,408
Loss after income tax expense for the year		**(1,245,625)**	**(1,987,600)**
Other comprehensive loss			
Items that will not be reclassified subsequently to profit or loss			
Exchange differences on translating foreign controlled entities		(5,533)	-
Gain on the revaluation of properties at fair value through other comprehensive income, net of tax	31	385,544	1,429,250
Other comprehensive income for the year, net of tax		**380,011**	**1,429,250**
Other comprehensive loss for the year, net of tax		**(865,614)**	**(558,350)**
Loss for the year is attributable to:			
Non-controlling interest		165,495	(19,990)
Owners of Macarthur National Ltd		(1,411,120)	(1,967,610)
		(1,245,625)	**(1,987,600)**
Total comprehensive income for the year is attributable to:			
Non-controlling interest		241,637	(24,855)
Owners of Macarthur Nationals Ltd		(1,107,251)	1,454,105
	30	**(865,614)**	**1,429,250**

The Consolidated Statement of Profit or Loss and Other Comprehensive Income is to be read in conjunction with the notes to the financial statements.

Consolidated Statement of Financial Position

As at 30 June 2023

	Notes	30 Jun 2023 $	30 Jun 2022 $
Assets			
Current Assets			
Cash and cash equivalents	10	850,743	1,382,596
Trade and other receivables	11	802,987	1,040,276
Inventories	12	3,568,479	958,983
Non-current assets classified as held for sale	13	2,728,167	-
Total Current Assets		**7,950,376**	**3,381,855**
Non-current assets			
Investment in Associate	14	2,670,562	2,514,000
Investment Properties	15	16,495,271	11,240,662
Property, plant and equipment	16	25,577,084	24,700,049
Right-of-use assets	17	13,102,672	14,895,525
Intangibles	18	18,645,490	18,645,490
Other Assets	19	1,975,802	1,554,107
Total Non-current assets		**78,466,881**	**73,549,833**
Total Assets		**86,417,257**	**76,931,688**
Liabilities			
Current Liabilities			
Trade and other payables	20	1,201,012	1,284,968
Employee benefit provision	21	1,976,100	1,897,368
Borrowing	22	4,069,000	12,605,199
Lease liabilities	23	1,065,901	1,031,184
Provision for income tax	24	7,752	-
Other Liabilities	25	1,601,251	2,613,940
Total Current Liabilities		**9,921,016**	**19,432,659**
Non-current Liabilities			
Lease liabilities	26	12,720,646	14,203,407
Deferred tax liabilities	27	4,129,143	3,919,337
Other non-current liability	28	243,230	287,378
Borrowing	29	23,542,500	5,534,894
Total Non-current Liabilities		**40,635,519**	**23,945,016**
Total Liabilities		**50,556,535**	**43,377,675**
Net Assets		**35,860,722**	**33,554,013**
Equity			
Issued capital	30	35,445,047	32,726,230
Reserves	31	1,758,159	1,454,105
Retained earnings	32	(4,218,226)	(2,806,922)
Equity attributable to the owners of Macarthur National Ltd		32,984,980	31,373,413
Non-controlling interest	33	2,875,742	2,180,600
Total equity		**35,860,722**	**33,554,013**

The Consolidated Statement of Financial Position is to be read in conjunction with the notes to the financial statements.

Consolidated Statement of Changes in Equity

For the year ended 30 June 2023

	Notes	Issued Shares $	Reserves $	Accumulated losses $	Non-controlling interest $	Total $
At 1 July 2021		**1,269,057**	**-**	**(839,311)**	**-**	**429,746**
Loss after income tax expense for the year, net of tax		-	-	(1,967,610)	(19,990)	(1,987,600)
Other comprehensive income for the year, net of tax		-	1,454,105	-	(24,855)	1,429,250
Total comprehensive loss for the year		**-**	**1,454,105**	**(1,967,610)**	**(44,845)**	**(558,350)**
Transactions with owners, in their capacity as owners						
Issue of shares during the period		31,457,173	-	-	-	31,457,173
Issue of Units during the period		-	-	-	2,225,445	2,225,445
Total transactions with owners		**31,457,173**	**-**	**-**	**2,225,445**	**33,682,619**
Balance at 30 June 2022		**32,726,230**	**1,454,105**	**(2,806,921)**	**2,180,600**	**33,554,013**
At 1 July 2022		**32,726,230**	**1,454,105**	**(2,806,921)**	**2,180,600**	**33,554,013**
Adjustment to opening accumulated loss		-	-	-	-	-
Loss after income tax expense for the year, net of tax		-	-	(1,411,120)	165,495	(1,245,625)
Other comprehensive income for the year, net of tax		-	304,054	(185)	76,142	380,011
Total comprehensive loss for the year		**-**	**304,054**	**(1,411,305)**	**241,637**	**(865,614)**
Transactions with owners, in their capacity as owners						
Issue of shares during the period		3,463,219	-	-	-	3,463,219
Issue of Units during the period		-	-	-	453,505	453,505
Capitalised costs on issue of shares		(744,398)	-	-	-	(744,402)
Total transactions with owners		**2,718,817**	**-**	**-**	**453,505**	**3,172,322**
Balance at 30 June 2023		**35,445,051**	**1,758,159**	**(4,218,226)**	**2,875,742**	**35,860,722**

The Consolidated Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements.

Consolidated Statement of Cash Flows

For the year ended 30 June 2023

	30-Jun-23 $	30-Jun-22 $
Cash flows from operating activities		
Receipts in the course of operations inclusive of GST	18,870,833	12,019,824
Payments in the course of operations inclusive of GST	(19,836,393)	(10,401,468)
Interest received	12,730	620
Other revenue	163,500	138,297
Interest and other finance costs paid	(1,554,385)	(440,827)
Income tax paid	(39,503)	-
Net cash from operating activities	**(2,383,218)**	1,316,446
Cash flows from investing activities		
Payment for security deposit	-	(66,309)
Deposit paid	(405,236)	(1,486,048)
Loan to ELC investments	(170,000)	-
Loan repayment from associate entity	-	553,479
Payment for property, plant and equipment	(3,317,513)	(6,015,057)
Payments for investment properties	(4,830,701)	(477,920)
Payment for the acquisition of subsidiaries	(27,441)	-
Payment for purchase of business, net of cash acquired	-	(437,658)
Payments for investment in associate	(156,562)	(118,897)
Net cash used in investing activities	**(8,907,453)**	(8,048,410)
Cash flows from financing activities		
Proceed from issue of shares	3,158,385	3,050,001
Proceeds from issue of units in trust	1,034,829	2,225,445
Share issue transaction costs	(558,366)	-
Drawdown of related party loan	812,500	53,485
Repayment of related party loan	(963,987)	-
Drawdown of interest-bearing loan	18,742,606	4,058,158
Repayment of interest-bearing loan	(10,083,699)	(621,999)
Repayment of lease liability	(1,383,438)	(650,530)
Net cash from financing activities	**10,758,830**	8,114,560
Net increase in cash and cash equivalents	**(531,841)**	**1,382,596**
Cash and cash equivalents at start of the year	1,382,185	-
Effects of exchange rate changes on cash and cash equivalents	399	-
Cash and cash equivalents at end of the year	**850,743**	**1,382,596**

The Consolidated Statement of Cashflows is to be read in conjunction with the notes to the financial statements.

Notes to the Financial Statements

Section

04

For the year ended 30 June 2023

1. Corporate Information

These are the financial statements of Macarthur National Ltd (the Company) and its subsidiaries controlled at the end of, or during, the year.

Macarthur National Ltd is a for-profit unlisted public company, limited by shares, incorporated and domiciled in Australia.

A description of the nature of the consolidated entity's operations and its principal activities are included in the directors' report, which is not part of the financial statements.

The financial statements were authorised for issue by the Directors on the date of signing the attached Directors' Declaration.

2. Significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

New or amended Accounting Standards and Interpretations adopted.

The consolidated entity has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period.

Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Basis of preparation

These general-purpose financial statements have been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the Corporations Act 2001, as appropriate for for-profit oriented entities. These financial statements also comply with International Financial Reporting Standards as issued by the International Accounting Standards Board ('IASB').

Historical cost convention

The financial statements have been prepared under the historical cost convention, except for, where applicable, the revaluation of financial assets and liabilities at fair value through profit or loss, financial assets at fair value through other comprehensive income, investment properties, certain classes of property, plant and equipment and derivative financial instruments.

Critical accounting estimates

The preparation of the financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the consolidated entity's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 3.

Parent entity information

In accordance with the Corporations Act 2001, these financial statements present the results of the consolidated entity only.

Supplementary information about the parent entity is disclosed in note 38.

Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of Macarthur National Ltd ('company' or 'parent entity') as at 30 June 2023 and the results of all subsidiaries for the year then ended. The company and its subsidiaries together are referred to in these financial statements as the 'consolidated entity'.

Subsidiaries are all those entities over which the consolidated entity has control. The consolidated entity controls an entity when the consolidated entity is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the consolidated entity. They are de-consolidated from the date that control ceases.

Intercompany transactions, balances and unrealised gains on transactions between entities in the consolidated entity are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the consolidated entity.

The acquisition of subsidiaries is accounted for using the acquisition method of accounting. A change in ownership interest, without the loss of control, is accounted for as an equity transaction, where the difference between the consideration transferred and the book value of the share of the non-controlling interest acquired is recognised directly in equity attributable to the parent.

Non-controlling interest in the results and equity of subsidiaries are shown separately in the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in equity of the consolidated entity. Losses incurred by the consolidated entity are attributed to the non-controlling interest in full, even if that results in a deficit balance.

Where the consolidated entity loses control over a subsidiary, it derecognises the assets including goodwill, liabilities and non-controlling interest in the subsidiary together with any cumulative translation differences recognised in equity. The consolidated entity recognises the fair value of the consideration received and the fair value of any investment retained together with any gain or loss in profit or loss.

Foreign currency translation

The financial statements are presented in Australian dollars, which is Macarthur National Ltd's functional and presentation currency.

Foreign currency transactions
Foreign currency transactions are translated into Australian dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at financial year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign operations
The assets and liabilities of foreign operations are translated into Australian dollars using the exchange rates at the reporting date. The revenues and expenses of foreign operations are translated into Australian dollars using the average exchange rates, which approximate the rates at the dates of the transactions, for the period. All resulting foreign exchange differences are recognised in other comprehensive income through the foreign currency reserve in equity.

The foreign currency reserve is recognised in profit or loss when the foreign operation or net investment is disposed of.

Revenue recognition

The consolidated entity recognises revenue as follows:

Revenue from contracts with customers
Revenue is recognised at an amount that reflects the consideration to which the consolidated entity is expected to be entitled in exchange for transferring goods or services to a customer. For each contract with a customer, the consolidated entity: identifies the contract with a customer; identifies the performance obligations in the contract; determines the transaction price which takes into account estimates of variable consideration and the time value of money; allocates the transaction price to the separate performance obligations on the basis of the relative stand-alone selling price of each distinct good or service to be delivered; and recognises revenue when or as each performance obligation is satisfied in a manner that depicts the transfer to the customer of the goods or services promised.

Sale of development activities
Revenue from the sale of goods is recognised at the point in time when the customer obtains control of the goods, which is generally at the time of delivery.

Rendering of services
Revenue from a contract to provide services is recognised over time as the services are rendered based on either a fixed price or an hourly rate.

Interest
Interest revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest

rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

Rent
Rent revenue from investment properties is recognised on a straight-line basis over the lease term. Lease incentives granted are recognised as part of the rental revenue. Contingent rentals are recognised as income in the period when earned.

Other revenue
Other revenue is recognised when it is received or when the right to receive payment is established.

Government grants

Government grants relating to costs are deferred and recognised in profit or loss over the period necessary to match them with the costs that they are intended to compensate.

Income tax

The income tax expense or benefit for the period is the tax payable on that period's taxable income based on the applicable income tax rate for each jurisdiction, adjusted by the changes in deferred tax assets and liabilities attributable to temporary differences, unused tax losses and the adjustment recognised for prior periods, where applicable.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to be applied when the assets are recovered or liabilities are settled, based on those tax rates that are enacted or substantively enacted, except for:

- When the deferred income tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits; or

- When the taxable temporary difference is associated with interests in subsidiaries, associates or joint ventures, and the timing of the reversal can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

The carrying amount of recognised and unrecognised deferred tax assets are reviewed at each reporting date. Deferred tax assets recognised are reduced to the extent that it is no longer probable that future taxable profits will be available for the carrying amount to be recovered. Previously unrecognised deferred tax assets are recognised to the extent that it is probable that there are future taxable profits available to recover the asset.

Deferred tax assets and liabilities are offset only where there is a legally enforceable right to offset current tax assets against current tax liabilities and deferred tax assets against deferred tax liabilities; and they relate to the same taxable authority on either the same taxable entity or different taxable entities which intend to settle simultaneously.

Macarthur National Ltd (the 'head entity') and its wholly-owned Australian subsidiaries have not formed an income tax consolidated group under the tax consolidation regime.

Current and non-current classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in the consolidated entity's normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in the consolidated entity's normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

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

Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. For the statement of cash flows presentation purposes, cash and cash equivalents also includes bank overdrafts, which are shown within borrowings in current liabilities on the statement of financial position.

Trade and Other Receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. Trade receivables are generally due for settlement within 30 days.

The consolidated entity has applied the simplified approach to measuring expected credit losses, which uses a lifetime expected loss allowance. To measure the expected credit losses, trade receivables have been grouped based on days overdue.

Inventories

Raw materials, work in progress and finished goods are stated at the lower of cost and net realisable value. Cost comprises of direct materials and delivery costs, direct labour, import duties and other taxes, an appropriate proportion of variable and fixed overhead expenditure based on normal operating capacity, and, where applicable, transfers from cash flow hedging reserves in equity. Costs of purchased inventory are determined after deducting rebates and discounts received or receivable.

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

Non-current assets or disposal groups classified as held for sale

Non-current assets and assets of disposal groups are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continued use. They are measured at the lower of their carrying amount and fair value less costs of disposal. For non-current assets or assets of disposal groups to be classified as held for sale, they must be available for immediate sale in their present condition and their sale must be highly probable.

An impairment loss is recognised for any initial or subsequent write down of the non-current assets and assets of disposal groups to fair value less costs of disposal. A gain is recognised for any subsequent increases in fair value less costs of disposal of a non-current assets and assets of disposal groups, but not in excess of any cumulative impairment loss previously recognised.

Non-current assets are not depreciated or amortised while they are classified as held for sale. Interest and other expenses attributable to the liabilities of assets held for sale continue to be recognised.

Non-current assets classified as held for sale and the assets of disposal groups classified as held for sale are presented separately on the face of the statement of financial position, in current assets. The liabilities of disposal groups classified as held for sale are presented separately on the face of the statement of financial position, in current liabilities.

Associates

Associates are entities over which the consolidated entity has significant influence but not control or joint control. Investments in associates are accounted for using the equity method. Under the equity method, the share of the profits or losses of the associate is recognised in profit or loss and the share of the movements in equity is recognised in other comprehensive income. Investments in associates are carried in the statement of financial position at cost plus post-acquisition changes in the consolidated entity's share of net assets of the associate. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortised nor individually tested for impairment. Distributions received or receivable from associates reduce the carrying amount of the investment.

When the consolidated entity's share of losses in an associate equal or exceeds its interest in the associate, including any unsecured long-term receivables, the consolidated entity does not recognise further losses, unless it has incurred obligations or made payments on behalf of the associate.

The consolidated entity discontinues the use of the equity method upon the loss of significant influence over the associate and recognises any retained investment at its fair value. Any difference between the associate's carrying amount, fair value of the retained investment and proceeds from disposal is recognised in profit or loss.

Investments and Other Financial Assets

Investments and other financial assets are initially measured at fair value. Transaction costs are included as part of the initial measurement, except for financial assets at fair value through profit or loss. Such assets are subsequently measured at either amortised cost or fair value depending on their classification. Classification is determined based on both the business model within which such assets are held and the contractual cash flow characteristics of the financial asset unless, an accounting mismatch is being avoided.

Financial assets are derecognised when the rights to receive cash flows have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership. When there is no reasonable expectation of recovering part or all of a financial asset, it's carrying value is written off.

Financial assets at fair value through profit or loss
Financial assets not measured at amortised cost or at fair value through other comprehensive income are classified as financial assets at fair value through profit or loss. Typically, such financial assets will be either: (i) held for trading, where they are acquired for the purpose of selling in the short-term with an intention of making a profit, or a derivative; or (ii) designated as such upon initial recognition where permitted. Fair value movements are recognised in profit or loss.

Financial assets at fair value through other comprehensive income
Financial assets at fair value through other comprehensive income include equity investments which the Company intends to hold for the foreseeable future and has irrevocably elected to classify them as such upon initial recognition.

Impairment of financial assets
The consolidated entity recognises a loss allowance for expected credit losses on financial assets which are either measured at amortised cost or fair value through other comprehensive income. The measurement of the loss allowance depends upon the Company's assessment at the end of each reporting period as to whether the financial instrument's credit risk has increased significantly since initial recognition, based on reasonable and supportable information that is available, without undue cost or effort to obtain.

Where there has not been a significant increase in exposure to credit risk since initial recognition, a 12-month expected credit loss allowance is estimated. This represents a portion of the asset's lifetime expected credit losses that is attributable to a default event that is possible within the next 12 months. Where a financial asset has become credit impaired or where it is determined that credit risk has increased significantly, the loss allowance is based on the asset's lifetime expected credit losses. The amount of expected credit loss recognised is measured on the basis of the probability weighted present value of anticipated cash shortfalls over the life of the instrument discounted at the original effective interest rate.

For financial assets measured at fair value through other comprehensive income, the loss allowance is recognised within other comprehensive income. In all other cases, the loss allowance is recognised in profit or loss.

Investment properties

Investment properties principally comprise of freehold land and buildings held for long-term rental and capital appreciation that are not occupied by the consolidated entity. Investment properties are initially recognised at cost, including transaction costs, and are subsequently remeasured at fair value. Movements in fair value are recognised directly to profit or loss. Investment properties are derecognised when disposed of or when there is no future economic benefit expected.

Transfers to and from investment properties to property, plant and equipment are determined by a change in use of owner-occupation. The fair value on the date of change of use from investment properties to property, plant and equipment are used as deemed cost for the subsequent accounting. The existing carrying amount of property, plant and equipment is used for the subsequent accounting cost of investment properties on the date of change of use.

Investment properties also include properties under construction for future use as investment properties. These are carried at fair value, or at cost where fair value cannot be reliably determined and the construction is incomplete.

Property, plant, and equipment

Land and buildings are shown at fair value, based on periodic, at least every 3 years, valuations by external independent valuers, less subsequent depreciation and impairment for buildings. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Increases in the carrying amounts arising on revaluation of land and buildings are credited in other comprehensive income through to the revaluation surplus reserve in equity. Any revaluation decrements are initially taken in other comprehensive income through to the revaluation surplus reserve to the extent of any previous revaluation surplus of the same asset. Thereafter the decrements are taken to profit or loss.

Plant and equipment are stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on a straight-line basis to write off the net cost of each item of property (excluding land) over their expected useful lives as follows:

Buildings	25 years

Depreciation is calculated on a diminishing value basis to write off the net cost of each item of plant and equipment over their expected useful lives as follows:

Leasehold improvements	3-20 years
Plant and equipment	3-10 years
Computer equipment	2-4 years

The residual values, useful lives and depreciation methods are reviewed, and adjusted if appropriate, at each reporting date.

Leasehold improvements are depreciated over the unexpired period of the lease or the estimated useful life of the assets, whichever is shorter.

An item of property, plant and equipment is de-recognised upon disposal or when there is no future economic benefit to the consolidated entity. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss. Any revaluation surplus reserve relating to the item disposed of is transferred directly to retained profits.

Right-of-use assets

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the consolidated entity expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any remeasurement of lease liabilities.

The consolidated entity has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

Intangible assets – Goodwill

Intangible assets for the consolidated entity is represented by goodwill. Goodwill arises where the fair value of the consideration paid for business acquisitions exceed the fair value of the identifiable assets, liabilities and contingent liabilities acquired with the difference being treated as goodwill.

Goodwill is not amortised and measured at cost less any impairment loss. Goodwill impairment is tested annually or if there is a change in operating circumstance and as instructed by the Directors.

Any impairment losses on goodwill are written to profit and loss and not reversed in subsequent periods.

The consolidated entity does not record any other intangible assets.

Trade and Other Payables

These amounts represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year and which are unpaid. Due to their short-term nature, they are measured at amortised cost and are not discounted.

The amounts are unsecured and are usually paid within 30 days of recognition.

Loans and Borrowings

All loans and borrowings are initially recognised at fair value of the consideration received less directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method.

Lease liabilities

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

The variable lease payments that do not depend on an index or a rate are expensed in the period in which they are incurred.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Finance costs

Finance costs (include borrowing costs) attributable to qualifying assets are capitalised as part of the asset. All other finance costs are expensed in the period in which they are incurred.

Provisions

Provisions are recognised when the consolidated entity has a present (legal or constructive) obligation as a result of a past event, it is probable the consolidated entity will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting date, taking into account the risks and uncertainties surrounding the obligation. If the time value of money is material, provisions are discounted using a current pre-tax rate specific to the liability. The increase in the provision resulting from the passage of time is recognised as a finance cost.

Employee benefits

Short-term employee benefits
Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled wholly within 12 months of the reporting date are measured at the amounts expected to be paid when the liabilities are settled.

Other long-term employee benefits
The liability for annual leave and long service leaves not expected to be settled within 12 months of the reporting date are measured at 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 corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Defined contribution superannuation expense
Contributions to defined contribution superannuation plans are expensed in the period in which they are incurred.

Fair Value Measurement

When an asset or liability, financial or non-financial, is measured at fair value for recognition or disclosure purposes, the fair value is based on the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date; and assumes that the transaction will take place either: in the principal market; or in the absence of a principal market, in the most advantageous market.

Fair value is measured using the assumptions that market participants would use when pricing the asset or liability, assuming they act in their economic best interests. For non-financial assets, the fair value measurement is based on its highest and best use. Valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, are used, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

Assets and liabilities measured at fair value are classified into three levels, using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. Classifications are reviewed at each reporting date and transfers between levels are determined based on a reassessment of the lowest level of input that is significant to the fair value measurement.

For recurring and non-recurring fair value measurements, external valuers may be used when internal expertise is either not available or when the valuation is deemed to be significant. External valuers are selected based on market knowledge and reputation. Where there is a significant change in fair value of an asset or liability from one period to another, an analysis is undertaken, which includes a verification of the major inputs applied in the latest valuation and a comparison, where applicable, with external sources of data.

Issued Capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

Business combinations

The acquisition method of accounting is used to account for business combinations regardless of whether equity instruments or other assets are acquired.

The consideration transferred is the sum of the acquisition-date fair values of the assets transferred, equity instruments issued or liabilities incurred by the acquirer to former owners of the acquiree and the amount of any non-controlling interest in the acquiree. For each business combination, the non-controlling interest in the acquiree is measured at either fair value or at the proportionate share of the acquiree's identifiable net assets. All acquisition costs are expensed as incurred to profit or loss.

On the acquisition of a business, the consolidated entity assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic conditions, the consolidated entity's operating or accounting policies and other pertinent conditions in existence at the acquisition-date.

Where the business combination is achieved in stages, the consolidated entity remeasures its previously held equity interest in the acquiree at the acquisition-date fair value and the difference between the fair value and the previous carrying amount is recognised in profit or loss.

Contingent consideration to be transferred by the acquirer is recognised at the acquisition-date fair value. Subsequent changes in the fair value of the contingent consideration classified as an asset or liability is recognised in profit or loss. Contingent consideration classified as equity is not remeasured and its subsequent settlement is accounted for within equity.

The difference between the acquisition-date fair value of assets acquired, liabilities assumed and any non-controlling interest in the acquiree and the fair value of the consideration transferred and the fair value of any pre-existing investment in the acquiree is recognised as goodwill. If the consideration transferred and the pre-existing fair value is less than the fair value of the identifiable net assets acquired, being a bargain purchase to the acquirer, the difference is recognised as a gain directly in profit or loss by the acquirer on the acquisition-date, but only after a reassessment of the identification and measurement of the net assets acquired, the non-controlling interest in the acquiree, if any, the consideration transferred and the acquirer's previously held equity interest in the acquirer.

Business combinations are initially accounted for on a provisional basis. The acquirer retrospectively adjusts the provisional amounts recognised and also recognises additional assets or liabilities during the measurement period, based on new information obtained about the facts and circumstances that existed at the acquisition-date. The measurement period ends on either the earlier of (i) 12 months from the date of the acquisition or (ii) when the acquirer receives all the information possible to determine fair value.

Goods and Services Tax ('GST') and other similar taxes

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the tax authority. In this case it is recognised as part of the cost of the acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the tax authority is included in other receivables or other payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the tax authority, are presented as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the tax authority.

Rounding of amounts

The company is of a kind referred to in Corporations Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to 'rounding-off'. Amounts in this report have been rounded off in accordance with that Corporations Instrument to the nearest dollar.

3. Critical accounting judgements, estimates and assumptions.

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. Management continually evaluates its judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses. Management bases its judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events, management believes to be reasonable under the circumstances, the results of which form the basis of the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from those estimates. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected. In preparing the financial report, the significant judgements made by management in applying the entities' accounting policies and the key source of estimation uncertainty were consistent with those made for the financial report as at 30 June 2022 in addition to the following:

Revenue from contracts with customers involving sale of development activities

When recognising revenue in relation to the sale of goods to customers, the key performance obligation of the consolidated entity is considered to be the point of delivery of the goods to the customer, as this is deemed to be the time that the customer obtains control of the promised goods and therefore the benefits of unimpeded access

4. Operating segments

Identification of reportable operating segments
The consolidated entity is organised into three key operating segments being: 'Early Learning Centres', 'Early Learning Investment' and 'Land Lease Communities'.

ELCs are characterised by well-established and mature services while Early Learning Investment's develop, own and manage the underlying Early Learning Centre properties. Newly established and yet to be mature ELCs are included in this segment.

Land Lease Communities are represented by the Zest business which are establishing and developing RLLCs.

The operating segments described herein represent the manner in which the Board of Directors (who are identified as the Chief Operating Decision Makers (CODM)) together with the management team manage the consolidated entity. The management accounts are reviewed on a monthly basis and preparation of same reflect the segmentation below which are consistent with those adopted in the financial statements. There is no aggregation of operating segments.

The CODM reviews EBITDA (earnings before interest, tax, impairment, depreciation and amortisation). The accounting policies adopted for internal reporting to the CODM are consistent with those adopted in the financial statements.

Types of products and services
The principal products and services of each of these operating segments are as follows:

Segment	Type of Product & Service	Income Source
Early Learning Centres operations	Provision of long day early learning services to children between 6 weeks and 6 years old of established ELCs	Fee income (parent & government contributed)
Early Learning Investments	All other business operations relating to ELCs including: • ELC services in which the Group has a net investment outstanding • ELC property investments held and used for operating its Early Learning Centres • Development activity relating to ELCs	Development profit and rental income and Fee income
Land Lease Community development / operation (Zest Living)	Establishment, development and operation of land lease communities	RLLC unit sales and lease rental income
Corporate	The Corporate segment represent the income from investments, shared expenses and other non-operational items of the consolidated entity not within the core segments above.	Intersegment or intercompany transactions only

The Corporate segment represent the income from investments, shared expenses and other non-operational items of the consolidated entity not within the core segments above.

Intersegment transactions
Intersegment transactions were relating to rental charges and share service charges on handling the administrative affairs between the entities in the consolidated group. Intersegment transactions are eliminated on consolidation.

Intersegment receivables, payables and loans
Intersegment loans are initially recognised at the consideration received. Intersegment loans receivable and loans payable are not adjusted to fair value based on market interest rates. Intersegment loans are eliminated on consolidation.

	Early Learning Centre Operations $	Early Learning Investments $	Zest Living $	Corporate $	Consolidated $
30 June 23					
Revenue					
Sales to external customers	11,649,800	6,574,409	549,798	-	18,774,007
Intersegment sales	-	1,018,398	-	-	1,018,398
Total sales revenue	11,649,800	7,592,807	549,798	-	19,792,405
Other revenue	51,629	158,272	6,122	58,947	274,970
Total segment revenue	11,701,429	7,751,079	555,920	58,947	20,067,375
Intersegment eliminations					(1,018,398)
Unallocated revenue:					
Interest revenue					-
Total revenue					19,048,977
EBITDA	3,604,884	404,818	(239,400)	(1,352,928)	2,417,374
Impairment of property					-
Depreciation and amortisation					(2,154,185)
Finance costs					(1,375,711)
Profit before income tax expense					(1,112,522)
Income tax benefit					(133,103)
Profit after income tax expense					**(1,245,625)**

	Early Learning Centre Operations $	Early Learning Investments $	Zest Living $	Corporate $	Consolidated $
30 June 22					
Revenue					
Sales to external customers	7,830,931	3,031,271	-	-	10,862,202
Intersegment sales	-	575,153	-	2,093,289	2,668,442
Total sales revenue	7,830,931	3,606,424	-	2,093,289	13,530,644
Other revenue	72,411	551,850	597	147,483	772,341
Total segment revenue	7,903,342	4,158,274	597	2,240,772	14,302,985
Intersegment eliminations					(2,668,442)
Unallocated revenue:					
Interest revenue					-
Total revenue					11,634,543
EBITDA	2,232,941	(179,689)	(178,629)	(731,271)	1,143,352
Impairment of property					(1,001,908)
Depreciation and amortisation					(1,486,516)
Finance costs					(925,936)
Profit before income tax expense					(2,271,008)
Income tax benefit					283,408
Profit after income tax expense					**(1,987,600)**

30 June 23	Early Learning Centre Operations $	Early Learning Investments $	Zest Living $	Corporate $	Consolidated $
Assets					
Segment assets	11,230,399	38,758,158	20,264,182	22,929,298	93,182,037
Intersegment eliminations					(6,764,780)
Unallocated assets:					
Deferred tax asset					-
Total assets					**86,417,257**
Liabilities					
Segment liabilities	10,958,973	24,771,600	16,676,415	777,432	53,184,420
Intersegment eliminations					(6,764,780)
Unallocated liabilities:					
Provision for income tax					7,752
Deferred tax liability					4,129,143
Total liabilities					**50,556,335**

30 June 22	Early Learning Centre Operations $	Early Learning Investments $	Zest Living $	Corporate $	Consolidated $
Assets					
Segment assets	11,427,021	35,893,211	12,492,030	39,568,789	99,381,051
Intersegment eliminations					(22,449,363)
Unallocated assets:					
Deferred tax asset					-
Total assets					**76,931,688**
Liabilities					
Segment liabilities	11,742,416	23,798,874	8,687,062	17,679,349	61,907,701
Intersegment eliminations					(22,449,363)
Unallocated liabilities:					
Provision for income tax					-
Deferred tax liability					3,919,337
Total liabilities					**43,377,675**

5. Revenue

	Notes	30 Jun 2023 $	30 Jun 2022 $
Revenue from early education services			
Rendering of services		18,224,209	10,862,202
		18,224,209	**10,862,202**
Revenue from Zest Living			
Development activities		549,798	-
		549,798	**-**
Revenue		**18,774,007**	**10,862,202**

The disaggregation of revenue from contracts with customers by types of goods and services is disclosed above and the timing of revenue recognition for rendering services is over time.

6. Share of profits of associates

	Notes	30 Jun 2023 $	30 Jun 2022 $
Share of profit - associates		122,250	132,006
		122,250	**132,006**

7. Other Income

	Notes	30 Jun 2023 $	30 Jun 2022 $
Interest income		35,087	9,320
Government grant		6,159	97,076
Profit on sale of investment		-	99,124
Net fair value gain on investment in associates		-	393,595
Other revenue		111,474	41,220
		152,720	640,335

8. Expenses

	Notes	30 Jun 2023 $	30 Jun 2022 $
Profit before income tax includes the following specific expenses			
Depreciation			
Building		605,233	348,715
Leasehold improvements		7,051	7,626
Plant and equipment		115,586	84,486
Buildings right-of use-assets	(i)	1,426,315	1,045,689
Total depreciation and amortisation		**2,154,185**	**1,486,516**
Net fair value loss			
Net fair value loss on investment properties		-	1,001,908
Finance costs			
Interest and finance charges paid/ payable on borrowings		892,734	601,254
Interest and finance charges paid/ payable on lease liabilities	(i)	482,977	324,682
Finance costs expensed		**1,375,711**	**925,936**

i. Buildings right-of use-assets and Finance charges are required to be reported in accordance with ‘Right of Use’ and ‘Lease Liability’ policies as outlined in Note 2.

9. Income tax expense

	Notes	30 Jun 2023 $	30 Jun 2022 $
Income tax benefit			
Deferred tax - origination and reversal of temporary differences		(81,291)	221,632
Adjustment to acquisition related intangible assets		-	61,776
Adjustment recognised for prior periods		(51,812)	-
Aggregated income tax benefit		**(133,103)**	**283,408**
Deferred tax included in income tax expense comprises			
Increased in deferred tax assets		-	-
Increase/ (decrease) in deferred tax liabilities		107,553	636,359
Deferred tax - origination and reversal of temporary differences		**107,553**	**636,359**
Numerical reconciliation of income tax expense and tax at the statutory rate			
Losses before income tax expense		**(1,112,522)**	**(2,271,008)**
Tax at the statutory tax rate of 25%		(278,131)	(567,753)
Tax effect amounts which are not deductible/(taxable) in calculating taxable income			
Entertainment expenses		3,189	2,332
Legal costs		-	14,881
Rental expenses		116,007	98,790
Share of profits - associates		-	(7,347)
Profit on sale of subsidiary		-	77,870
Exempt income - Business continuity grant		-	(24,269)
Fair value gain on investment in associates		-	(98,399)
Fair value loss on property, plant and equipment		-	250,477
Accrued liabilities and other expenses		112,786	484,281
Sundry items		(86,954)	(9,231)
		145,028	789,385
Adjustment to acquisition related intangible assets		-	61,776
Income tax benefit / (expense)		**(133,103)**	**283,408**

	Notes	30 Jun 2023 $	30 Jun 2022 $
Amounts charged/(credited) directly to equity			
Deferred tax liabilities	27	(128,515)	(476,416)
		(128,515)	**(476,416)**

10. Cash and cash equivalents

	Notes	30 Jun 2023 $	30 Jun 2022 $
Cash on hand		411	411
Cash at bank		850,332	1,382,185
		850,743	**1,382,596**

11. Trade and other receivables

	Notes	30 Jun 2023 $	30 Jun 2022 $
Accounts receivable		199,529	61,137
Prepayment		378,281	716,595
GST receivable		83,840	57,959
Loan receivable from related parties		114,622	105,906
Distribution receivable from associate		-	98,679
Others receivables		26,715	-
		802,987	**1,040,276**

The consolidated entity has not provided for any allowances for expected credit losses for the financial year.

12. Inventories

	Notes	30 Jun 2023 $	30 Jun 2022 $
Work in progress	(i)	3,568,479	958,983
		3,568,479	**958,983**

i. Development costs of homes developed by Zest Living Developments Pty Ltd, which is ultimately owned by Macarthur National Ltd.

13. Non-current assets held for sale classified as held for sale (current assets)

	Notes	30 Jun 2023 $	30 Jun 2022 $
ELC properties held for sale	(i)	2,728,167	-
		2,728,167	-

i. Montessori Beginnings Swan Hill opened to first children in December 2022. With the ELC business established, the Swan Hill ELC property was contracted for sale on 21 June 2023 and subsequently settled in September 2023. The property was transferred from non-current asset Property, plant and equipment.

14. Investments in Associates (Non-current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Investment in associate	(i)	2,670,562	2,514,000
		2,670,562	**2,514,000**

i. MNL Property Trust held a 30% partnership interest in the CVCV Childcare No 1 Partnership, with changes due to statutory payments.

Refer to note 35 for further information on fair value measurement.

Refer to note 40 for further information on interests in associates.

15. Investment properties

	Notes	30 Jun 2023 $	30 Jun 2022 $
Investment properties			
Zest Living (in construction)	(i)	16,495,271	1,240,662
		16,495,271	**11,240,662**

i. Zest Living is developing a 155 homes residential land lease community in Yarrawonga. This investment has been recorded in line with 'Investment Properties' Note 2.

16. Property, plant, and equipment

	Notes	30 Jun 2023 $	30 Jun 2022 $
Land and building - at valuation	i	22,762,748	22,762,748
Less Accumulated Depreciation		(932,115)	(348,715)
		21,830,633	22,414,033
Construction in progress	ii	3,176,558	1,777,308
Leasehold Improvements - at cost		52,001	52,001
Less Accumulated Depreciation		(14,677)	(7,626)
		37,324	44,375
Plant and Equipment - at cost		721,523	540,983
Less Accumulated Depreciation		(195,933)	(82,476)
		525,590	458,507
Computer equipment - at Cost		10,441	7,193
Less Accumulated Depreciation		(3,462)	(1,367)
		6,979	5,826
		25,577,084	**24,700,049**

i. Independent valuations were conducted in or around June 2022 and the ELC properties are disclosed at fair value (refer to note 35). As the properties are tenanted by businesses in the same consolidated group the revaluation gain is included in revaluation surplus reserve (refer to note 31).

ii. The following properties were purchased by the consolidated entity during the reporting period:

Property	No of places	Type
Harpley (Werribee)	90 (Proposed)	ELC (Proposed)
Irymple	112 (Proposed)	ELC (Proposed)

The Swan Hill ELC property refurbishment and improvement works were completed in October 2022. Refurbishment and improvement costs were included as inventory in the previous reporting period and were transferred to property, plant and equipment during the current period. The property was contracted for sale on 21 June 2023 and subsequently settled in September 2023 (refer to note 13).

Reconciliations of the written down values at the beginning and end of the current financial year are set out below:

	Land and building $	Construction in progress $	Leasehold Improvements $	Plant and Equipment $	Computer Equipment $	Motor Vehicle $	Total $
Consolidated							
Balance 1 July 2022	**22,414,033**	**1,777,308**	**44,375**	**458,507**	**5,826**	**-**	**24,700,049**
Transfer from prior period	2,235,941	(2,235,941)	-	-	-	-	-
Classified as held for sale (note 13)	(2,728,167)						(2,728,167)
Additions	-	458,633	-	-	-	-	458,633
Acquisition		3,176,558	-	180,540	3,248	-	3,360,346
Disposals		-	-	-	-	-	-
Revaluation increments/ (impairment)	514,059	-	-	-	-	-	514,059
Effects of exchange rate change				34			34
Amortisation/Depreciation	(605,233)	-	(7,051)	(113,491)	(2,095)	-	(727,870)
Balance 30 June 2023	**21,830,633**	**3,176,558**	**37,324**	**525,590**	**6,979**	**-**	**25,577,084**

	Land and building $	Construction in progress $	Leasehold Improvements $	Plant and Equipment $	Computer Equipment $	Motor Vehicle $	Total $
Consolidated							
Balance 1 July 2021	**-**	**-**	**-**	**-**	**1,875**	**-**	**1,875**
Transfer from prior period	-	556,640	-	-	-	-	556,640
Additions	21,858,989	1,220,668	-	-	-	-	23,079,657
Acquisition	-	-	52,001	540,983	5,262	20,000	618,246
Disposals	-	-	-	-	-	(19,301)	(19,301)
Revaluation increments/ (impairment)	903,759	-	-	-	-	-	903,759
Amortisation/Depreciation	(348,715)	-	(7,626)	(82,476)	(1,311)	(699)	(440,827)
Balance 30 June 2022	**22,414,033**	**1,777,308**	**44,375**	**458,507**	**5,826**	**-**	**24,700,049**

Refer to note 34 for further information on fair value measurement.

17. Right-of-use-assets

	Notes	30 Jun 2023 $	30 Jun 2022 $
Land and buildings - right-of-use		15,342,321	15,941,213
Less: Accumulated depreciation		(2,239,649)	(1,045,688)
		13,102,672	**14,895,525**

There were no additions to the right-of-use assets during the year.

The consolidated entity leases land and buildings for its ELC under agreements of between five to fifteen years with, in some cases, options to extend. The leases have various escalation clauses. On renewal, the terms of the leases are renegotiated.

18. Intangibles

	Notes	30 Jun 2023 $	30 Jun 2022 $
Goodwill		18,645,490	18,645,490
		18,645,490	**18,645,490**

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

	Notes	Goodwill	Total
Consolidated			
Balance at 1 July 2021			
Additions through business combinations		18,637,272	18,637,272
Additions from prior period		8,218	8,218
Balance at 30 June 2022		**18,645,490**	**18,645,490**
Additions through business combinations		-	-
Additions from prior period		-	-
Balance at 30 June 2023		**18,645,490**	**18,645,490**

Impairment testing

Goodwill acquired through business combinations have been allocated to the following cash-generating units (CGU):

	Notes	30 Jun 2023 $	30 Jun 2022 $
Early Learning Centre Operations		1,716,659	1,716,659
Early Learning Investments		9,426,102	9,426,102
Zest Living		7,502,729	7,502,729
		18,645,490	**18,645,490**

The consolidated entity’s goodwill recorded has been tested for impairment and no impairment losses are recorded.

Impairment testing compares the carrying value to the recoverable amount. If the recoverable amount is greater than the carrying value, the goodwill is deemed to be not impaired and the carrying value is not changed. However, if the carrying value exceeds the recoverable amount, goodwill is deemed to be impaired and an impairment loss is charged to the income statement so as to reduce the carrying amount in the balance sheet to its recoverable amount.

The recoverable amount of the consolidated entity's goodwill has been determined by its:

- value-in-use (VIU) which is the present value of the estimated future cash flow of each asset or CGU. The VIU calculations are based on future cash flow forecast where key assumptions are made on the future trading business environment for each ELC CGU based on current performance and management estimates; and
- fair value less cost of disposal (FVLCD) is an estimate of the amount that a market participant would pay for an asset or CGU, less the cost of disposal. The FVLCD for the RLLC asset (Zest Living) has been determined using an independent market valuation and assessments by a member of the Australian Property Institute having recent experience in the location and category of land and buildings being valued. The valuer has projected expected cashflow from the development to determine the 'as is' value. The FVLCD is based on Level 3 inputs which are largely market corroborated. The directors do not believe that there has been a material movement in fair value since the valuation date.

The impairment model has the following key attributes:

- Pre-tax discount rate of 15.0% (2022: 15.0%);
- Projected revenue growth rate of 2.1% (2022: 2.2%) per annum;
- Forecast period of 5 years plus a terminal growth calculation with a terminal growth rate of 3.5% (2022: 2.5%)

Sensitivity
The directors have made judgements and estimates in respect of impairment testing of goodwill. Should these judgements and estimates not occur the resulting goodwill carrying amount may decrease.

The sensitivities in relation to the ELCs are as follows:

- Revenue would need to decrease by more than 12.1% before goodwill would need to be impaired, with all other assumptions remaining constant.
- The discount rate would be required to increase by 63.0% before goodwill would need to be impaired, with all other assumptions remaining constant. There would still be head room if the terminal growth rate was reduced to 0.0%.

With RLLC, as the project continues to be in its development stage, based on the valuation report from external valuer, Management continues to believe there is significant headroom with all assumptions remaining constant.

19. Other assets (current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Rental security deposit		387,059	381,750
Deposit paid on investment properties		-	807,135
Deposits paid on furniture and fittings		-	42,480
Upfront costs of investment		1,406,525	322,742
ELC investments loan receivable		182,218	-
		1,975,802	**1,554,107**

20. Trade and other payables

	Notes	30 Jun 2023 $	30 Jun 2022 $
Accounts payable		599,424	731,170
Accrued expenses		547,633	287,525
Accrued audit fees		40,000	64,500
Accrued investment in associate costs		-	157,370
Other payables		13,955	44,403
		1,201,012	1,284,968

Refer to note 34 for further information on financial instruments.

21. Employee benefit provision

	Notes	30 Jun 2023 $	30 Jun 2022 $
Salaries and wages payable		784,070	774,463
Superannuation payable		339,053	228,876
Provision for payroll tax		(11,714)	53,173
Provision for annual leave		593,633	556,214
Provision for long service leave		144,279	228,073
Accrued director fees		126,779	56,569
		1,976,100	**1,897,368**

22. Borrowing (current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Loan from financiers	(i)	4,069,000	12,605,199
		4,069,000	**12,605,199**

i. Loans from financiers, funding various property acquisitions on market terms and conditions.

Refer to note 34 for further information on financial instruments.

23. Lease liabilities (current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Lease liabilities		1,065,901	1,031,184
		1,065,901	**1,031,184**

The lease liability outlined above is in accordance with accounting standard AASB 16 which represents the lease obligation over the next 12 months. As at the report date, there are no lease obligations outstanding to landlords.

Refer to note 34 for further information on financial instruments.

24. Provision for income tax

	Notes	30 Jun 2023 $	30 Jun 2022 $
Provision for income tax		7,752	-
		7,752	**-**

25. Other liabilities (current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Deferred rent		41,923	159,461
Related party loan		1,559,328	2,454,479
		1,601,251	**2,613,940**

Refer to note 34 for further information on financial instruments.

26. Lease liabilities (non-current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Lease liabilities		12,720,646	14,203,407
		12,720,646	**14,203,407**

The lease liability outlined above is in accordance with accounting standard AASB 16 which represents the non-current lease obligations of the Company. As at the report date, there are no lease obligations outstanding to landlords.

Refer to note 34 for further information on financial instruments.

27. Deferred tax liability (non-current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Net deferred tax liability comprises temporary differences attributable to:			
Amounts recognised in profit or loss:			
Losses carry forward		450,220	414,727
Fair value gain on investment in associates		98,399	98,399
Fair value loss on property, plant and equipment without previous reserve		(250,477)	(250,477)
Accrued liabilities and other expenses		(252,382)	(484,281)
		45,760	(221,632)
Amounts recognised in equity:			
Revaluation of property, plant and equipment through other comprehensive income		604,932	476,417
		(186,101)	-
Transaction costs on share issue		464,591	254,785
Acquisition related intangible assets		3,664,552	3,664,552
Net deferred tax liabilities		**4,129,143**	**3,919,337**
Movements:			
Opening balance		3,919,337	-
Charged/(credited) to profit or loss	9	81,291	(221,632)
Charged to equity	9	128,515	476,417
Additions through business combinations		-	3,664,552
Closing balance		**4,129,143**	**3,919,337**

28. Other liabilities (non-current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Accrued business purchase fees		-	100,000
Provision for long service leave		243,230	187,378
		243,230	**287,378**

29. Borrowing (non-current)

	Notes	30 Jun 2023 $	30 Jun 2022 $
Loan from financier		23,542,500	5,534,894
		23,542,500	**5,534,894**

The increase in non-current borrowings namely relates to refinancing of loans to longer tenures, and additional borrowings in connection with new land acquisitions.

Refer to note 34 for further information on financial instruments.

Total secured liabilities

The total secured liabilities (current and non-current) are as follows:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Financier Loans current	22	4,069,000	12,605,199
Financier Loans non-current (above)		23,542,500	5,534,894
		27,611,500	18,140,093

Assets pledged as security

The financier loans are secured by first mortgages over the consolidated entity's land and buildings.

Financing arrangements

Unrestricted access was available at the reporting date to the following lines of credit:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Financial arrangements			
Financier loans		27,631,500	25,466,500
Used at the reporting date			
Financier loans		27,631,500	18,140,093
Unused at the reporting date			
Financier loans		20,000	7,326,407

30. Issued Capital

	30 Jun 23 No of Shares	30 Jun 2023 $	30 Jun 22 No of Shares	30 Jun 2022 $
Ordinary shares – fully paid	180,011,354	**35,445,047**	162,695,260	**32,726,230**

Movements in ordinary share capital

	Date	Shares	Issue price	Total $
Balance	**30-Jun-22**	**162,695,260**		**32,726,230**
Issue of shares to sub-underwriter	20-Aug-22	5,000,000	$0.20	1,000,000
Issue of shares on prospectus	22-Aug-22	11,607,761	$0.20	2,321,552
Issue of shares to GMO New Pty Ltd as repayment of loan in Zest Living Australia Pty Ltd	7-Oct-22	708,333	$0.20	141,667
Balance from movement of shares	**30-Jun-23**	**180,011,354**		**36,189,449**
Capitalised costs on issue of shares relating to prospectus		-		(744,402)
Balance	**30 -Jun-23**	**180,011,354**		**35,445,047**

Ordinary shares

Ordinary shares entitle the holder to participate in dividends and the proceeds on the winding up of the consolidated entity in proportion to the number of and amounts paid on the shares held. The fully paid ordinary shares have no par value and the Company does not have a limited amount of authorised capital.

On a show of hands every member present at a meeting in person or by proxy shall have 1 vote and upon a poll each share shall have 1 vote.

Capital risk management

The consolidated entity's objectives when managing capital is to safeguard its ability to continue as a going concern, so that it can provide returns for shareholders and benefits for other stakeholders and to maintain an optimum capital structure to reduce the cost of capital.

Capital is regarded as total equity, as recognised in the statement of financial position, plus net debt. Net debt is calculated as total borrowings less cash and cash equivalents.

In order to maintain or adjust the capital structure, the consolidated entity may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The consolidated entity is subject to certain financing arrangements covenants and meeting these is given priority in all capital risk management decisions. There have been no events of default on the financing arrangements during the financial year.

The capital risk management policy remains unchanged from the 30 June 2022 Annual Report.

31. Equity reserve

	Notes	30 Jun 2023 $	30 Jun 2022 $
Revaluation surplus reserve		1,763,507	1,454,105
Foreign currency reserve		(5,349)	-
		1,758,158	**1,454,105**

Revaluation surplus reserve
The reserve is used to recognize increments and decrements in the fair value of land and buildings, excluding investment properties. The reserve reflects unrealised increases in the value of assets based on external valuations. Accordingly, where there is a decrease in valuation, the associated decrease is recorded as a loss in the Profit & Loss.

Foreign currency reserve
The reserve is used to recognise exchange differences arising from the translation of the financial statements of foreign operations to Australian dollars. It is also used to recognise gains and losses on hedges of the net investments in foreign operations.

Movements in reserves
Movements in each class of reserve during the current and previous financial year are set out below:

	Total $	Revaluation surplus / (loss) through NCI $	Revaluation surplus $
Consolidated			
Balance at 1 July 2021			
Revaluation - gross	1,905,666	(33,140)	1,938,806
Deferred tax	(476,417)	8,285	(484,701)
Balance at 30 June 2022	**1,429,250**	**(24,855)**	**1,454,105**
Revaluation - gross	514,059	101,526	412,533
Deferred tax	(128,515)	(25,382)	(103,133)
Foreign currency translation	(5,346)	-	(5,346)
	380,198	76,144	304,054
Balance at 30 June 2023	**1,809,448**	**51,289**	**1,758,159**

32. Retained profits

	Notes	30 Jun 2023 $	30 Jun 2022 $
Retained losses at the beginning of the financial year		(2,806,922)	(839,311)
Losses after income tax expense for the year		(1,245,812)	(1,987,601)
Losses after income tax expense for the year transfer to NCI		(165,495)	19,990
Retained losses at the end of the financial year		**(4,218,229)**	**(2,806,922)**

33. Non-controlling interest

	Notes	30 Jun 2023 $	30 Jun 2022 $
Issued capital		2,678,950	2,225,445
Reserve		51,587	(24,855)
Retained loss		145,505	(19,990)
Retained profits at the end of the financial year		**2,875,742**	**2,180,600**

The non-controlling interest has a 19.90% (2022: 16.57%) equity holding in MNL Property Trust.

34. Financial instruments

Financial risk management objectives

The consolidated entity's activities expose it to a variety of financial risks: currency risk, interest rate risk, credit risk and liquidity risk.

These risks arise from the normal course of business and the Group manages exposure to them in accordance with the Group's risk management strategy, which is to support the delivery of the Group's financial target while protecting its future financial security.

As part of the risk management strategy, the Group monitors target gearing levels and credit rating metrics under a range of stress test scenarios incorporating operational and macroeconomic factors.

Primary responsibilities for the identification and monitoring of the financial risk rests with the Chief Financial Officer under authority delegated by the Chief Executive Officer.

Market risk

Foreign currency risk
The consolidated entity undertakes certain transactions denominated in foreign currency and is exposed to foreign currency risk through foreign exchange rate fluctuations.

The consolidated entity does not actively undertake transactions or trade in foreign denominated currency; however, it is exposed to foreign currency risk by virtue of its investment in an entity in Malaysia and the legacy receivable to which the Group has exited via the sale of its equity interest in 2022.

	Asset	
Consolidated	30 Jun 2023 $	30 Jun 2022 $
MYR	329,068	321,456
	329,068	**321,456**

The consolidated entity had net asset denominated in foreign currencies $106,076 (2022 $105,906). Given the nominal sums of the exposures and the risk is immaterial, the Group has opted not to undertake any hedging activities.

Price risk
The consolidated entity is not exposed to any significant price risk.

Interest rate risk
The consolidated entity is exposed to interest rate risk on its outstanding borrowings from the possibility that changes in interest rates will affect future cash flows. Interest rate risk is managed as part of the consolidated entity's risk management strategy whereby the consolidated entity's gearing ratio is closely monitored along with its credit rating metrics. The Group's debt is issued at a variable interest rate.

The consolidated entity's financier loans outstanding, totaling $27,611,500 (2022: $18,140,093), are interest only loans which consist of external financier loans which have been substantially in place at the start of the financial year. Monthly cash outlays of approximately $106,354 (2022: $60,000) per month are required to service the interest payments. An official increase/decrease in interest rates of 100 (2022: 100) basis points would have an adverse effect on profit before tax of $276,115 (2022: $181,401) per annum. The percentage change is based on the expected volatility of interest rates using market data and analysts' forecasts. In addition, minimum principal repayments of $3,354,000 (2022: $12,541,000) are due during the year ending 30 June 2024.

Credit risk
Credit risk refers to counterparty default risk and this risk arises from trade debtors. This risk is managed by requiring child care fees to be paid in advance. Outstanding debtor balances are reviewed weekly and followed up in accordance with the Group's debt collection policy. Credit risk is also minimised by federal government funding in the form of Child Care Subsidy, where the Federal Government is considered to be a high-quality debtor.

Liquidity risk
Vigilant liquidity risk management requires the consolidated entity to maintain sufficient liquid assets (mainly cash and cash equivalents) and available borrowing facilities to be able to pay debts as and when they become due and payable.

The consolidated entity manages liquidity risk by maintaining adequate cash reserves and available borrowing facilities by continuously monitoring actual and forecast cash flows and matching the maturity profiles of financial assets and liabilities.

Financing arrangement
The consolidated entity has no unused borrowing facilities at the reporting date.

Remaining contractual maturities
The following tables detail the consolidated entity's remaining contractual maturity for its financial instrument liabilities. The tables have been drawn up based on the undiscounted cash flows of financial liabilities based on the earliest date on which the financial liabilities are required to be paid. The tables include both interest and principal cash flows disclosed as remaining contractual maturities and therefore these totals may differ from their carrying amount in the statement of financial position.

The consolidated entity has no derivative arrangement at the reporting date.

	Weighted average %	1 year or less $	Between 1 and 2 years $	Between 2 and 5 years $	Over 5 years $	Remaining contractual maturities $
Consolidated – 2023						
Non-derivatives						
Non-interest bearing						
Trade payables		349,470	128,400	1,603	-	479,473
Other payables		4,306,640	-	243,230	-	4,549,870
MNL Property Trust debt Facilities (Fixed)		-	-	-	-	-
Properties debt facilities	4.62%	4,069,000	12,905,000	10,637,500	-	27,611,500
Lease liability	3.50%	1,065,901	1,141,483	2,506,437	9,072,725	13,786,547
Total non-derivatives		**9,791,011**	**14,174,883**	**13,388,771**	**9,072,725**	**46,427,390**

	Weighted average %	1 year or less $	Between 1 and 2 years $	Between 2 and 5 years $	Over 5 years $	Remaining contractual maturities $
Consolidated – 2022						
Non-derivatives						
Non-interest bearing						
Trade payables	-	730,067	-	1,103	-	731,170
Other payables	-	5,065,117	100,000	187,378	-	5,352,495
MNL Property Trust debt Facilities (Fixed)	7.75%	10,063,699	-	-	-	10,063,699
Properties debt facilities		2,541,500	-	5,534,894	-	8,076,394
Lease liability	4.12%	1,031,186	1,154,025	3,909,838	9,139,542	15,234,591
Total non-derivatives		**19,431,569**	**1,254,025**	**9,633,213**	**9,139,542**	**39,458,349**

Zest Living development debt facilities were not fully drawn as at reporting date.

The cash flows in the maturity analysis above are not expected to occur significantly earlier than contractually disclosed above.

Fair value of financial instruments
Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

Hedge accounting
The consolidated entity has no hedging activities at the reporting date.

35. Fairvalue measurement

Fair value hierarchy
The following tables detail the consolidated entity's assets and liabilities, measured or disclosed at fair value, using a 3-level hierarchy, based on the lowest level of input that is significant to the entire fair value measurement, being:
Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2: Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Unobservable inputs for the asset or liability.

Consolidated – 30 Jun 2023	Level 1 $	Level 2 $	Level 3 $	Total $
Assets				
Assets held for sale	-	-	2,728,167	2,728,167
Investment in associate	-	-	2,670,562	2,670,562
Land and buildings	-	1,225,000	21,537,748	22,762,748
Total assets	**-**	**1,225,000**	**26,936,477**	**28,161,477**

Consolidated – 30 Jun 2022	Level 1 $	Level 2 $	Level 3 $	Total $
Assets				
Investment in associate	-	-	2,514,000	2,514,000
Land and buildings	-	1,225,000	21,537,748	22,762,748
Total assets	**-**	**1,225,000**	**24,051,748**	**25,276,748**

No liabilities were held at fair value as at 30 June 2022 or 30 June 2023.

Assets and liabilities held for sale are measured at fair value on a non-recurring basis.

There were no transfers between levels during the financial year.

The carrying amounts of trade and other receivables and trade and other payables are assumed to approximate their fair values due to their short-term nature.

The fair value of financial liabilities is estimated by discounting the remaining contractual maturities at the current market interest rate that is available for similar financial liabilities.

Valuation techniques for fair value measurements categorised within level 2 and level 3
The basis of the valuation of land and buildings is fair value. The land and buildings were last revalued at the year-end based on independent assessments by a member of the Australian Property Institute having recent experience in the location and category of land and buildings being valued. The directors do not believe that there has been a material movement in fair value since the revaluation date. Valuations are based on current prices for similar properties in the same location and condition.

Level 3 assets and liabilities

Movements in level 3 assets and liabilities during the current financial year are set out below:

Consolidated	Investment in associate $	Land and buildings $	Assets held for sale $	Total $
Balance at 1 July 2022	**2,514,000**	**21,537,748**	**-**	**24,051,748**
Additions	156,562	2,728,167	-	2,884,729
Transfer to / from assets	-	(2,728,167)	2,728,167	-
Gains recognised in other comprehensive income	-	-	-	-
Net losses recognised through profit or loss	-	-	-	-
Balance at 30 June 2023	**2,670,562**	**21,537,748**	**2,728,167**	**26,936,477**
Balance at 1 July 2021	**-**	**-**	**-**	**-**
Additions	2,120,405	20,872,334	-	22,992,739
Gains recognised in other comprehensive income	-	1,667,322	-	1,667,322
Net losses recognised through profit or loss	393,595	(1,001,908)	-	(608,313)
Balance at 30 June 2022	**2,514,000**	**21,537,748**	**-**	**24,051,748**

The level 3 assets and liabilities unobservable inputs and sensitivity are as follows:

Description	Unobservable inputs	Range (weighted average)	Sensitivity
Investment in associate	Rental yield	5.0% - 6.2% (5.65%) (Represented by a multiplier of 16.22 - 19.87 (17.88)	A change of +/-1 of the multiplier would increase/decrease fair value by $745,000
Land and buildings	Rental yield	4.9% - 6.2% (5.67%) (Represented by a multiplier of 17.0 - 20.5 (17.9)	A change of +/-1 of the multiplier would increase/decrease fair value by $965,000

36. Capital commitments and contingencies

The entity had no contingent assets or liabilities as at 30 June 2023.

	30-Jun-23 $	30-Jun-22 $
Capital commitments		
Committed at the reporting date but not recognised as liabilities		
Property, plant and equipment	693,219	5,372,346
Inventory	6,921,969	-
	7,615,189	**5,372,346**

37. Related party transactions

Parent entity

Macarthur National Limited is the parent entity.

Subsidiaries

Interests in subsidiaries are set out in note 39.

Associates

Interests in associates are set out in note 40.

Key management personnel

Disclosures relating to key management personnel are set out in note 41.

Transactions with related parties
The following transactions occurred with related parties:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Payment for goods and services		90,134	30,000
Payment for services from Independent Capital Partners Pty Ltd (director related entity of Dennis Wilkie)	(i)	1,487	7,500
Payment for services from Elster Development Pty Ltd	(ii)	287,924	75,000
		379,546	**112,500**

i. Payment for advisory work and consulting services in relation to Macarthur's prospectus lodged with ASIC in 2022 from Independent Capital Partners Pty Ltd (a related party associated with Mr Denis Wilke). In 2023 the payment was relating to a reimbursement of expenses.
ii. The consolidated entity has entered into consultancy agreements with Elster Development Pty Ltd (Elster) where Elster will provide various services including property and project management services to the Group. Ian Leslie Townsing, sole director of Elster is the brother of Henry Townsing Sr who is the director of Macarthur. Elster is not deemed a related party under Part 2E.2 s228(3) of the Corporations' Act but for the purposes of full and frank disclosure Elster was paid $287,924 (YE2022: $75,000) during the year for services rendered.

Receivable from and payable to related parties
The following balances are outstanding at the reporting date in relation to transactions with related parties:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Trade payable to Land Real Pty Ltd (director related entity of Henry Townsing)	(i)	128,400	158,400
Payable for services from Elster Development Pty Ltd		-	93,333
Trade payables/ (receivable) other related party		(6,604)	53,485
		121,796	305,218

i. Project management fee in relation to Zest Living Australia Pty Ltd, arrangements to which predated MNL Operations Pty Ltd's acquisition of Zest Living Australia Pty Ltd.

Loans to/from related parties

	Notes	30 Jun 2023 $	30 Jun 2022 $
Loan to Mitre Focus		114,562	105,906
		114,562	105,906
Loan from 22 Spot Pty Ltd	(i)	-	700,000
Loan from 94 Feet Pty Ltd	(ii)	566,667	566,667
Loan from AWG No. 17 Pty Ltd	(ii)	567,660	567,660
Loan from GMO New Pty Ltd	(ii)	425,000	566,667
		1,559,327	2,400,994

i. 22 Spot Pty Ltd is a related party to the consolidated entity due to common Directors. The loan provided to Zest Living Australia Pty Ltd by 22 Spot Pty Ltd predated MNL Operations Pty Ltd's acquisition of Zest Living Australia Pty Ltd and was fully repaid after 30 June 2023 on 25 August 2023.
ii. 94 Feet Pty Ltd, AWG No. 17 Pty Ltd and GMO New Pty Ltd sold its equity interest in Zest Living Australia Pty Ltd and Zest Living Developments Pty Ltd to the Company whereby the consideration was paid via issuance of new shares in the Company. These interest free loans predated MNL Operations Pty Ltd's acquisition of Zest Living Australia Pty Ltd and represent amounts still owing to each respective entity.

Terms and conditions
All transactions were made on commercial terms on an arms' length basis.

38. Parent entity information

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

Statement of profit or loss and other comprehensive income

	Notes	30 Jun 2023 $	30 Jun 2022 $
Profit / (loss) after income tax expense		(285,777)	2,162,195
Other comprehensive income / (loss)		-	-
Total comprehensive income/ (loss)		**(285,777)**	**2,162,195**

Statement of financial position

	Notes	30 Jun 2023 $	30 Jun 2022 $
Current assets		433,550	737,916
Non-current assets		36,432,005	34,803,776
Total assets		**36,865,555**	**35,541,692**
Current liabilities		346,963	1,456,140
Non-current liabilities		-	-
Total liabilities		**346,963**	**1,456,140**
Net Assets		**36,518,592**	**34,085,552**
Equity			
Issued capital		35,445,047	32,726,230
Retained profits		1,073,543	1,359,321
Total equity		**36,518,592**	**34,085,552**

Contingent liabilities
The parent entity had no contingent liabilities as at 30 June 2022 and 30 June 2023.

Capital commitments - Property, plant and equipment.
The parent entity had no capital commitments for property, plant and equipment as of 30 June 2023 and 30 June 2022.

Significant accounting policies
The accounting policies of the parent entity are consistent with those of the consolidated entity, as disclosed in note 2, except for the following:

- Investments in subsidiaries are accounted for at cost, less any impairment, in the parent entity.

39. Interests in subsidiaries

The consolidated financial statements incorporate the assets, liabilities and results of the following wholly owned subsidiaries in accordance with the accounting policy described in note 2:

	Principal place of business/ Country of incorporation	2023 %	2022 %
MNL Operations Pty Ltd	Australia	100%	100%
Mobe Developments Pty Ltd	Australia	100%	100%
Montessori Beginnings Pty Ltd	Australia	100%	100%

The consolidated financial statements incorporate the assets, liabilities and results of the following subsidiary with non-controlling interests in accordance with the accounting policy described in note 2:

Name	Principal place of business / Country of Incorporation	Principal activities	MNL		Eildon Nominee Services Pty Ltd atf Health & Education Fund Pty Ltd	
			Ownership interest 2023 $	Ownership interest 2022 $	Ownership interest 2023 $	Ownership interest 2022 $
MNL Property Trust	Australia	Property investment	80.10%	83.43%	19.90%	16.57%

The non-controlling interests hold no voting rights of Macarthur National Ltd.

Summarised financial information

Summarised financial information of the subsidiary with non-controlling interests that are material to the consolidated entity are set out below:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Summarised statement of financial position			
Current assets		196,912	245,888
Non-current assets		24,893,667	23,224,749
Total assets		**25,090,579**	**23,470,637**
Current liabilities		1,111,502	10,352,199
Non-current liabilities		11,113,917	-
Total liabilities		**12,225,419**	**10,352,199**
Net assets		**12,865,160**	**13,118,438**
Summarised statement of profit or loss and other comprehensive income			
Revenue		2,159,046	2,412,952
Expenses		(1,363,016)	(630,739)
Profit before income tax expense		**796,030**	**1,782,213**
Income tax expense		-	-
Profit after income tax expense		796,030	1,782,213
Other comprehensive income / (loss)		-	-
Total comprehensive income/ (loss)		**796,030**	**1,782,213**
Statement of cash flows			
Net cash from operating activities		(42,238)	(402,432)
Net cash used in investing activities		(1,400,848)	(20,429,737)
Net cash used in financing activities		1,574,397	20,832,169
Net increase/(decrease) in cash and cash equivalents		**131,311**	**-**
Other financial information			
Loss attributable to non-controlling interests		165,495	(25,655)
Accumulated non-controlling interests at the end of reporting period		139,840	-

40. Interest in associates

Interests in associates are accounted for using the equity method of accounting. Information relating to associates that are material to the consolidated entity are set out below:

Name	Principal place of business/ Country of incorporation	Ownership Interest	
		2023 %	2022 $
CVCV Childcare No. 1 Partnership	Australia	30%	30%

The investment in CVCV Childcare No. 1 Partnership is held by MNL Property Trust (MNLPT). MNLPT is a subsidiary of MNL with 80.10% (2022: 83.43%) controlling interests.

Summarised financial information of MNLPT is in note 39.

Summarised financial information

	Notes	30 Jun 2023 $	30 Jun 2022 $
Summarised statement of financial position			
Current assets		58,530	51,800
Non-current assets		3,959,103	3,959,103
Total assets		**4,017,633**	**4,010,903**
Current liabilities		22,508	13,490
Non-current liabilities		1,445,672	1,445,673
Total liabilities		**1,468,180**	**1,459,163**
Net assets		**2,549,453**	**2,551,740**
Summarised statement of profit or loss and other comprehensive income			
Revenue		224,267	143,464
Expenses		(106,609)	(11,458)
Profit before income tax expense		**117,658**	**132,006**
Income tax expense		-	-
Profit after income tax expense		117,658	132,006
Other comprehensive income / (loss)		-	-
Total comprehensive income/ (loss)		**117,658**	**132,006**
Reconciliation of the consolidated entity's carrying amount			
Opening carrying amount		2,551,741	-
Cost of purchased		-	2,453,061
Share of profit after income tax		117,658	132,006
Distribution received		(120,000)	(33,327)
Closing carrying amount		**2,549,398**	**2,551,740**

41. Key management personnel disclosures

Compensation

The aggregate compensation made to directors and other members of key management personnel of the consolidated entity is set out below:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Short-term employee benefits		726,726	441,500
Long-term employee benefit		2,548	699
		729,274	442,199

42. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by Accounting Firm RSM Australia, the auditor of the company, its network firms and unrelated firms:

	Notes	30 Jun 2023 $	30 Jun 2022 $
Audit services - RSM Australia			
Audit or review of the financial statements		126,960	73,500
Other services – RSM Australia			
Due diligence and Prospectus related		31,250	122,150
		158,210	**195,650**

43. Significance events after balance date

Swan Hill ELC property was contracted for sale on 21 June 2023 and subsequently settled in September 2023.

Lilydale ELC property was contracted for sale on 12 October 2023 and expecting to be settled in December 2023.

No other matter or circumstance has arisen since 30 June 2023 that has significantly affected, or may significantly affect the consolidated entity's, the results of those operations, or the consolidated entity's state of affairs in future financial years.

Directors' Declaration

Section

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Directors' Declaration

In the Directors' opinion:

- the attached financial statements and notes comply with the Corporations Act 2001, the Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements;

- the attached financial statements and notes comply with International Financial Reporting Standards as issued by the International Accounting Standards Board as described in note 1 to the financial statements;

- The attached financial statements and notes give a true and fair view of the consolidated entity's financial position as at 30 June 2023 and of its performance for the financial year ended on that date; and

- There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors made pursuant to s.295(5) of the Corporations Act 2001.

On behalf of the directors

Henry Townsing
Director
18 October 2023

Independent Auditor's Report

Section

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Auditor's Report

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INDEPENDENT AUDITOR’S REPORT
To the Members of Macarthur National Ltd

To the Members of Macarthur National Limited

Opinion
We have audited the financial report of Macarthur National Limited (the Company) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 30 June 2023, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and 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:

i. giving a true and fair view of the Group's financial position as at 30 June 2023 and of its financial performance for the year then ended; and

ii. complying with Australian Accounting Standards 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 confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2023, but does not include the financial report and the auditor's report thereon.

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

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

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

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

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

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

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

RSM AUSTRALIA PARTNERS

B Y CHAN
Partner

Dated: 18 October 2023
Melbourne, Victoria

Corporate Directory

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Board Directors

Henry Townsing
Chairman
Non-Executive Director

Dr Les Fitzgerald
Non-Executive Director

Dennis Wilkie
Non-Executive Director

Company Secretary
Surinder Sidhu

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Change of Address

Shareholders who have registered at Registry Direct should log into their Shareholder account at https://www.registrydirect.com.au/login/ to change their account.

Correspondence

Shareholders who prefer to receive correspondence electronically and have registered at Registry Direct should login in to their Shareholder account at https://www.registrydirect.com.au/login/ to change their preferences and if necessary their email address.


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