finleyregionalcare
better tomorrow



2025-2026
ANNUAL REPORT



39TH ANNUAL GENERAL MEETING

Notice is hereby given that the Thirty Ninth Annual General Meeting of Members will be held at 26 Dawe Avenue, Finley on Wednesday 28th October 2026.

BUSINESS

1. To confirm the Minutes of the Annual General Meeting of Finley Regional Care Ltd held on 15th October 2025.
2. To receive and consider the reports of the Board.
3. To receive and consider the Balance Sheet, Trading and Profit and Loss Account and Report of the Auditors.
4. To declare the board for the ensuing year.
5. To deal with any business of which due notice has been given.

Ben Levesque
Chief Executive Officer

Finley Regional Care Ltd

ABN 55 003 153 240 Incorporated in New South Wales on 13th August, 1986

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President's Report for Finley Regional Care 2026 Annual General Meeting

It is with great pride and appreciation that I present the President's Report for Finley Regional Care's 2026 Annual General Meeting. As we reflect on another successful year, we do so with gratitude for the continued commitment, resilience and care shown across our organisation.

At the heart of Finley Regional Care is our dedicated team of staff, whose hard work and compassion continue to make a meaningful difference in the lives of our residents, clients, patients and their families. Each day, our staff demonstrate professionalism, kindness and commitment to providing quality care and services to our community. On behalf of the Board, I sincerely thank every member of the Finley Regional Care team for your contribution to another successful year.

This year we have also continued to see positive outcomes from our recruitment efforts. Attracting and retaining skilled staff in regional aged care remains an ongoing challenge, and the success achieved throughout the year is a credit to the planning, persistence and support provided by our leadership and management teams. The continued strengthening of our workforce has helped support consistency of care and reinforces our commitment to providing the best possible services for those who rely on Finley Regional Care.

A particularly pleasing achievement has been the progress made by our Registered Nurses in applying for Permanent Residency. This is a significant milestone for these valued staff members and their families, and it is also a wonderful outcome for Finley Regional Care. Their ongoing commitment to our organisation and our residents is greatly appreciated, and we are proud to support them as they continue to build their future within our community.

Another important milestone for the year has been Finley Regional Care's successful merger with Biralee Early Learning Centre. This has been a positive and significant step for our organisation, broadening the services we provide within our community and strengthening our commitment to supporting people and families across all stages of life. I would like to acknowledge everyone involved in this process for their hard work, cooperation and dedication in helping to ensure a smooth and successful transition.

We have also continued to see strong growth and development at Alumuna. The progress of the next subdivision, along with new homes being built, reflects the ongoing demand for quality independent living options in our community. Alumuna continues to be an important part of Finley Regional Care's broader vision, providing residents with a welcoming, supportive and connected place to call home.

I would like to acknowledge and thank my fellow Board members for their ongoing support, guidance and dedication throughout the year. The time, knowledge and care each Board member contributes is greatly valued, and our shared commitment to the long-term success and sustainability of Finley Regional Care remains central to every decision we make.

A sincere thank you must also go to Ben, our Chief Executive Officer, for his hard work, leadership and dedication over the past year. Ben's commitment to Finley Regional Care, its staff, residents, clients and broader community continues to guide the organisation through both opportunities and challenges. His steady leadership and vision are greatly appreciated by the Board.

As we look ahead, Finley Regional Care remains focused on continuing to provide quality care and services, supporting our valued workforce, and responding to the needs of our community. We can be proud of what has been achieved this year and confident in the strength of the organisation moving forward.

Thank you.



Andrew Harding
Finley Regional Care Board President




BIRALEE
GROWING TOMORROWS
COMMUNITY TOGETHER









CEO Annual Report 2025-2026

As I reflect on the 2025-2026 financial year, I am incredibly proud of what we have achieved together at Finley Regional Care.

This year has been one of significant change, growth and opportunity. Across every part of our organisation, I have witnessed resilience, adaptability and a genuine commitment to delivering the highest possible standard of care and service to our residents, clients, patients and community.

Our team has embraced change while continuing to provide compassionate, high-quality care across Residential Care, Complete Care, Finley Medical Centre, Berrigan Medical Centre, Alumuna and, more recently, Biralee Early Learning Centre.

One of the most significant milestones this year has been the successful merger and integration of Biralee Early Learning Centre into the Finley Regional Care family. Bringing Biralee into our organisation strengthens our connection to the broader community and ensures this much-loved service remains locally owned and operated for future generations. My sincere thanks go to the Biralee team for their professionalism, patience and understanding throughout the transition process. Change is never easy, but the positive approach displayed by the team has made the merger a tremendous success.

At Finley Regional Care, we remain committed to being a community-owned organisation that reinvests back into the services and communities we serve. Every improvement we make, every service we grow and every new opportunity we pursue is guided by our commitment to ensuring local people continue to have access to high-quality care, health and community services close to home. This point of difference remains one of our greatest strengths and something we are incredibly proud of.

Throughout the year, we have also continued to invest in our future. The Alumuna development has progressed significantly, with Stages 2A and 2B now well underway. These works represent an exciting investment in our community and will see six new homes delivered by the middle of next year, helping meet the growing demand for quality retirement living within our region.

The aged care sector continues to experience some of the most significant reforms seen in decades. The introduction of the new Aged Care Act, continued preparation for the Support at Home Program, and implementation of the strengthened Aged Care Quality Standards have required an enormous amount of work across every area of our organisation.

While these reforms bring opportunities to improve care and services for older Australians, they have also required substantial changes to systems, processes, training, governance and day-to-day operations. I would like to acknowledge the extraordinary effort of our teams who have worked tirelessly behind the scenes preparing for these changes while continuing to deliver excellent care and services. The dedication shown throughout this period has been remarkable and positions Finley Regional Care strongly for the future.

As part of our commitment to continuous improvement, we have implemented numerous operational and quality improvements throughout the year to further enhance the standard of care and services we provide. These improvements are strengthening clinical outcomes, enhancing resident and client experiences, and ensuring we remain aligned with contemporary aged care expectations and regulatory requirements.

Despite challenging occupancy levels within Residential Care throughout parts of the year, I am pleased to report a strong financial result across the organisation.

CEO Annual Report 2025-2026 cont'd

This outcome reflects the hard work, sound decision-making and prudent management of our leaders and staff. Through careful roster management, disciplined expense control and a focus on operational efficiency, we have maintained financial sustainability while continuing to invest in our people and services.

Importantly, during a period where many providers have been forced to make difficult workforce decisions, we remained committed to supporting our staff. The broader performance of our organisation helped support our core services while we continued to focus on workforce stability, staff wellbeing and maintaining a positive workplace culture.

This year also saw further refinement of our organisational structure. Following the departures of Albert Zito and Kylie Titlow, we took the opportunity to review and strengthen our leadership framework to better support future growth, sustainability and governance requirements. I would like to sincerely thank Albert and Kylie for their contributions to Finley Regional Care and wish them every success in their future endeavours.

At the same time, I would like to warmly welcome Ashley Petterwood to the team. Ashley has commenced in the role of Finance, Governance and Business Growth Lead and will play an important role in supporting the continued maturity, sustainability and strategic growth of our organisation.

A personal highlight this year has been watching the growth and development of our clinical leadership team. Amy Lankester has continued to provide exceptional leadership as Director of Nursing, demonstrating professionalism, dedication and an unwavering commitment to quality care. Amy's contribution throughout the year has been outstanding, and I would like to sincerely thank her for her leadership and support.

I would also like to welcome Julie Riseley to the role of Clinical Coordinator. Julie's appointment further strengthens our clinical leadership team and provides additional support as we continue to navigate the increasing complexity of aged care and health services. Julie's loyalty, dedication and passion for FRC have been evident throughout her time with us, and I know she will continue to make a valuable contribution in her new role.

Across our lifestyle program, Meg and the team have continued to transform the daily lives and experiences of our residents. The positive impact of their work is evident every day through increased resident engagement, participation and enjoyment. The growth we have seen in program uptake reflects the passion and creativity of the lifestyle team and the difference they make to the lives of our residents.

To our doctors, nurses and medical centre teams at Finley and Berrigan Medical Centres, thank you for your commitment to providing high-quality healthcare services to our community. Your professionalism and dedication continue to make a lasting difference to the health and wellbeing of countless individuals and families across our region.

To our Residential Care team, including our Registered Nurses, care staff, hospitality, maintenance, lifestyle, administration and support teams, thank you for the compassion, commitment and professionalism you demonstrate every day. The care you provide has a profound impact on the lives of our residents and their families.

To our Complete Care team, thank you for supporting people to remain independent and connected within

their own homes and communities. Your dedication and flexibility allow our clients to continue living with dignity, choice and confidence.

I would also like to acknowledge the residents of Alumuna. Throughout another year of construction activity, improvements and change, our residents have continued to show remarkable understanding, patience and support. We appreciate the trust you place in us and remain committed to creating a community that people are proud to call home.

Our volunteers continue to be at the heart of many of the experiences enjoyed throughout Finley Regional Care. Whether assisting with activities, helping with bingo, supporting residents, transporting clients or simply lending a helping hand, your contribution is invaluable and deeply appreciated.

A special thank you must also go to our Auxiliary Committee. Through their tireless fundraising efforts, they continue to provide equipment, resources and experiences that greatly enhance the lives of our residents. Their ongoing commitment to Finley Regional Care, and to improving the wellbeing of those in our care, is deeply appreciated.

To our Board of Directors, thank you for your continued support, leadership and governance throughout another year of growth and change. Your guidance ensures Finley Regional Care remains strong, sustainable and focused on delivering the services that our community needs both today and into the future.

Most importantly, I would like to thank every member of the Finley Regional Care team. The achievements of this year have only been possible because of your dedication, professionalism and commitment to our organisation and the people we serve. Together, we have embraced change, overcome challenges and continued building an organisation that our community can be proud of.

As we look ahead, I am confident in our future. We have a strong team, a clear direction and exciting opportunities ahead. By continuing to invest in our people, strengthen our services and remain focused on the needs of our community, we are well positioned for the years ahead.

Thank you to our residents, clients, patients, families, volunteers, community partners, Board Directors and staff, our entire Finley Regional Care family, for your ongoing trust, support and commitment.

Together, we will continue to build a stronger future for Finley Regional Care and the communities we proudly serve.



Ben Levesque

Chief Executive Officer

Finley Regional Care

Finley Regional Care Auxilary President's Report 2025-2026

As President of Finley Regional Care Auxiliary I wish to present my report for the last 12 months.

Our fund raising has been 3 street stalls, including a Christmas themed stall in December being a successful day. Plans are in process for our Springtime Open Gardens to be held on November 8th.

We held a morning tea in April to honour Marj Maxwell for her long outstanding commitment over the years to the Auxiliary. The morning tea was a lovely get together with Marj, our members, residents and staff. Thank you to Regional Care staff for their help in hosting this event in their Activities Room.

We also had another successful day with female residents doing boxed flower arrangements for Mothers Day. This activity was very much enjoyed and thank you to members for their involvement on the day.

We have purchased Banners to help promote our fund raising activities. $200 was donated to us by Finley Country Women's Association to help with the purchase of the banners. We have again this year donated $1500 towards cost of entertainment for residents.

Thank you to all Auxiliary members - new and existing - for their continued support throughout the year.Bernie Agosta and Maria McCaw have been exceptional with this support and commitment, thank you, your work is very much appreciated.



Sue Hand

President 2025-26
Finley Regional Care Auxiliary



Finley Regional Care Auxilary Treasurer's Report 2025-2026

The 2025-2026 financial year has been another successful year for the Finley Regional Care Auxiliary.

Throughout the year, the Auxiliary continued to raise funds through our street stalls, raffles at IGA, donations and memberships.

One of the highlights of the year was our $1,500 donation to support entertainment for the residents of Finley Regional Care.

We also continued to support our residents by providing gifts at Easter, Mother's Day, Father's Day and Christmas. It is rewarding to see our fundraising being used for the enjoyment of the residents.

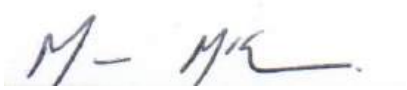
Looking ahead, we are currently preparing for our Father's Day Raffle and Street Stall. Our major fund raiser will be the Finley Springtime Open Gardens in November, with planning and preparations well underway.

I would like to sincerely thank our committee members, volunteers, local businesses and the wider community for their generous support throughout the year. Without their help, our fund raising would not be possible.

I would also like to acknowledge Sue Hand, President; Bernadette Agosta, Secretary; and Shirley Gray, Assistant Treasurer, for their dedication and assistance throughout the year.

Thank you also to Ben Levesque, CEO of Finley Regional Care, and all the staff for their continued support of the Auxiliary.

Finally, I wish the incoming committee every success for the 2026-2027 year.



Maria McCaw

Treasurer 2024-25
Finley Regional Care Auxilary



Independent Auditor's Report

To The Members Of Finley Regional Care Auxiliary

18 SW 97
GOULBURN MURRAY
AUDIT SERVICES

Scope

We have audited the attached special purpose financial report of Finley Regional Care Auxiliary for the year ended 30 June 2026 comprising a Statement of Income and Expenditure for year ended 30 June 2026. The Committee is responsible for the preparation and presentation of the financial report and the information contained therein and has determined that the basis of accounting used is appropriate to the needs of the members. We have conducted an independent audit of the financial report in order to express an opinion on it to the members. No opinion is expressed as to whether the basis of accounting used is appropriate to the needs of the members.

The special purpose financial report has been prepared for distribution to the members of the association for the purpose of fulfilling the Committee's accountability requirements. We disclaim any assumption of responsibility for any reliance on this report or on the financial report to which it relates, to any person other than the members, or of any purpose other than that for which it was prepared.

Our audit has been conducted in accordance with Australian Auditing Standards. Our procedures included examination, on a test basis, of evidence supporting the amounts and other disclosures in the financial report, and the evaluation of significant accounting estimates. These procedures have been undertaken to form an opinion as to whether in all material respects, the financial report is presented fairly in accordance with the accrual basis of accounting described in statement of material accounting policies.

The audit opinion expressed in this report has been formed on the above basis.

Qualification

It is not practical for Finley Regional Care Auxiliary to maintain an effective system of internal control over donations and fund-raising activities until their initial entry in the accounting records. Accordingly, our audit in relation to donations and fund raising was limited to the amounts recorded.

Qualified Audit Opinion

In our opinion, subject to the effects of such adjustments, if any, as might have been determined to be necessary had the limitation discussed in the qualification paragraph not existed, the financial report of Finley Regional Care Auxiliary presents fairly the Assets and Liabilities at 30 June 2026 and the Income and Expenditure of the association for the year then ended in accordance with the basis of accounting described in the statement of material accounting policies.



Michael Milne CA
Date: 7 August 2026
375 Wyndham Street Shepparton, VIC 3630

finleyregionalcare
better tomorrow



FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2025

Directors' Report

For the year ended 30 June 2026

Your directors present their report on the Company for the financial year ended 30 June 2026.

Directors

The names of the directors in office at anytime during or since the end of the year are:

AE Harding
NJR Wilson
GJ McNamara
EC Dean
KL Marshall
ML McCaw

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Review of Operations

The profit of the Company for the financial year after providing for income tax amounted to $1,359,866 (2025 $348,374).

A review of the operations of the Company during the financial year and the results of those operations are as follows:

Over the past twelve months, the profit from residential services totalled $161,633, the profit from the HACCS totalled $154,800, the profit from the Finley Medical Centre totalled $254,733, the loss from Alumuna totalled $214,294, the profit from the Berrigan Medical Centre totalled $63,112 and the loss from OOSH and preschool totalled $35,605.

During the year the Company acquired the operations and net assets of Biralee Pre School Finley Inc on 13 February 2026 and commenced providing preschool services. The transaction resulted in a gain on bargain purchase of $1,089,262. The surplus before this gain was $270,604 and the total surplus for the year was $1,359,866.

Significant Changes in the State of Affairs

No significant changes in the Company's state of affairs occurred during the financial year other than the Biralee Preschool acquisition in February 2026.

Principal Activities

The principal activities of the Company during the financial year were:

- The provision of nursing home facilities and associated aged care services. The Company operates a Medical centre that provides services to the wider community. The Company also provides Independent Living Units and OOSH and Preschool services.

No significant change in the nature of these activities occurred during the financial year other than the Biralee Preschool acquisition in February 2026.

Directors' Report for the year ended 30 June 2026

Events Subsequent to the End of the Reporting Period
There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly alter the operations of the Company, the results of those operations or the state of affairs of the Company, in future years.

Likely Developments and Expected Results of Operations
Likely developments in the operations of the Company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

Environmental Regulation
The Company's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of the State.

Dividends
The Company is a not-for-profit public company limited by guarantee. The constitution of the Company prohibits the distribution of its income and property to its members.

Options
No options over issued shares or interests in the Company were granted during or since the end of the financial year and there were no options outstanding at the date of this report.

Indemnification of Officers
No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an officer or auditor of the Company.

Proceedings on Behalf of Company
No person has applied for leave of court to bring proceedings on behalf of the Company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

The Company was not a party to any such proceedings during the year.

Directors' Report for the year ended 30 June 2026

Information on directors

HARDING, Andrew Edward	President Director 10 years.
WILSON, Norman John Randolph	Vice President. Director 22 years.
McNAMARA, Gregory John	Honorary Treasurer. Director 16 years.
DEAN, Eric Charles	Non Executive Director Director 21 years.
MARSHALL, Kirsty Lea	Non Executive Director Director 1 year.
McCAW, Maria Lynette	Non Executive Director Director 1 year.

Meetings of directors

During the financial year, 10 meetings of directors were held. Attendances were:

	Number Eligible to attend	Number Attended
AE Harding	10	9
NJR Wilson	10	10
GJ McNamara	10	9
EC Dean	10	10
KL Marshall	10	7
ML McCaw	10	7

Signed in accordance with a resolution of the board of directors:

AE Harding (President)

NJR Wilson (Vice President)

Dated: 28/10/2026

Lead Auditor's Independence Declaration

To The Directors Of Finley Regional Care Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2026 there have been:

- no contraventions of the auditor independence requirements as set out in the *Australian Charities and Not-for-profits Commission Act 2012* in relation to the audit; and

- no contraventions of any applicable code of professional conduct in relation to the audit.



CROWE AUDIT AUSTRALIA



DANNIELLE MACKENZIE
Partner

Dated at Albury this 28th day of October 2026.

Some of the Crowe personnel involved in preparing this document may be members of a professional scheme approved under Professional Standards Legislation such that their occupational liability is limited under that Legislation. To the extent that applies, the following disclaimer applies to them. If you have any questions about the applicability of Professional Standards Legislation to Crowe's personnel involved in preparing this document, please speak to your Crowe adviser.

Liability limited by a scheme approved under Professional Standards Legislation.

The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is external audit, conducted via the Crowe Australasia external audit division and Unison SMSF Audit. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries. Findex (Aust) Pty Ltd, trading as Crowe Australasia is a member of Crowe Global, a Swiss verein. Each member firm of Crowe Global is a separate and independent legal entity.

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Finley Regional Care Auxilary

Committee Declaration

The committee declare, that in the committee's opinion;

The special purpose financial statements of the Finley Regional Care Auxiliary, being the Statement of Income and Expenditure;

- Give a true and fair view of its financial position as at 30 June 2026 and of its performance for the financial year ended on that date; and

- There are reasonable grounds to believe that the entity is able to pay all of its debts, as and when they become due and payable.

Susan Hand — 7-8-2026

Sue Hand
President - Finley Regional Care Auxiliary

Date

M. Mc. — 7-8-2026

Maria McCaw
Treasurer - Finley Regional Care Auxiliary

Date

Statement of Income and Expenditure

	$
Opening Balance as at start of financial year	6.034.86
Income	
Street Stall	3,155.85
Donations	208.50
Raffle	3,642.00
Membership	90.00
Special Effort	110.00
Total Income	**7,206.35**
Expenditure	
Gifts FRC	2,378.25
Total Expenditure	**2,378.25**
Net Result - Surplus/(Deficit)	**4,828.10**
Closing Balance at end of financial year	**10,862.96**
Represented by Bank Accounts	
NAB #9666	10,862.96
	10,862.96

Statement Of Material Accounting Policies

The statement of income and expenditure is a special purpose financial report, prepared to meet the needs of Finley Regional Care Auxililary, and may not be relied upon for another purpose. The committee have determined that the entity is not a reporting entity.

The statement of income and expenditure is prepared on a cash basis.

Income Statement

For the year ended 30 June 2026

	Note	2026 $	2025 $
Revenue and other income	2	16,278,843	16,076,572
Depreciation expense	3	(836,375)	(671,841)
Employee benefits expense	3	(9,218,410)	(9,100,573)
Other expenses	3	(5,953,453)	(5,955,783)
Profit/(loss) before gain on bargain purchase		270,604	348,374
Gain on bargain purchase in Biralee business combination	22	1,089,262	-
Profit/(loss) before income tax expense		1,359,866	348,374
Income tax expense	1(h)	-	-
Profit/(loss) for the year		1,359,866	348,374
Profit/(loss) attributable to member of the company		1,359,866	348,374

The accompanying notes form part of these financial statements.
These statements should be read in conjunction with the attached compilation report.

Statement of Comprehensive Income

For the year ended 30 June 2026

	Note	2026 $	2025 $
Profit/(loss) for the year		1,359,866	348,374
Other comprehensive income:			
Other comprehensive income for the year, net of tax		-	-
Total comprehensive income/(expense) for the year		**1,359,866**	**348,374**
Total comprehensive income/(expense) attributable to member of the company		1,359,866	348,374

The accompanying notes form part of these financial statements.
These statements should be read in conjunction with the attached compilation report.

Statement of Financial Position

For the year ended 30 June 2026

	Note	2026 $	2025 $
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	8,553,156	7,867,005
Trade and other receivables	6	388,842	265,405
Other current assets	7	57,340	3,889
TOTAL CURRENT ASSETS		8,999,338	8,136,299
NON-CURRENT ASSETS			
Trade and other receivables	6	-	1,523
Property, plant and equipment	8	20,555,132	19,498,239
Intangibles	9	58,892	59,698
TOTAL NON-CURRENT ASSETS		20,614,024	19,559,460
TOTAL ASSETS		29,613,362	27,695,759
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	662,246	479,813
Provisions	11	1,460,315	1,307,444
Refundable resident liabilities	12	14,079,350	13,921,255
Other	13	327,080	256,536
TOTAL CURRENT LIABILITIES		16,528,991	15,965,048
NON-CURRENT LIABILITIES			
Provisions	11	28,929	35,136
TOTAL NON-CURRENT LIABILITIES		28,929	35,136
TOTAL LIABILITIES		16,557,920	16,000,184
NET ASSETS		**13,055,441**	**11,695,575**
EQUITY			
Retained earnings		13,055,441	11,695,575
TOTAL EQUITY		**13,055,441**	**11,695,575**

The accompanying notes form part of these financial statements.
These statements should be read in conjunction with the attached compilation report.

Statement of Changes in Equity

For the year ended 30 June 2026

	Retained Earnings $	Total $
Balance at 1 July 2024	11,347,201	11,347,201
Comprehensive income		
Profit/(loss) attributable to the member of the Company	348,374	348,374
Total comprehensive income/(expense) for the year attributable to the member of the Company	348,374	348,374
Balance at 30 June 2025	11,695,575	11,695,575
Balance at 1 July 2025	11,695,575	11,695,575
Comprehensive income		
Profit/(loss) attributable to the member of the Company	1,359,866	1,359,866
Total comprehensive income/(expense) for the year attributable to the member of the Company	1,359,866	1,359,866
Balance at 30 June 2026	13,055,441	13,055,441

The accompanying notes form part of these financial statements.
These statements should be read in conjunction with the attached compilation report.

Statement of Cash Flows

For the year ended 30 June 2026

	Note	2026 $	2025 $
Cash flows from operating activities			
Receipts from customers		15,797,109	16,234,225
Payments to Suppliers and Employees		(14,811,526)	(14,961,309)
Interest received		315,195	308,626
Net cash provided by operating activities	**20**	1,300,777	1,581,542
Cash flows from investing activities			
Payments for property, plant & equipment		(1,688,046)	(432,199)
Payments for investment property and intangibles		-	(289,740)
Receipts for property, plant & equipment		10,909	28,238
Cash acquired in business combination		904,416	-
Consideration transferred		(1)	-
Net cash provided by (used in) investing activities		(772,721)	(693,701)
Cash flows from financing activities			
Refundable resident liabilities received		3,832,238	5,407,603
Refundable resident liabilities refunded		(3,674,144)	(3,192,181)
Net cash provided by financing activities		158,094	2,215,422
Net increase (decrease) in cash held		686,151	3,103,263
Cash and cash equivalents at beginning of financial year		7,867,005	4,763,742
Cash and cash equivalents at end of financial year	**5**	8,553,156	7,867,005

The accompanying notes form part of these financial statements.
These statements should be read in conjunction with the attached compilation report.

Notes to the Financial Statements

For the year ended 30 June 2026

1. STATEMENT OF MATERIAL ACCOUNTING POLICIES

Basis of preparation

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures issued by the Australian Accounting Standards Board and the Australian Charities and Not-for-profits Commission Act 2012. Finley Regional Care Limited (the Company) is a not-for-profit public company limited by guarantee, incorporated and domiciled in Australia.

The financial statements are presented in Australian dollars, which is the Company's functional and presentation currency, and amounts are rounded to the nearest dollar unless otherwise stated.

The financial statements have been prepared under the historical cost convention, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Accounting Policies

(a) Revenue and other income
The Company recognises income in accordance with the substance and terms of each arrangement. Income arising from an enforceable agreement containing sufficiently specific performance obligations is accounted for under AASB 15 Revenue from Contracts with Customers and is recognised when or as the relevant obligations are satisfied. Other income is generally accounted for under AASB 1058 Income of Not-for-Profit Entities.

Residential aged care services and home care
Residential subsidies, supplements, resident fees and daily accommodation charges are recognised over time as care and accommodation are provided, measured by days of care/accommodation or the services delivered. Home care revenue is recognised as the relevant services are delivered. This includes Home Care Packages to 31 October 2025 and Support at Home from 1 November 2025. Amounts received before an obligation to provide services or repay funds is satisfied are recognised as liabilities and released as the obligation is satisfied.

Refundable deposits and retention income
Refundable accommodation and ILU entry contributions are liabilities, not revenue. Legacy bond and Alumuna ILU retentions are recognised as entitlement arises under the relevant agreements, reducing the refundable liability. Eligible 1 November 2025 RAD/RAC retention is recognised at 2% per annum on the daily balance for up to five years; residents remaining on the 1 July 2014 arrangements are excluded. Rental income is recognised over the period accommodation or premises are provided.

Medical centre and preschool services
Medical service revenue is recognised when the service is performed. Where the Company acts as agent, only its fee or commission is recognised; gross patient receipts are recognised only where it is the principal. Practitioner room rental is recognised over the rental period and service fees as the services are provided. Preschool fees and service-related subsidies are recognised over time as education and care are provided, based on attendance or the applicable service entitlement.

Grants donations and other income
Grants under enforceable agreements with sufficiently specific performance obligations are recognised under AASB 15 as those obligations are satisfied. Other grants and donations are generally recognised under AASB 1058 when the Company obtains control, after recognising any related amounts required by other standards. Qualifying enforceable transfers to construct or acquire a specified non-financial asset controlled by the Company are recognised initially as a liability, with income recognised as the obligation is satisfied. Interest is recognised using the effective interest method; disposal gains are proceeds less carrying amount.

(b) Cash, receivables and financial instruments
Cash and cash equivalents comprise cash on hand, deposits held at call with financial institutions and short-term, highly liquid investments with original maturities of twelve months or less that are readily convertible to known amounts of cash and subject to an insignificant risk of changes in value. Term deposits that do not meet this definition are presented separately as financial assets.

Trade and other receivables are initially recognised at the transaction price or fair value, as applicable, and subsequently measured at amortised cost less any allowance for expected credit losses. The Company applies the simplified expected-credit-loss approach to trade receivables and recognises lifetime expected credit losses based on historical experience, current conditions and reasonable forward-looking information.

The Company's financial assets principally comprise cash and cash equivalents, term deposits and trade and other receivables. These assets are measured at amortised cost where they are held to collect contractual cash flows that are solely payments of principal and interest. Financial liabilities principally comprise trade and other payables, lease liabilities and refundable resident liabilities and are measured at amortised cost unless another Australian Accounting Standard requires a different basis.

These notes should be read in conjunction with the attached compilation report.

(c) Property, Plant and Equipment

Each class of property, plant and equipment is measured at historical cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure directly attributable to the acquisition or construction of the asset. Subsequent expenditure is capitalised only when it is probable that future economic benefits or service potential associated with the expenditure will flow to the Company and the cost can be measured reliably.

Land is not depreciated. Other property, plant and equipment is depreciated using the method that best reflects the expected pattern of consumption of each asset class from the date the asset is available for use. Residual values, useful lives and depreciation methods are reviewed at each reporting date and adjusted prospectively where appropriate.

The depreciable amount of all fixed assets, including buildings and capitalised lease assets, but excluding freehold land, is depreciated on a straight-line and Diminishing value basis over the asset's useful life commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

Items of property, plant and equipment with a cost in excess of $1,000 are depreciated over their useful life to the Company commencing from the date of acquisition.

The depreciation rates used for each class of depreciable asset are:

Class of Asset	Depreciation Rate
Buildings	0% to 2.5%
Furniture & Fittings	7.5% to 50%
Plant & Equipment	7.5% to 50%

Land and buildings held to support the recruitment and retention of employees and occupied by employees are classified as property, plant and equipment. These properties are measured at cost less accumulated depreciation of the building component and accumulated impairment losses. Rental income from employee accommodation is recognised over the period the accommodation is provided.

(d) Intangible assets, goodwill and leases

Computer software acquired separately is measured at cost less accumulated amortisation and accumulated impairment losses. Software is amortised on a straight-line basis over its estimated useful life.

Goodwill arising from a business combination is measured at cost less accumulated impairment losses. Goodwill is not amortised and is allocated to the cash-generating unit or group of cash-generating units expected to benefit from the combination. It is tested for impairment annually and whenever indicators of impairment arise.

At inception of a contract, the Company assesses whether the contract is, or contains, a lease. Where the Company is a lessee, a right-of-use asset and corresponding lease liability are recognised at commencement, except for short-term leases and leases of low-value assets for which lease payments are recognised as an expense on a straight-line basis.

(e) Resident Accommodation Bonds, Contributions, and Deposits

Refundable accommodation deposits (RADs), refundable accommodation contributions (RACs) and legacy accommodation bonds are recognised as financial liabilities at the amount repayable to residents. Legacy pre-1 July 2014 accommodation bonds may be subject to retention under the resident agreement. Residents who remain on the 1 July 2014 accommodation arrangements are not subject to RAD / RAC retention under that arrangement. For eligible residents on the 1 November 2025 accommodation arrangements, retention applies at 2% per annum calculated on the daily RAD / RAC balance for a maximum of five years. Retention income is recognised as the Company becomes entitled to retain the amount, with the refundable liability reduced accordingly.

As at 30 June 2026, the amount of $8,907,798 is classified as a current liability in the statement of financial position, as it is defined by accounting standards as a current liability. However it is anticipated that only a small portion of the total balance will actually fall due during the next 12 months.

(f) Resident Loans Independent Living Units

On admission to an Independent Living Unit, some residents pay a loan. For those residents that entered after June 1997, and who paid a loan, Finley Regional Care Ltd. is entitled to retain part of the loan. The maximum amount as at 30 June 2026 that can be retained annually is 5.00% of the entry contribution in the first year. Finley Regional Care Ltd. is entitled to draw down the retention for a maximum of 25.00% to 30.00% spread over a 10 year period.

As at 30 June 2026, the amount of $5,171,552 is classified as a current liability in the statement of financial position, as it is defined by accounting standards as a current liability. However it is anticipated that only a small portion of the total balance will actually fall due during the next 12 months.

These notes should be read in conjunction with the attached compilation report.

(g) Employee benefits, provisions and impairment

Liabilities for wages and salaries, annual leave and other employee benefits expected to be settled wholly within 12 months after the reporting period are measured at the undiscounted amounts expected to be paid when the liabilities are settled. Accumulating paid sick leave is recognised as employees render service that increases their entitlement to future paid absences and is measured as the additional amount the Company expects to pay as a result of unused entitlement accumulated at the reporting date. Non-accumulating sick leave is recognised when the absence occurs. Long service leave and other employee benefits not expected to be settled wholly within 12 months are measured at the present value of expected future payments for services provided up to the reporting date, taking into account expected future wage levels, employee departures, service periods and discount rates. Contributions to defined contribution superannuation funds are recognised as an expense as the related employee service is provided.

A provision is recognised when the Company has a present legal or constructive obligation arising from a past event, it is probable that an outflow of economic benefits or service potential will be required to settle the obligation and the amount can be estimated reliably. Contract liabilities represent consideration received or receivable before the Company has satisfied the related performance obligations and are recognised as income when or as those obligations are satisfied.

Non-financial assets other than goodwill are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. Goodwill is tested annually and whenever an impairment indicator exists. For not-for-profit assets held principally for service potential rather than cash inflows, value in use is determined using an approach appropriate to the asset's remaining service potential.

(h) GST, income tax and comparative information

Revenue, expenses and assets are recognised net of GST except where GST is not recoverable from the Australian Taxation Office, in which case it forms part of the cost of the asset or expense. Receivables and payables are stated inclusive of GST. Cash flows are presented on a gross basis, with GST components of investing and financing cash flows presented as operating cash flows where recoverable from, or payable to, the Australian Taxation Office.

The Company is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

Comparative information is reclassified where necessary to achieve consistency with the current-year presentation. Where a material prior-period error is identified, comparative amounts are restated retrospectively to the extent practicable and the nature and financial effect of the correction are disclosed.

Refer to Note 23 for property reclassification in 2026.

(i) Critical Accounting Estimates and Judgements

The directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within Finley Regional Care Ltd.

Key estimates

(i) *Useful lives of property, plant and equipment*

As described in Note 1(c), Finley Regional Care Ltd. reviews the estimated useful lives of property, plant and equipment at the end of each annual reporting period.

(ii) *Employee benefits*

For the purpose of measurement, AASB 119: *Employee Benefits* requires measurement of long-term employee benefits using a number of estimated inputs. These include probable length of service by employees, rates of wage inflation and future interest rates used for discounting the liability to present value. The inputs used represent the best estimate of the probable liability.

Key judgements

(i) *Performance obligations under AASB 15*

To identify a performance obligation under AASB 15, the promise must be sufficiently specific to be able to determine when the obligation is satisfied. Management exercises judgement to determine whether the promise is sufficiently specific by taking into account any conditions specified in the arrangement, explicit or implicit, regarding the promised goods or services. In making this assessment, management includes the nature/ type, cost/ value, quantity and the period of transfer related to the goods or services promised.

(ii) *Impairment assessment of property, plant & equipment*

At each reporting date, Finley Regional Care Ltd. assesses whether there are any indicators of impairment of property, plant and equipment in accordance with AASB 136 *Impairment of Assets*. Management exercises judgement in assessing the condition, ongoing use and service potential of its assets, together with changes in operating circumstances that may indicate impairment. Where indicators of impairment are identified, the recoverable amount of the relevant assets is assessed and any impairment loss is recognised in accordance with AASB 136.

These notes should be read in conjunction with the attached compilation report.

		2026 $	2025 $
2.	**REVENUE AND OTHER INCOME**		
	Revenue from contracts with customers		
	- Board & Lodgings	1,472,902	1,651,055
	- Service Fees	159,496	164,120
	- Subsidies	9,002,569	8,902,828
	- Supplement's	612,036	762,247
	- Accomodation Charges Received and Retentions	226,914	377,914
	- Accomodation Bond Income	203,621	173,909
	- Medical Centre income	3,099,775	2,903,985
	- Home care fees	14,815	3,576
	- Preschool fees	15,635	-
	- Grant - Department of Health	191,930	229,965
	- Grant - Other	78,166	-
	Other Income		
	- Donations	21,319	21,500
	- Meal receipts	90	388
	- Trainseeship subsidy	61,385	56,529
	- Interest income	315,195	308,626
	- Rebate & refunds	423,902	188,039
	- Rent	370,412	312,084
	- Profit on sale of assets	8,681	19,806
	Total Revenue and Other Income	16,278,843	16,076,572
3.	**EXPENSES**		
	Depreciation Expense		
	- Freehold Land improvements	2,469	2,469
	- Plant & Equipment	192,926	196,466
	- Motor vehicles	3,544	7,665
	- Laundry Redevelopment	1,599	1,713
	- Furniture & Fittings	6,330	6,707
	- Buildings	629,507	456,821
		836,375	671,841
	Employee Benefits Expense		
	- Wages and leave provisions	8,355,751	8,264,591
	- Superannuation expense	862,659	835,982
		9,218,410	9,100,573

These notes should be read in conjunction with the attached compilation report.

	2026 $	2025 $
Other expenses		
- Insurance	582,597	612,559
- Medical contractors	2,020,065	1,799,167
- Repairs & maintenance	369,137	399,149
- Agency staff	11,873	375,756
- Amortisation	806	644
- Rates & Utilities	266,845	274,271
- Consultancy fees	254,505	207,072
- Medical & chemist	180,777	195,573
- Provisions	442,877	458,848
- Medical services	188,090	207,245
- Printing , stationery, subscriptions & licences	429,083	431,168
- Computer Costs	256,221	140,140
- Other	950,579	854,190
	5,953,453	5,955,783

4. AUDITOR'S REMUNERATION

The following fees were paid or payable for audit, assurance and other services during the financial year (excluding GST):

Audit and assurance services		
Crowe Audit Australia – Audit of financial statements	10,350	-
Crowe Audit Australia – Other regulatory compliance assurance engagements	3,500	-
Goulburn Murray Audit Services	-	6,415
Other services		
Goulburn Murray Audit Services – Assistance with financial statement preparation and other services	-	19,530
Total auditor's remuneration	13,850	25,945

5. CASH AND CASH EQUIVALENTS

Petty Cash	2,500	1,500
Cash at Bank	784,723	887,828
Term Deposits	7,765,933	6,977,677
	8,553,156	7,867,005

6. TRADE AND OTHER RECEIVABLES

CURRENT		
Trade debtors	73,035	34,476
Other Debtors	195,377	182,905
Goods and services tax	94,523	42,544
Biralee Receivable	17,507	-
Bond - Rental	8,400	5,480
	388,842	265,405

These notes should be read in conjunction with the attached compilation report.

		2026 $	2025 $
	NON-CURRENT		
	Loan - Staff	-	1,523
7.	**OTHER ASSETS**		
	Prepayments	57,340	3,889
8.	**PROPERTY, PLANT AND EQUIPMENT**		
	Work in progress	198,655	49,350
	Freehold land and improvements - at cost	1,216,096	581,508
	Less accumulated amortisation	(22,357)	(19,888)
		1,193,739	561,620
	Berrigan Medical Centre - at cost	54,578	54,578
	Less accumulated depreciation	(25,308)	(21,914)
		29,270	32,664
	Buildings - at cost	22,871,410	21,976,551
	Less accumulated depreciation	(4,690,914)	(4,061,407)
		18,180,496	17,915,144
	Plant and equipment - at cost	2,640,945	2,454,035
	Less accumulated depreciation	(1,738,001)	(1,570,009)
		902,945	884,026
	CACPS Motor vehicles - at cost	50,231	50,231
	Less accumulated depreciation	(42,435)	(38,891)
		7,796	11,340
	Laundry redevelopment - at cost	90,260	90,260
	Less accumulated depreciation	(68,272)	(66,673)
		21,988	23,587
	Furniture and fittings - at cost	102,089	96,025
	Less accumulated depreciation	(81,847)	(75,517)
		20,242	20,508
	Total property, plant and equipment	20,555,132	19,498,239

Movement in carrying amounts
For disclosure on movement in carrying amounts please refer to note 21 in the end of this financial report.

These notes should be read in conjunction with the attached compilation report.

		2026 $	2025 $
9.	**INTANGIBLE ASSETS**		
	Computer software	119,482	119,482
	Less accumulated depreciation	(103,593)	(102,787)
		15,889	16,695
	Berrigan Medical Centre (goodwill) 11/05/2021	43,003	43,003
		58,892	59,698
10.	**TRADE AND OTHER PAYABLES**		
	Credit Card	2,956	-
	Prepayments Received	6,524	-
	Creditors - Nursing Home	652,579	352,995
	Superannuation Liability	187	-
	Withholding taxes payable	-	126,818
		662,246	479,813
11.	**PROVISIONS**		
	Provision for annual leave	785,563	673,300
	Provision for personal leave	334,446	278,880
	Provision for long service leave	340,306	355,264
	Provision long serivce leave non current	28,929	35,136
		1,489,244	1,342,580
	CURRENT		
	Provision for annual leave	785,563	673,300
	Provision for personal leave	334,446	278,880
	Provision for long service leave	340,306	355,264
		1,460,315	1,307,444
	NON-CURRENT		
	Provision for long service leave	28,929	35,136
		28,929	35,136
12.	**REFUNDABLE RESIDENT LIABILITIES**		
	Resident Loans Independent Living Units	5,171,552	5,076,173
	Resident Accommodation Deposits	8,907,798	8,845,082
		14,079,350	13,921,255

These notes should be read in conjunction with the attached compilation report.

	Note	2026 $	2025 $
13. OTHER LIABILITIES			
Home Care Services - contract liability		2,737	2,873
Finley dementia alliance		3,724	5,331
Provision for Headspace		-	18,750
Provision Other		320,618	229,582
		327,080	256,536

14. CAPITAL COMMITMENTS

There are no capital commitments as at 30 June 2026.

15. RELATED PARTY DISCLOSURES

No remuneration or retirement benefits were paid to directors, whose positions are voluntary. Other than key management personnel compensation disclosed above, there were no material related-party transactions during the year.

KEY MANAGEMENT PERSONNEL COMPENSATION

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of that entity, is considered key management personnel (KMP).

Total key management personnel remuneration	282,089	267,082

16. EVENTS AFTER THE REPORTING DATE

The Board is not aware of any significant events since the end of the reportng period.

17. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

There were no contingent assets or liabilities at the date of this report to affect the financial statements.

18. COMPANY DETAILS

The registered office and principal place of business of the Company is:

Finley Regional Care Ltd
Dawe Avenue
Finley, NSW, 2713

These notes should be read in conjunction with the attached compilation report.

	Note	2026 $	2025 $

19. FINANCIAL RISK MANAGEMENT POLICIES

The Company's financial instruments consist mainly of deposits with banks, short term investments, accounts receivable and payable and refundable resident liabilities. The Company does not have any derivative instruments at 30 June 2026.

The totals for each category of financial instrument, measured in accordance with AASB 9 as detailed in the accounting policies to these financial statements, are as follows:

Financial Asset			
Financial assets at amortised costs:			
- Cash and cash equivalents	5	8,553,156	7,867,005
- Receivables	6	388,842	265,405
Total Financial Assets		8,941,997	8,132,410
Financial Liabilities			
Financial liabilities at amortised costs:			
- Trade and other payables	10	662,246	479,813
- Refundable Resident Liabilities	12	14,079,350	13,921,255
Total Financial Liabilities		14,741,595	14,401,068

20. CASH FLOW INFORMATION

Reconciliation of cash flow from operations with profit		
Profit (loss) after income tax	1,359,866	348,374
Non-cash flows in profit:		
Amortisation	806	644
Depreciation	836,375	671,841
(Profit) loss on sale of property, plant & equipment	(8,681)	(19,806)
Gain on bargain purchase	(1,089,262)	-
Changes in Assets & Liabilities:		
(Increase) decrease in trade and other debtors	(157,858)	(116,317)
Increase (decrease) in trade creditors	182,433	210,800
Increase (decrease) in provisions	106,555	262,876
Increase (decrease) in other liabilities	70,544	223,130
Net cash provided by operating activities	1,300,777	1,581,542

These notes should be read in conjunction with the attached compilation report.

FINLEY REGIONAL CARE LTD
ABN 55 003 153 240

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE, 2026

21. MOVEMENT IN CARRYING AMOUNTS

Movements in carrying amounts for each class of property, plant and equipment.

	Work in progress $	Freehold land and improvements $	Berrigan Medical Centre $	Buildings $	Plant and equipment $	CACPS Motor vehicles - at cost $	Laundry redevelopment - at cost $	Furniture and fittings $	Total $
Balance at 1 July 2025	49,350	561,620	32,664	17,915,144	884,026	11,340	23,587	20,508	19,498,239
Transfer WIP	(49,350)	-	-	49,350	-	-	-	-	-
Additions - Cash	198,655	484,588	-	795,509	203,230	-	-	6,065	1,688,046
Additions - Business acquisition	-	150,000	-	50,000	7,450	-	-	-	207,450
Disposals	-	-	-	-	(2,228)	-	-	-	(2,228)
Depreciation expense	-	(2,469)	(3,394)	(629,507)	(189,532)	(3,544)	(1,599)	(6,330)	(836,375)
Carrying amount at 30 June 2026	**198,655**	**1,193,739**	**29,270**	**18,180,496**	**902,945**	**7,796**	**21,988**	**20,242**	**20,555,132**

22. BIRALEE PRESCHOOL BUSINESS COMBINATION

On 13 February 2026, the Company obtained control of the operations and net assets of Biralee Pre School Finley Inc under a merger agreement for nominal consideration of $1. The acquisition supports the ongoing delivery of preschool services to the local community.

The transaction was accounted for using the acquisition method under AASB 3 *Business Combinations*. The following summarises the identifiable assets acquired and liabilities assumed at the acquisition date:

	Acquisition-date fair value $
Cash and cash equivalents	904,416
Trade & other receivables	17,507
Land - Biralee - Dawe Avenue	150,000
Buildings	50,000
Plant and equipment	7,450
Total identifiable assets acquired	1,129,372
Employee benefit provisions	40,110
Total liabilities assumed	40,110
Net identifiable assets acquired	1,089,263
Less: consideration transferred	(1)
Gain on bargain purchase recognised in profit or loss	1,089,262

After reassessment of the assets acquired and liabilities assumed, the excess of net identifiable assets over the $1 consideration was recognised in profit or loss as a gain on bargain purchase.

23. PROPERTY RECLASSIFICATION AND DEPRECIATION

During 2026, the Company reviewed properties previously presented as investment property. Staff accommodation supports the Company's workforce and service delivery and is now presented within Property, Plant and Equipment(PPE). Associated land is included within Land and staff accommodation building are included within Buildings. Vacant land held for future operational use is included with Land. The properties are measured at cost less depreciation of the buildings and impairment; land is not depreciated.

The comparative classification has been restated retrospectively for consistency. The reclassification alone does not change total assets, liabilities, profit or retained earnings. The comparative presentation is illustrated below.

2025 comparative $	Before reclassification	Reclassification	After reclassification
PPE	17,264,293	2,233,946	19,498,239
Investment property	2,233,946	(2,233,946)	-

Additional building depreciation of $137,392 has been recognised in 2026, comprising $53,324 for 2026 and $84,068 relating to prior periods. The prior-period component was assessed as immaterial to the comparative financial statements and has been expensed in 2026. Comparative depreciation and opening retained earnings have not been adjusted for that component.

These notes should be read in conjunction with the attached compilation report.

Responsible Persons Declaration

For the year ended 30 June 2026

Per section 60.15 of the *Australian Charities and Not-for-profits Commission Regulation 2022*

1. The responsible persons declare that in the responsible persons' opinion:

   (a) there are grounds to believe that the registered entity is able to pay all of it's debts, as and when they become due and payable; and

   (b) the financial statements and notes satisfy the requirements of the *Australian Charities and Not-for-profits Commission Act 2012.*

2. Signed in accordance with subsection 60.15(2) of the Australian Charities and Not-for-profits Commission Regulation 2022.

AE Harding (President)

NJR Wilson (Vice President)

Dated: 28/10/2026

Independent Auditor's Report

To The Members Of Finley Regional Care Limited

OPINION

We have audited the financial report of Finley Regional Care Limited (the 'Company'), which comprises the statement of financial position as at 30 June 2026, the income statement, statement of comprehensive income and statement of cash flows for the year then ended, notes comprising material accounting policy information and other explanatory information, and the responsible persons' declaration.

In our opinion, the accompanying financial report of Finley Regional Care Limited is in accordance with Division 60 of the *Australian Charities and Not-for-profits Commission Act 2012*, including:

a) giving a true and fair view of the Company's financial position as at 30 June 2026 and of its performance for the year ended on that date; and

b) complying with Australian Accounting Standards – Simplified Disclosures and Division 60 of the *Australian Charities and Not-for-profits Commission Regulations 2022*.

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 Company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

OTHER MATTER

The financial report of the Company for the year ended 30 June 2025 was audited by Goulburn Murray Audit Services, who expressed an unmodified opinion on that report on 14 October 2025. Our opinion is not modified in respect of this matter.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises the information contained in the Company's directors' report for the year ended 30 June 2026 but does not include the financial report and our auditor's report thereon.

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

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

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

Independent Auditor's Report To The Members Of Finley Regional Care Limited

RESPONSIBILITIES OF 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 *Australian Charities and Not-for-profits Commission Act 2012,* 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 Company 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 Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Company's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL REPORT

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

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

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

Independent Auditor's Report To The Members Of Finley Regional Care Limited

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



CROWE AUDIT AUSTRALIA



DANNIELLE MACKENZIE

Partner

Dated at Albury this 28th day of October 2026.

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