

2026 **CEO's Annual Report**

Members

In 2026, Mingara Leisure Group continued to make meaningful progress, strengthening and maintaining strong financial foundations, investing in the future needs of our members and communities, and honouring the important role our clubs have played in people's lives and local communities for generations.

As I present this report, I do so with deep respect for our organisation's history as we celebrate Mingara, as our founding club, on its 55th anniversary, with confidence in our future, and gratitude for the support of our members, team, Executive and Board. Throughout the year, we remained focused on our vision to make a significant contribution to the quality of community life while navigating economic uncertainty, cost-of-living pressures and a rapidly changing operating environment.

The Board and Executive Team continued to work closely throughout the year, confirming our strategic priorities, strengthening governance frameworks and reaffirming our risk appetite. While much of this work occurs behind the scenes, it remains critical to the long-term sustainability and success of the organisation.

Following the approval in July this year of our retirement living project, Salus Mingara, significant work has continued with our partner Pariter to progress the development and engage with potential future residents. A strong level of interest in the project was shown at the recent Central Coast Retirement Living Expo, along with hundreds of people who have already registered to stay in the know, reinforces both the demand for quality seniors living options and the importance of this project to our region. The 215, two-and-three-bedroom retirement living apartments and 45 high-care suites will allow people to remain connected to the place they know, the activities they enjoy and the community they are part of, a home, in a village unlike any other.

Throughout the year, our Board and Executive Team continued to evaluate opportunities across hospitality, accommodation, fitness, retirement living and community services to support a progressive and sustainable organisation. During the reporting period, we invested $15 million in property, plant and equipment across our portfolio, increasing our total assets from $190.5 million to $200 million, while total liabilities increased from $55.1 million to $59.7 million.

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Encore by Mingara, our 4-star hotel at Mingara on the Central Coast, continued to establish its presence during its first full year of operation, attracting a growing customer base and recording more than 16,000 room nights for the year. The hotel has strengthened the broader Mingara precinct, supporting club visitation, events and local economic activity.

One by Mingara, fitness, aquatics and athletics facility, continued to support the health and wellbeing of members and connect the broader community. During the year, more than 950 people participated in Learn to Swim and 250 in squad programs each week, alongside 167 weekly group fitness classes and more than 150 local and regional swimming and athletics carnivals. These strong participation levels demonstrate the important role One by Mingara plays in making health, fitness and sport accessible to our community.

Your clubs across Mingara Leisure Group, have continued to adapt to changes in how members use hospitality, entertainment, event, catering and beverage spaces. We have focused on maintaining strong local venues while continuing to invest in the quality, safety and relevance of our facilities. The Greens The Entrance also completed its first full year of operation, and it is pleasing to see growth in bowling club numbers using the state-of-the-art bowling facilities at the club. They are truly one of the best you'll see in Australia.

Financial performance enables us to invest with confidence, but our success is ultimately measured by the contribution we make to the communities we serve across NSW.

Your clubs and diverse businesses provide 76,000 members and the wider communities we serve with welcoming places to stay active, socialise, participate and belong, while accessing quality facilities, services and experiences that support wellbeing and community life.

Across the Group, our commitment to community is reflected in the partnerships, programs and local initiatives we support. Working alongside volunteers and community organisations including Elsie's Retreat, The Bikers Hand, Surf Life Saving, Volunteer Marine Rescue, The Salvation Army, Endeavour Mental Health Recovery, Cerebral Palsy Alliance, Koorana Child and Family Services, Blue Mountains Safe Space for Suicide Prevention and Learning Links, together with our ongoing support of local sporting groups, enables us to contribute to stronger, more connected communities.

Earlier this year, Mingara Recreation Club was honoured with The Salvation Army's prestigious "Others Award", recognising more than two decades of commitment to supporting people in need across the Central Coast. Presented at the 2026 Red Shield Appeal launch, the award is one of The Salvation Army's highest honours for a non-Salvation Army organisation and acknowledges an extraordinary spirit of service and lasting contribution to the community. The recognition reflects Mingara's longstanding support of the Red Shield Appeal through fundraising, the annual launch and committee participation.

Our purpose and vision “to make a significant contribution to the quality of community life” is supported by disciplined financial management and a strong balance sheet, which allow us to invest with confidence while continuing to respond to the needs of our members and local communities. Despite challenging economic conditions characterised by inflationary pressures, increasing operating costs and cautious consumer spending, Mingara Leisure Group remains financially strong. Net assets increased by $4.8 million to $141.2 million, with $17.4 million cash generated from operating activities. Of our $103.1 million in revenue, $34.3 million in employee benefits went back into our local communities through our team’s employment. During the year we utilised over 870 suppliers and business partners of which 300 were local to our clubs. A further $22 million was paid in state and federal taxes through the reporting period.

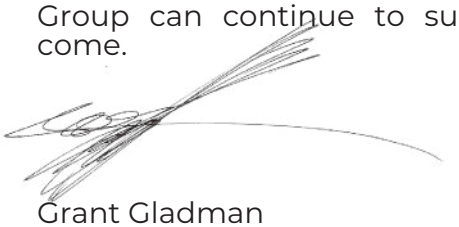
Our focus has been on maintaining sustainable operations, managing costs responsibly and continuing to invest in facilities and services that deliver value to members both today and into the future.

The organisations success is built upon the dedication, passion and professionalism of more than 520 team members. I would like to thank every team member across the Group, their commitment to serving members, guests and wider communities continues to be at the heart of our success and progress.

I would also like to acknowledge the leadership of our Chair, Ian Robilliard OAM, whose guidance, support and partnership has been invaluable throughout the year. Thank you to our Directors, Executive Team, volunteers and community partners for their support and significant contribution. I would also like to thank Paul Barnett for his stewardship over 26 years, and wish him and Lynne a happy and fulfilling retirement.

Losing loved ones is difficult, I offer my condolences to those of you that have lost loved ones during the year.

Thank you members, life members and foundation members for your ongoing contribution and continued support. You are the heart of our clubs and together, we have a strong Club, and a sustainable organisation, ensuring Mingara Leisure Group can continue to support our members and communities for generations to come.



Grant Gladman
CEO
Mingara Leisure Group