



2026 Chair's Annual Report

Members

I am pleased and privileged to provide my Chair's report for the past reporting period. I would like to thank my fellow Directors, Kate Herron (Deputy Chair), Debbie Phillips, Phil Walker, Jemima Gleeson, Brendan Stallworthy and recently retired Director Russell Johnston, for your support in delivering Mingara Leisure Group's vision 'to make a significant contribution to the quality of community life', and to me personally.

I would also like to thank and recognise our Executive Leadership Team, a team that has undergone significant change since this time last year. We have a new Chief Executive Officer, Grant Gladman; a new Chief Operating Officer, Daniel Pinkstone; a new Chief Marketing Officer, Kim Bailey; who are well supported by Andy Yelds, Chief Property Officer and Joanne Gresham, Chief Financial Officer. This Executive Management Team have managed the transitioned extremely well since Paul Barnett's retirement in late January this year. Often in an organisation of this size and complexity, senior leadership changes can be problematic, this hasn't been the case with the Executive Leadership Team, they have managed the change exceptionally well.

Our strong financial position provides a solid foundation for future growth and investment. With total equity now surpassing \$141 million and \$15 million invested in capital improvements during the year, we continue to strengthen our balance sheet while growing our membership, expanding our team, and enhancing the experiences we deliver to our communities.

The Board's strategy to diversify income streams continues to deliver strong results. This year marked the first anniversaries of Encore by Mingara and the new clubhouse and facilities at The Greens The Entrance, both of which have made positive contributions to the Group's performance. We also achieved a significant milestone with the Independent Planning Commission's approval of Salus Mingara, our retirement living development in partnership with Pariter. Combined with the continued strength of our fitness, aquatics and wellness operations, and the Board's commitment to ongoing education and governance, these achievements reflect a deliberate strategy for sustainable growth. Underpinning every outcome is the important role Mingara Leisure Group's clubs and diversified business plays in supporting and strengthening the communities we serve.

As an organisation, we continue to be guided by our vision 'to make a significant contribution to the quality of community life'. Over the past year, we have remained focused on creating value for our members, supporting our communities, investing in our facilities and our people.

During 2025/2026 our group of clubs supported over 127 beneficiaries through ClubGRANTS and partnership initiatives. Contributing more than \$1.5 million in funding, facilities support and community programs highlighting our commitment to creating positive social outcomes and ensuring that the benefits generated by our organisation are shared throughout the regions where we operate.

One of the initiatives we continue to support is Elsie's Project, the Central Coast's first dedicated inpatient palliative care unit at Gosford Hospital, inspired by the vision of local resident Elsie Green, whose experience highlighted the need for a dedicated palliative care service on the Central Coast. Through the commitment of the Lions Club of Wyoming East Gosford and the support of community partners, that vision became a reality.

Since its opening in 2021, the facility has provided compassionate, specialist care for individuals and families during some of life's most challenging moments. This year marked another significant milestone with the opening of the new dedicated palliative care ward at Wyong Hospital, further expanding these vital services across the Central Coast. Mingara was honoured to receive the 2026 ClubsNSW Clubs & Community Award in the Health Care category for our support of Elsie's Retreat and its ongoing impact in the community.

Mingara has proudly supported The Salvation Army for more than 20 years, through sponsorship and hosting the annual Red Sheild Appeal Launch. At this year's Launch The Salvation Army's 'Others Award' was presented to Mingara in recognition of more than two decades of commitment to supporting people in need across the Central Coast through our longstanding partnership with The Salvation Army. This is one of the highest honours awarded by The Salvation Army to an organisation outside the movement, the Others Award celebrates outstanding partnership, leadership and service. Inspired by the word "Others", a defining principle of The Salvation Army since 1910, the award reflects a shared commitment to putting people first. In presenting the award, The Salvation Army acknowledged not only the longevity of our partnership, but also the values of compassion, community and care that have guided our work together for more than 20 years.

Volunteers Marine Rescue NSW (Port Macquarie) provides emergency marine search and rescue services, vessel tracking, radio monitoring and boating safety programs across the Mid North Coast. The Westport Club has maintained a partnership with Marine Rescue, including the original funding contribution towards the rescue vessel PM30, "Westport Spirit", and ongoing operational support. The Westport Club provided \$68,160 in funding to support Marine Rescue Port Macquarie through significant equipment and vessel upgrade initiatives, helping local volunteers continue their life-saving work and ensuring the community has access to a capable and responsive marine rescue service.

Lantern Club has partnered with Koorana Child & Family Services Ltd with \$91,749 in funding to deliver the Foundations for Growth early intervention programs across Lakemba Public School, Belmore South Public School and McCallums Hill Public School. These programs support children with disability and additional needs and provide specialist support to students who may otherwise face barriers to learning, participation and independence.

Through the support of Springwood Sports Club, \$16,547 in ClubGRANTS funding was provided to the Blue Mountains Safe Space for Suicide Prevention, helping deliver vital suicide prevention and crisis support services across the Blue Mountains. The funding supports a community based safe space that provides an alternative pathway for people experiencing emotional distress or crisis, while also building volunteer capacity, strengthening organisational sustainability, and increasing community awareness of suicide prevention. This partnership is helping to create a more connected, informed and supportive community for those in need.

On the Central Coast, the Toowoona Bay Surf Life Saving Club delivered two initiatives focussing on developing young surf lifesavers through their Youth Programme and their Stingray Nipper Program, providing inclusive beach experiences for children with additional needs. The Greens The Entrance supported these programs contributing \$7,000 towards youth engagement, volunteer development and community inclusion across the local area.

Mingara Leisure Group continues to evolve and grow, expanding our capabilities while remaining focused on creating value for our members and community.

Mingara's Retirement Living project, Salus Mingara, remains one of, if not the most significant strategic opportunities representing our commitment to meeting the changing needs of our community and investing in initiatives that will create long-term value. In partnership with Pariter, we are working towards delivering a retirement living community that reflects Mingara's values of connection, wellbeing and belonging. This development has the potential to enhance the lives of future residents and remains an important part of our long-term vision for the future.

As I wrote earlier, it is a privilege to have been nominated and elected as Chair of the Board of Directors, and I thank my fellow Directors for their trust and confidence in me. I would particularly like to acknowledge our previous Chair, Phil Walker, whose leadership and dedication have helped shape Mingara Leisure Group over many years. This year marks the remarkable milestone of Phil's 30 years of service as a Director on Mingara's Board. His three decades of stewardship, commitment and contribution have played a significant role in building the organisation we are today, and we thank him for his outstanding service to Mingara Leisure Group, its members, team members and the wider community.

I again need to highlight the significant transition our Executive Leadership Team have faced, following the retirement of Paul Barnett from his role as the Chief Executive Officer after an incredible 26 years of leadership. Grant Gladman has confidently stepped

into the role and has providing sound and thoughtful leadership for the organisation, supported by the Executive Leadership Team's contributions and expertise. Collectively the Executive Leadership Team represent more than 100 years of service with the organisation. I take this opportunity to say thank you.

Our organisation wouldn't be what it is without all of our expert team across our clubs and diversified businesses. We are incredibly grateful for their skills and their ability to form great relationships and create memorable experiences for our members, suppliers, each other, as well as the broader community.

Of course, the business doesn't operate at all without the support of our members, without your continued support nothing progresses and the results we enjoy today simply wouldn't happen. Mingara Leisure Group operates across a broad and diverse range of businesses, each with its own opportunities and challenges. As these sectors continue to evolve, the Board, management and team will be required to navigate an increasingly complex operating environment. I am confident, however, that the strength of our organisation, our people and our long-term strategy positions us well to meet these challenges and continue delivering sustainable success.

The achievements touched on in my report reflect the dedication of your Board, our team, the support of our members, and our ongoing commitment to delivering positive outcomes across the communities we serve.



Ian Robilliard, OAM
Chair

Mingara Leisure Group