ANNUAL REPORT 2023

Where *you* belong

PEET

Contents

Where *you* belong PEET

Defining future places of *belonging*

Image: Tonsley Village, SA

Our Business

Peet is one of Australia's leading residential real estate developers, creating places to live for thousands of Australians every year. Listed on the Australian Securities Exchange (ASX) since 2004, Peet develops masterplanned communities, townhouses and apartments in the major growth corridors across Australia.

Established in 1895 by founder James Thomas Peet with a vision for Australians to build or buy their own home, Peet has enabled thousands of Australians to achieve their ownership dreams.

Vision

Imagine and realise future places where lives are enhanced by communities built on a sense of belonging.

Purpose

Defining future places of belonging.

Image: Golden Bay, WA

Values

People *Centric*

People are always at the centre of our ideas, considerations and decisions.

Creative *Intelligence*

We are driven by imagination, innovation and future-focused thinking. We also apply a considered and deliberate approach to design and solve problems creatively.

Unwavering *Commitment*

We are tenacious, accountable and trusted to deliver quality.

FY23 Performance at a Glance

"The strong FY23 result is on the back of the Group's continuing focus on monetising the high number of contracts on hand at the start of the financial year, many of which had high margins as a result of strong price growth."

Brendan Gore
Managing Director and Chief Executive Officer

Operational

1,339
LOTS SOLD[1]
COMPARED TO 3,163 IN FY22

2,594
LOTS SETTLED[1]
REVENUE OF
$363.7m

$476.4m
CONTRACTS ON HAND[1]

LAND BANK WEIGHTED TO UNDERSUPPLIED
EAST COAST MARKETS

TWO NEW PROJECTS
COMMENCED DEVELOPMENT/SALES DURING FY23

1 Includes equivalent lots.

Financial

$70.1 million

OPERATING AND STATUTORY PROFIT[2] AFTER TAX

34% INCREASE ON FY22

$107.0 million

EBITDA[3]

MARGIN OF 29.0%

NTA of $1.29

6% INCREASE ON FY22

OPERATING EARNINGS OF **14.79 CENTS** PER SHARE

37% INCREASE ON FY22

FY23 DIVIDEND OF **7.50 CENTS** PER SHARE FULLY FRANKED

20% INCREASE ON FY22

OPERATING CASH INFLOW[4] OF **$89.0 MILLION**

GEARING[5] OF **27.7%**

2 Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains/(losses) arising from the effect of revaluing assets and liabilities and adjustments for realised/(unrealised) transactions outside the core ongoing business activities.

3 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.

4 Before acquisitions.

5 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash) / (Total assets less cash, less intangible assets).

Group Strategy

Strategic focus on optimising land bank for future growth and value creation.

INVEST IN HIGH QUALITY LAND IN STRATEGIC LOCATIONS ACROSS THE COUNTRY

+

EXPAND PRODUCT OFFERING AND GEOGRAPHIC PRESENCE TO APPEAL TO A WIDER VARIETY OF CUSTOMERS

+

MAINTAIN STRONG CAPITAL MANAGEMENT

=

VALUE CREATION

Strategic Pillars

MASTERPLANNED COMMUNITIES

TOWNHOUSES

APARTMENTS

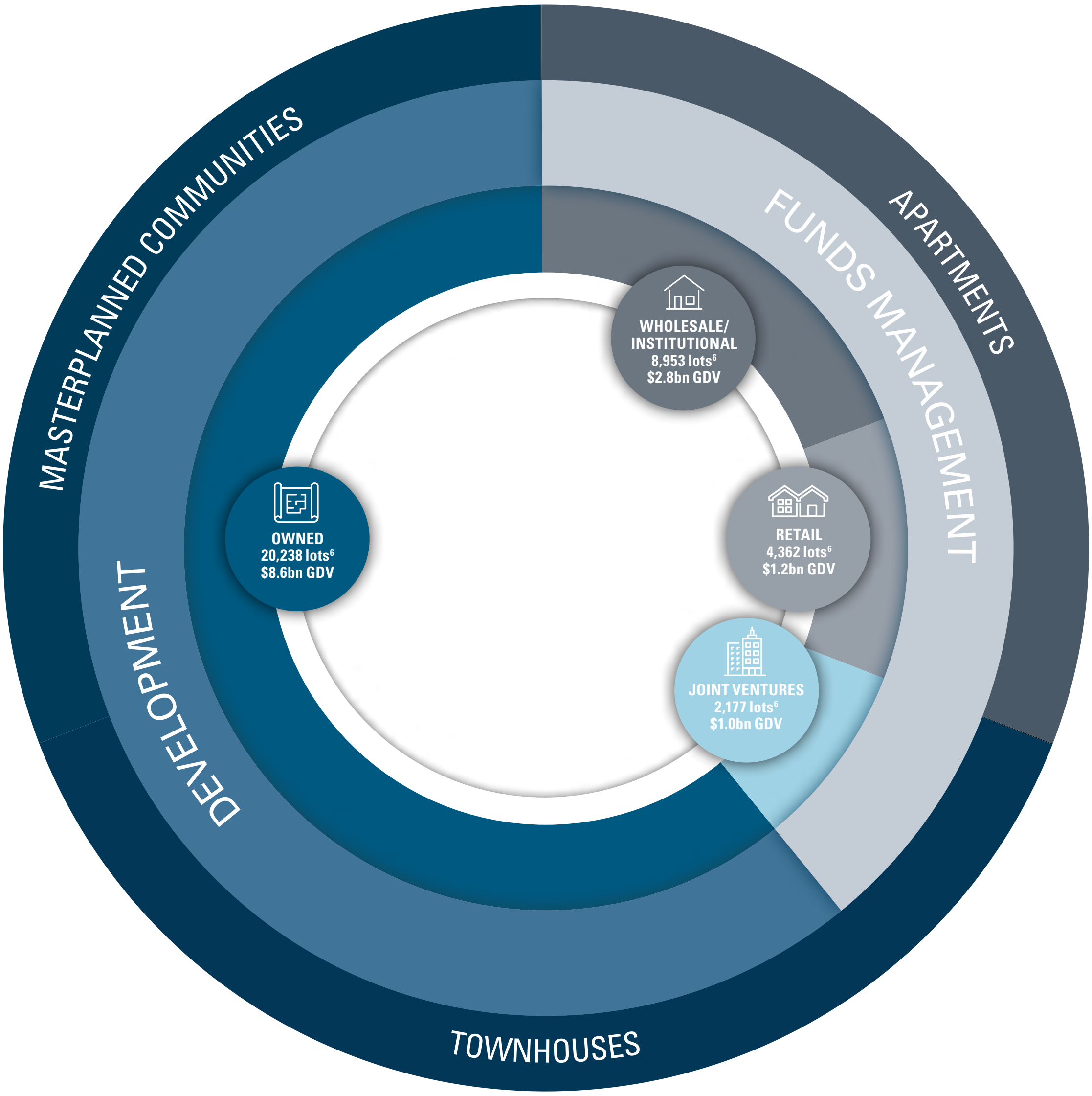
ENABLED BY:

- ✓ Positive environmental and social impact
- ✓ Engaged and high-performing team

Image: Flagstone, QLD (Artist's Impression)

Business Model

A unique funding model is one of Peet's key differentiators. It funds development through a combination of Company-owned Development projects, Funds Management projects and Joint Ventures, resulting in a capital efficient business model. Peet pioneered retail land syndication in Australia and its Funds Management and Joint Ventures businesses manage more than 15,400 lots[6] across 22 projects, providing opportunities for investors ranging from mums and dads to institutional and wholesale investors to participate in land development projects.



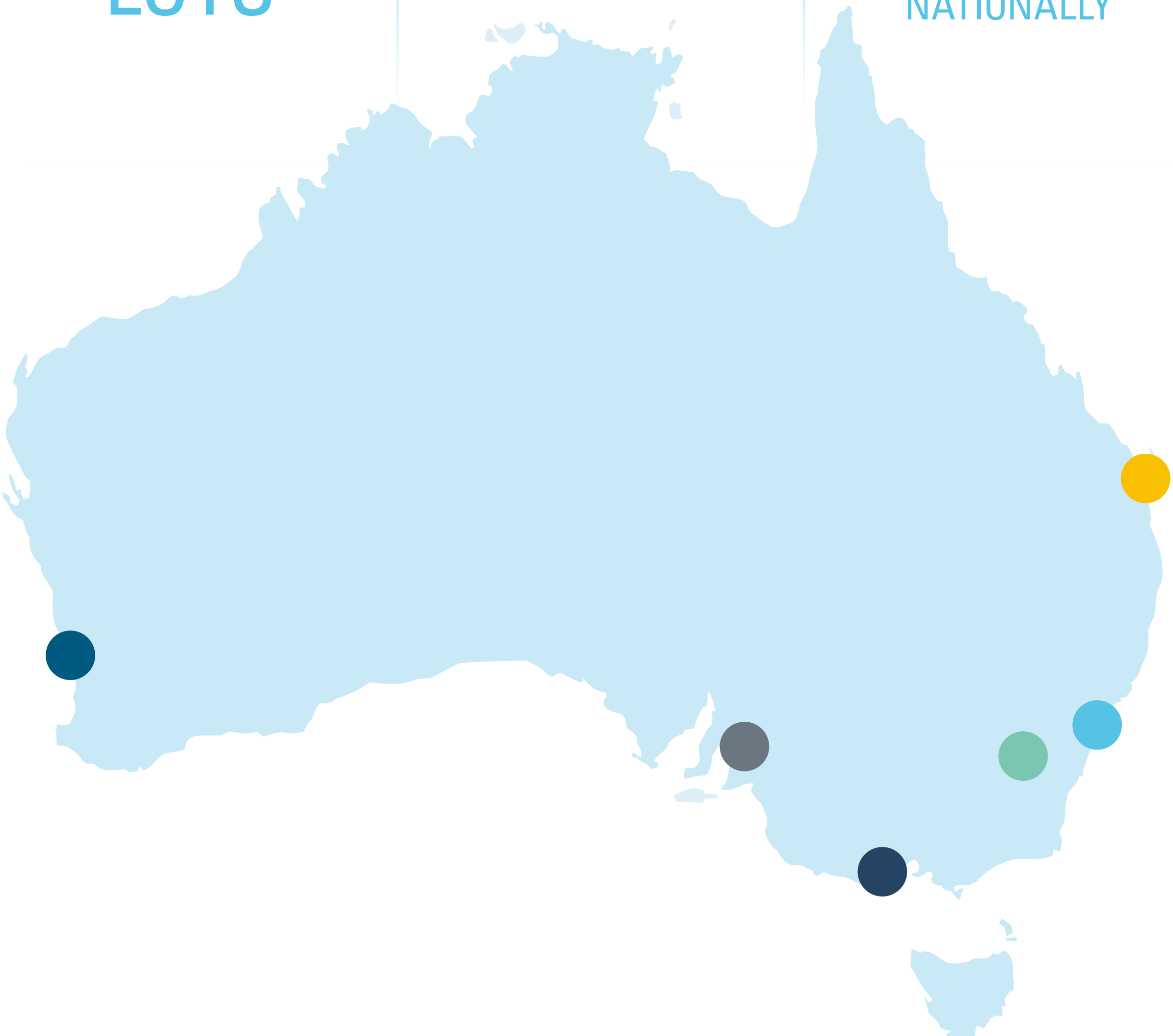
6 Includes equivalent lots.

National Reach

35,730
LOTS[7]

$13.5b
END VALUE

45
PROJECTS NATIONALLY



WA	ACT	QLD	VIC	SA	NSW
PROJECTS: **18**	PROJECTS: **1**	PROJECTS: **10**	PROJECTS: **9**	PROJECTS: **5**	PROJECTS: **2**

7 Includes equivalent lots.

Leading Australian developer with a proven track record for nearly 130 years

Large, nationally diverse land bank provides economies of scale to deliver a wide range of product at lower cost

Proven ability to expand business into new opportunities such as townhouses and low-rise apartments

Image: Brabham Estate, WA

Chairman's Review

Dear Shareholders,

I am pleased to present Peet's Annual Report for the year ended 30 June 2023.

Peet is a leading national residential developer since commencing almost 130 years ago. We have a proven track record of creating high quality master planned communities, townhouses and apartments that are located in desirable urban locations and key growth corridors.

Our geographically diverse pipeline of projects provides our management team with the ability to manage our comprehensive land bank and our capital through market cycles.

Despite the challenging economic backdrop, I am pleased to present the high level details of our strong financial results:

- A record financial result for FY23 of operating[8] and statutory profit[9] after tax of $70.1 million, representing an increase of 34% on FY22.
- An operating and statutory earnings per share of 14.8 cents for FY23, compared to 10.8 cents in FY22.
- Continued focus on capital management and monetising of contracts on hand, with increased positive cash flows from operations of $89.0 million (before acquisitions).
- Gearing[10] of 27.7% at 30 June 2023, compared with 29.9% at 30 June 2022.
- FY23 dividends of 7.5 cents per share, fully franked, compared to 6.25 cents per share in FY22.

The contributing factors behind our record profit performance, and outlook for FY24 and beyond, are covered in the Managing Director and CEO's Review and in the Review of Operations forming part of the 2023 Directors' Report.

Focus on Value Creation

Peet is uniquely positioned to respond quickly to market recovery and take advantage of a shortage of market supply, with key projects having environmental and planning approvals in place. We expect significant value to be unlocked through the Flagstone City Centre, the University of Canberra project and new project commencements currently programmed for the next four years.

Peet is well positioned for growth with its key strategic focus areas for FY24 and beyond continuing to be:

- Investing in high quality land in strategic locations across the country;
- Expanding product offering and geographic presence to appeal to a wider variety of customers; and
- Maintaining strong capital management.

8 Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains / (losses) arising from the effect of revaluing assets and liabilities and adjustments for realised / unrealised transactions outside the core ongoing business activities.

9 Statutory profit after tax means net profit measured in accordance with Australian Accounting Standards, attributable to the owners of Peet Limited.

10 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash) / (Total assets less cash, less intangible assets).

Strong Shareholder Returns

Peet is pleased to have returned $173 million[11] to shareholders since FY18 through fully franked dividends and our on-market share buy-back. The disciplined application of our capital management framework and strong balance sheet drives strong shareholder benefits as our financial performance improves.

Dividends

Subsequent to year end, the Directors declared a final dividend for FY23 of 4.0 cent per share, fully franked. This brings the total dividend for FY23 to 7.5 cents per share, fully franked. This compares to the FY22 dividend of 6.25 cents per share, fully franked. The final FY23 dividend is to be paid on Monday, 16 October 2023, with a record date of Monday, 11 September 2023.

The Directors have resolved to keep the Company's Dividend Reinvestment Plan deactivated.

On-market share buy-back

Our value driven on-market share buy-back continues and has reduced our shares on issue by c.4%. This further benefits our per-share dividends through time with the current book NTA of $1.29 and average buy-back price of c.$1.05 per share.

"We are focused on value creation for our shareholders, driven through a strong platform for growth and a portfolio of high quality, low cost base projects across the country."

I would like to thank my fellow Board members, including our Managing Director and CEO Brendan Gore and the entire Peet team for their continued commitment and focus to deliver on our Group strategy and achieve record earnings in FY23.

Following nine years on the Board, Vicki Krause and Bob McKinnon have advised that they will retire at the upcoming Annual General Meeting (AGM). On behalf of the Board, I congratulate both Vicki and Bob on their professional and dedicated services to Peet and warmly wish them well for their future endeavours.

I'd also like to extend a warm welcome to newly appointed Non-executive Directors, Margaret Kennedy, Michelle Tierney and Greg Wall. Their significant experience and skills across a broad range of industry sectors, including property, financial services and funds management, will complement and strengthen the Board's experience and expertise.

As required by the Peet Constitution, Margaret, Michelle and Greg will offer themselves for election by shareholders at the 2023 AGM.

As part of the succession planning for the Board, and to ensure an orderly transition process, I have informed the Board of my intentions to retire as Chairman and Director in the next 12 to 18 months.

Finally, I would like to extend our appreciation to our shareholders, partners and key stakeholders for their ongoing support of Peet and our management team, and we look forward to sharing our progress with you throughout the next 12 months.

Tony Lennon

Chairman

11 Includes final FY23 dividend of 4.0 cents per share.

Managing Director and CEO's Review

Dear Shareholders,

I am pleased to report on the Group's performance for the year ended 30 June 2023 (FY23).

FY23 Record Performance

The Peet Group achieved a record operating profit[12] and statutory profit[13] after tax of $70.1 million for the year ended 30 June 2023, which represents an increase of 34% on the previous financial year which was also a record earnings performance.

The Group reported EBITDA[14] of $107.0 million during FY23, compared to $86.0 million in FY22, with an EBITDA[14] margin of 29%, compared to the margin achieved in FY22 of 30%.

The material improvement in profit was driven by:

- prudent focus on monetising the high number of contracts on hand at the start of the financial year, many of which had high margins as a result of strong price growth;
- the changing product mix, including an improved performance from medium density townhouse product;
- continued focus on creating and unlocking value by appropriately managing the Group's significant land bank; and
- continued focus on cost management and operational efficiencies.

Due to challenging economic conditions and Peet's measured responses, sales activity during FY23 reduced from elevated levels in FY22. The Group sold 1,399 lots[15] across its Funds Management, Development and Joint Venture projects, compared to 3,163 lots[15] in FY22.

Multiple interest rate rises and inflationary pressures contributed to more subdued market conditions during FY23, reducing the borrowing capacity of buyers, especially of first home buyers. This, together with continued supply chain constraints and labour shortages impacting builders, has negatively impacted consumer sentiment.

Peet responded to the underlying market and broader economic conditions by reducing the number of new stage releases and allocating resources to the creation of lots pre-sold during the peak 2022 selling period.

Peet proactively focused on protecting its balance sheet and its high level of contracts on hand during FY23, resulting in strong settlements of 2,594 lots[15], compared to 2,514 lots[15] in FY22. This was achieved by the close management of construction programs and the low cancellation rate for unconditional contracts.

The Group enters FY24 in a strong capital position, with gearing[16] at 30 June 2023 within the target range of 20% to 30% (at 27.7%), and a still solid level of contracts on hand with a value of $476.4 million.

12 Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains / (losses) arising from the effect of revaluing assets and liabilities and adjustments for realised / unrealised transactions outside the core ongoing business activities.

13 Statutory profit after tax means net profit measured in accordance with Australian Accounting Standards, attributable to the owners of Peet Limited.

14 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.

15 Includes equivalent lots.

16 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash) / (Total assets less cash, less intangible assets).

Capital Management

The Group's continuing focus on capital management, and the monetising of contracts on hand during FY23, contributed to increased cash inflows from operations (prior to acquisitions) of $89.0 million, compared with $80.1 million in FY22.

As at 30 June 2023 the Group had:

- gearing[17] of 27.7% compared with 29.9% at 30 June 2022;
- net interest-bearing debt[18] (including Peet Bonds) of $253.3 million, compared with $245.2 million at 30 June 2022;
- cash and available debt facility headroom of $148.3 million; and
- a weighted average debt maturity of more than two years.

The Group has a strong balance sheet and sufficient financial capacity to fund the current portfolio of projects, including accelerating delivery of product, if required, to meet increases in demand.

During FY23, Peet extended its on-market share buy-back of up to 5% of its issued ordinary shares. As at 30 June 2023, the Company had acquired 18.6 million of its ordinary shares, representing approximately 76% of the total shares to be acquired. On 7 August 2023, the Company announced that the on-market buy-back has been extended for a further 12 months to 30 August 2024.

Peet has $75 million of Peet Bonds maturing on 7 June 2024. They will be repaid on maturity via cash and available headroom in the senior debt facility and/or other refinancing options available.

Well-positioned for growth

Peet has a strong platform for growth with significant value to be unlocked as we deliver against our strategy:

Investing in high quality land in strategic locations across the country

- Land bank weighted to undersupplied east coast markets.
- Recent acquisitions have resulted in increasing embedded margins.
- Key projects have environmental and planning approvals in place.
- Significant value creation to be unlocked through Flagstone Town Centre and University of Canberra project.
- Continue to assess selective acquisitions to restock the pipeline.

Expanding product offering and geographic presence to appeal to a wider variety of customers

- Targeting infill projects of major capital cities.
- Two new projects commenced development/sales during FY23.
- First settlements from nine new projects over the next four years increasing activation of the landbank to c.83%.
- Continued focus on increasing the Group's townhouse pipeline - currently at 1,200 nationally.

Maintaining strong capital management

- $150m of liquidity available.
- Gearing of 27.7% - within target range.
- Focus on improving operating cash flows.
- Maintaining a disciplined approach to capital management by aligning production levels and development spend with sales demand.
- Group well positioned to consider capital management initiatives to further improve shareholder returns.

17 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash) / (Total assets less cash, less intangible assets).
18 Including net debt of syndicates consolidated under AASB10.

Value creation

- Good visibility of future earnings underpinned by a low-cost land bank.
- Ability to leverage well established funds management capability where appropriate to unlock value.
- Continue to assess opportunities to maximise cycles to unlock value as appropriate.

ESG Commitment

Peet has a long track-record of demonstrating our commitment to sustainability. We have a clear framework that focuses on sustainable practices that create long-term shared value for our communities, shareholders and people.

Our social sustainability strategy focuses on issues that will have meaningful impact on both our residents and our team. Through our partnership with Black Dog Institute, we also know that mental health affects 1 in 5 Australians each year. Supporting mental wellbeing is a priority we share with the Perth Scorchers, where we are proud to be the Principal Partner of the men's and women's teams. It was a natural extension for us to bring the partnerships together to further the conversation around mental health by engaging players as mental health ambassadors. By having role models share their own experiences, we aim to break down the barriers for people to feel comfortable seeking support when they most need it.

Environmental sustainability remains a key priority across the Group, with a broad range of initiatives and milestones achieved this year. We were pleased to be recognised for our commitments by being named Australia's Most Sustainable Community Developer by Capital Finance International, and Brabham Estate being awarded the 2023 Platinum Waterwise Development of the Year, adding to its already impressive green credentials.

As a values-driven organisation, our biggest asset is our people and fostering a culture that promotes engagement and sense of belonging. We encourage a culture of innovation and creativity, whilst demonstrating unwavering commitment to delivering high quality outcomes for our partners and stakeholders.

Group Outlook

Residential markets continue to adjust from their peak following interest rate increases, inflationary pressures and low consumer confidence. Despite markets being at or close to bottoming, and with an improvement in enquiry levels, we expect the market will require a stabilisation in interest rates before buyer confidence begins to return and market conditions begin to normalise.

Markets remain undersupplied, with underlying fundamentals remaining positive including low unemployment, above-average wage growth, and increasing immigration. Peet will continue to focus on executing our strategic objectives and maintaining a disciplined approach to capital management. The Group remains well positioned to navigate the current environment, with a flexible delivery program in place to respond strongly to a recovery in activity and to take advantage of a shortage of market supply.

Given the current economic backdrop, which Peet expects to persist throughout 1H24, Peet will continue to adopt a cautious approach as it enters FY24 with earnings expected to be strongly weighted to 2H24.

I would like to thank Chairman Tony Lennon and our Board for their continued support and contribution. Thank you also to the management team and staff for their commitment and focus which has contributed to this strong FY23 performance.

Lastly, thank you to our shareholders, customers and key stakeholders who continue to support Peet. I look forward to updating you on our progress during the coming year.

Brendan Gore

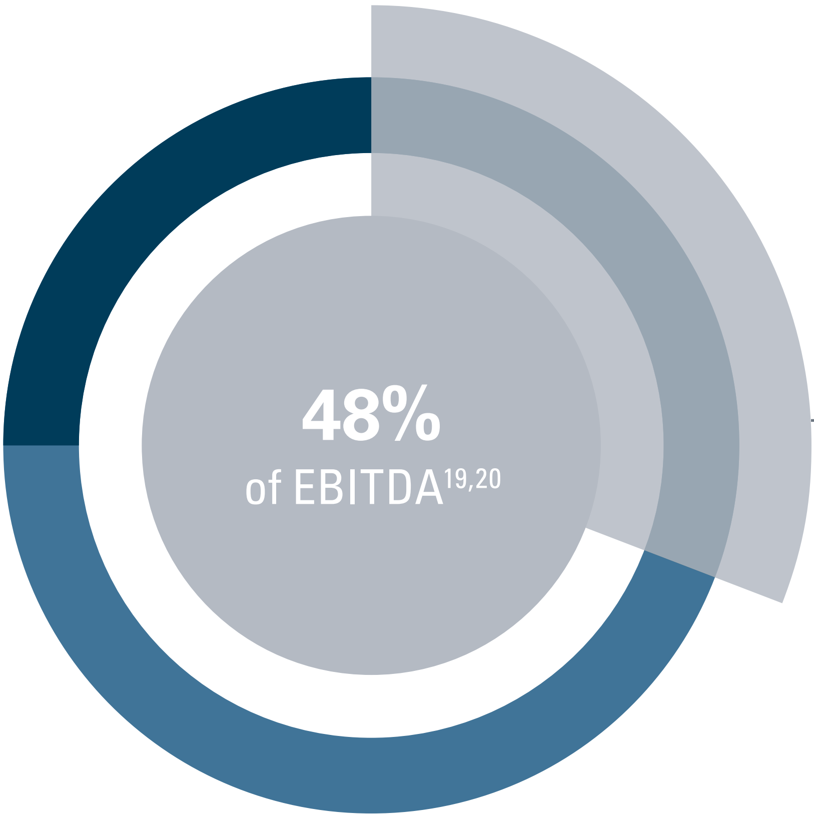
Managing Director and Chief Executive Officer

"Peet will continue to focus on executing our strategic objectives and maintaining a disciplined approach to capital management. The Group remains well positioned to navigate the current environment, with a flexible delivery program in place to respond strongly to a recovery in activity and to take advantage of a shortage of market supply."

Image: Tonsley Village, SA

Development Projects

Peet's Development projects are 100% owned by Peet and held on its balance sheet. 100% of returns are collected upon development, sale and settlement of these projects, generating solid margins.



COMPRISED[21]
57%
OF GROUP'S LAND BANK

20,238 lots[22]

GDV[23]
$8.6 billion

19 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.
20 Before inter-segment transfers and other unallocated items.
21 By number of lots.
22 Includes equivalent lots.
23 Gross Development Value.

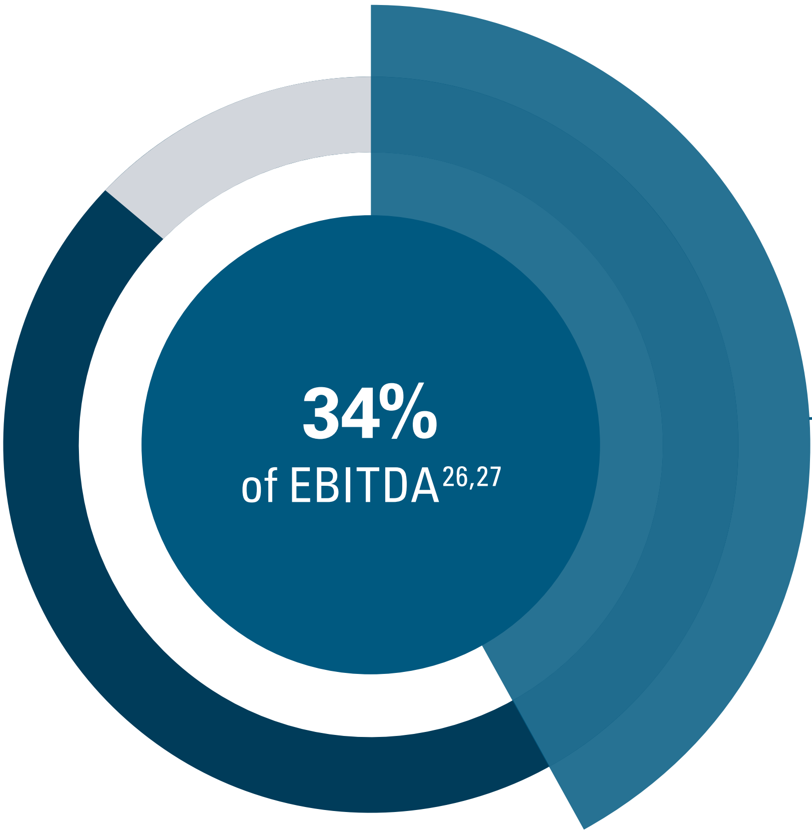
	FY23	FY22
LOTS SOLD[24]	**616**	1,022
LOTS SETTLED[24]	**769** Revenue of $265.1 million	655 Revenue of $201.3 million
EBITDA[25]	**$58.2** million	$43.8 million
EBITDA[25] MARGIN	**22%**	22%

24 Includes equivalent lots.
25 EBITDA is a non-IFRS measure. Calculated before intersegment transfers and other unallocated items.

Image: Fort Largs, SA (Artist's Impression)

Funds Management Projects

The Peet Group manages a number of projects on behalf of land syndicates using funds raised from a combination of wholesale, institutional and retail investors. It also manages projects under project management and co-investment arrangements. This provides Peet a capital efficient profit source which is difficult to replicate while also providing long term earnings visibility.



COMPRISED[28]
37%
OF GROUP'S LAND BANK

13,315 lots[29]

GDV[30]
$4.0 billion

26 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates.
27 Before inter-segment transfers and other unallocated items.
28 By number of lots.
29 Includes equivalent lots.
30 Gross Development Value.

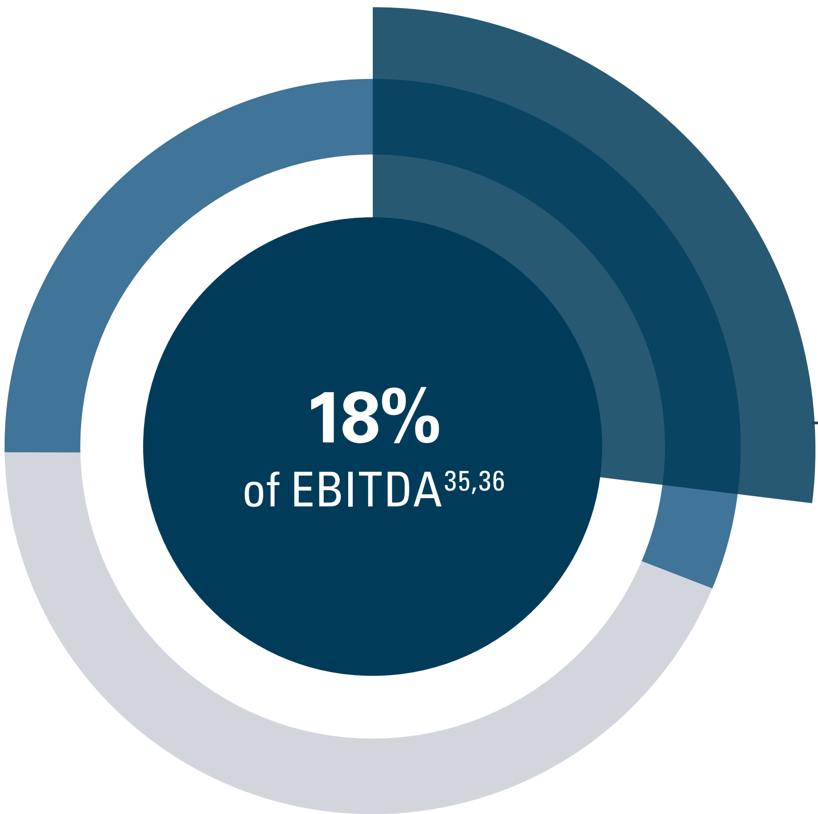
		FY23	FY22
	LOTS SOLD[31]	521	1,513
	LOTS SETTLED[31]	1,137	1,338
	REVENUE[32]	$33.9 million	$48.2 million
	EBITDA[33,34]	$21.7 million	$33.7 million
	EBITDA[33,34] MARGIN	64%	70%

31 Includes equivalent lots.
32 Includes share of net profit of equity accounted investments.
33 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates.
34 Before intersegment transfers and other unallocated items.

Image: Newhaven Tarneit, VIC

Joint Ventures

The Peet Group has a number of high-profile joint venture projects, which are generally entered into with Governments, statutory authorities, private land owners or partner developers.



COMPRISED[37]
6%
OF GROUP'S LAND BANK

2,177 lots[38]

GDV[39]
$1.0 billion

35 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in joint ventures.
36 Before inter-segment transfers and other unallocated items.
37 By number of lots.
38 Includes equivalent lots.
39 Gross Development Value.

	FY23	FY22
LOTS SOLD[40]	262	628
LOTS SETTLED[40]	688	521
REVENUE[41]	$64.2 million	$34.4 million
EBITDA[42,43]	$41.3 million	$19.6 million
EBITDA[42,43] MARGIN	64%	50%

40 Includes equivalent lots.
41 Includes share of net profit of equity accounted investments.
42 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in joint ventures.
43 Before intersegment transfers and other unallocated items.


Image: Googong, NSW

Our Commitment to Sustainability

Our Sustainability Approach:

As a leading residential developer with a national footprint, our approach focuses on sustainable practices to create long-term shared value for our communities, shareholders and people.

Our Purpose:

Defining future places of *belonging*

ENVIRONMENT

Environmentally conscious development

- Water conservation and recycling.
- Use of solar and energy reduction in building design.
- Long history of operating in highly environmentally regulated industry.
- Biodiversity and land restoration.

SOCIAL

Positive social impact in our communities and team

- Employee diversity, wellbeing and engagement.
- Building strong community partnerships.
- Providing opportunities for affordable housing for homebuyers.

GOVERNANCE

A trusted partner and sustainable business

- Ethical and responsible business practices.
- Robust risk management framework.
- Board Charter and Corporate Governance Statement.

Peet recognised as a leader in sustainable residential development

In recognition of Peet's Environmental, Social and Governance (ESG) commitments and focus on creating long-term shared value for shareholders, customers and partners, Peet was announced as the Best Sustainable Community Developer (Australia) 2023 by Capital Finance International (CFI).

Judges highlighted Peet's environmentally conscious development with particular focus on water conservation, energy efficiency, circular economies, biodiversity preservation and land restoration.

Peet's commitment to driving social outcomes and creating opportunities for inclusion and belonging within its communities contributed to the award win, including community engagement activities, its national grants program, and partnerships with the Perth Scorchers and Black Dog Institute. Initiatives promoting employee wellbeing and engagement were also highlighted by the judges.

Brabham awarded Platinum Waterwise Development of the Year 2023

Brabham Estate added to its sustainability credentials having been awarded the Platinum Waterwise Development of the Year at the 2023 Waterwise Recognition Event, celebrating Western Australia's most water efficient new urban areas.

The award supports developers to implement best-practice water efficiency standards in the design and delivery of new land developments. Brabham Estate was recognised for its waterwise and sustainable initiatives.

With a 6-Star 'Green Star' accreditation from the Green Building Council of Australia, Brabham Estate offers a Waterwise Front Landscaping Package that aims to save homeowners up to 50% of their total water usage in their gardens. The package includes a smart controller installed into every home that automatically adjusts watering times based on weather data received from the Weather Station installed in the Estate's first Smart Park.

The Estate is home to the Green Homes Display, Australia's most sustainable two-storey display home*. This international award-winning display home showcases a waterwise garden display containing water-tolerant plant species, drought-tolerant lawn, treated soils to help retain moisture and even a worm farm and compost.

Brabham Estate is developed in partnership with Development WA.

**Based on CSIRO database and correct as at July 2022.*

Image: L-R: Hon. Simone Frances McGurk, Minister for Training, Water and Youth, Renato Colasante, Manager of Partnering Development WA, Luke Oliver, Senior Development Manager Peet Limited, Mr Ross Love, CEO at Water Corporation

Walking together towards reconciliation

Peet is pleased to have launched its first *Reflect* Reconciliation Action Plan (RAP).

Peet has a long history of consulting and collaborating with Aboriginal and Torres Strait Islander Peoples across the country. Since commencing our formal reconciliation journey, it has been important to listen, learn, and have conversations about how we can respect, recognise and celebrate Aboriginal and Torres Strait Islander culture and heritage within our operations and communities.

Throughout this period we have worked in consultation with our Cultural Advisor and community consultants, along with the members of the RAP Working Group, who have helped guide and inform the engagement process and the outcomes included within the RAP.

Chloe Watego, a Gubbi Gubbi-based woman was engaged to design custom artwork to support Peet's RAP. The artwork shares the story of Peet's purpose *Defining future places of belonging,* and the journey each person makes towards reconciliation through listening and engaging with Aboriginal and Torres Strait Islander Peoples.

Peet's approach to sustainability and driving positive social impact aligns with the commitments included in its RAP to foster community inclusion, embracing and celebrating cultural diversity and promoting community wellbeing.

As we continue this journey of belonging together, we respect Aboriginal and Torres Strait Islander Peoples' continued connection with Country and value the rich cultural contribution they make to the communities in which we live, work and play.

Image: Managing Director and CEO, Brendan Gore, with artwork designed by Chloe Watego

Image: Celebrating NAIDOC Week at Brabham Estate, WA

Driving energy efficient built form outcomes

As Peet continues to focus on positive environmental outcomes across the portfolio, opportunities are proactively identified to reduce energy consumption in building design, reducing a project's carbon footprint and delivering cost savings for homebuyers.

Peet's latest built form development in Adelaide, Woodville Rd, will be designed with all 185 homes to be 100% electric. All homes are designed to optimise solar orientation through the urban grid orientation and crossover location.

The Little Eagle 82-townhouse development in Nudgee, Brisbane, will also feature 100% electric homes, as will the 36 townhouses at The Landing, Strathpine. Electric heat pump hot water systems, electric cooktops and LED lighting will be featured in all homes across both projects reducing operating greenhouse gas emissions and reducing energy peak demand.

At Googong in regional NSW, Peet has committed to exceeding the legislated BASIX energy target, which sets a benchmark on energy saving requirements for the approval of all NSW homes. The compliance program is being delivered through a rebate program for all dwellings where occupants are incentivised to deliver to the requirements of the Googong Design guidelines. A rebate is provided to the owner at the time of occupancy on sufficient delivery of the sustainability incentives.

Image: Little Eagle Nudgee, Brisbane, QLD (Artist Impression)

Image: Woodville Rd, Adelaide, SA (Artist's Impression)

Corporate Calendar FY24

24 August 2023
Release of results for FY23

11 September 2023
Record date for FY23 annual dividend of $0.04 per share

22 September 2023
Annual Report and Notice of 2023 AGM dispatched to shareholders

2 October 2023
Interest payment date for unlisted bonds issued in 2021

16 October 2023
Payment date for FY23 final dividend of $0.04 per share

25 October 2023
2023 AGM

7 December 2023
Interest payment date for unlisted bonds issued in 2019

2 January 2024
Interest payment date for unlisted bonds issued in 2021

February 2024
Release of results for 1H24

1 April 2024
Interest payment date for unlisted bonds issued in 2021

7 June 2024
Final interest payment date and maturity date for unlisted bonds issued in 2019

Image: Tonsley Village, SA

Financials 2023

Contents

Directors' Report

Year ended 30 June 2023

Your Directors present their report on the Consolidated Entity consisting of Peet Limited ("the Parent Entity" or "the Company") and the entities it controlled at the end of, or during, the financial year ended 30 June 2023 ("the Group").

1. DIRECTORS

The following persons were Directors of the Company during part or the whole of the financial year and up to the date of this report:

ANTHONY WAYNE LENNON (TONY), FAICD

NON-EXECUTIVE CHAIRMAN

Tony Lennon has extensive general commercial experience and particularly in the property industry.

Mr Lennon is a Fellow of the Australian Institute of Company Directors and an Associate of the Australian Property Institute.

His industry service has included State Government appointed roles as Chairman of both the Perth Inner City Living Taskforce and the Residential Densities Review Taskforce. He was also President of The Real Estate Institute of Western Australia and a Member of the Commercial Tribunal (Commercial Tenancies).

Mr Lennon is a former President of Western Australia's Shire of Peppermint Grove and Deputy Chairman of the National Board of the Australia Day Council. He is also a former Chairman of the Curtin Aged Persons Foundation and a founding Director of the Wearne and the Riversea Hostels for the Aged, both of which are locally initiated and managed community facilities. He is a World Fellow Member of The Duke of Edinburgh's International Award.

BRENDAN GORE, BComm, FAICD, FCPA, FCIS, FGIA

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Brendan Gore has been Managing Director and Chief Executive Officer ("CEO") of Peet Limited since 2007, successfully leading the company's strategy through its land bank expansion, diversification of its product offering and developing key new partnerships with Government and major institutions.

Mr Gore's appointment to the position of Managing Director and CEO followed experience in two other key executive roles within the Company. He began with Peet as Chief Financial Officer and played a key role in expanding the Company's scope of activities and growing its core residential development and land syndication businesses.

Mr Gore's period in senior executive roles at Peet Limited was preceded by more than two decades' experience in a range of senior corporate, commercial, and operational positions where he gained extensive experience in large scale operations, strategy development and implementation, as well as expertise in debt and equity markets.

He developed a reputation as a strong leader, with operational responsibilities across local and State Government relations, environmental and sustainability management and occupational health and safety.

Mr Gore is a qualified accountant and a Fellow of CPA Australia. He is also a Fellow of the Australian Institute of Company Directors and a Fellow of the Governance Institute of Australia.

1. DIRECTORS continued

ANTHONY JAMES LENNON (ANTHONY), BA, Grad Dip Bus Admin

NON-EXECUTIVE DIRECTOR

Anthony Lennon joined Peet in 1991 and became a Director in 1996.

He moved to Victoria to establish Peet's operations in Australia's eastern states and oversaw significant expansion.

Before joining the Company, Mr Lennon worked in the United Kingdom, working for major international construction and development company, John Laing PLC. His time with this global company saw him gain valuable experience in property planning, marketing, feasibility analysis and project management.

Mr Lennon's responsibilities during his career with Peet included project management, broadacre acquisitions, marketing, and financing and a six-year term as Chairman of one of WA's largest conveyancing businesses.

Until his transition from Executive to Non-executive Director, Mr Lennon was Peet Limited's National Business Development Director.

He is Chairman of Habitat for Humanity (Vic). Part of a worldwide organisation, it is a registered charity which assists low-income families into affordable home ownership and out of the rental market by providing zero interest mortgages.

TREVOR ALLEN, BComm (Hons), CA, FF, FAICD

INDEPENDENT NON-EXECUTIVE DIRECTOR

Trevor Allen joined Peet in April 2012, with almost four decades of experience in the corporate and financial sectors, primarily as a corporate and financial advisor to Australian and international public and privately-owned companies.

Mr Allen is a Non-executive Director of Eclipx Group Limited, where he chaired its Audit and Risk Management Committee from March 2015 to November 2022 and retired from that Committee in March 2023. He remains a member of its Remuneration Committee. He is also a Non-executive Director of TopCo Investments Pte Ltd, a Singapore company which is the holding company of Real Pet Food Company Limited, where he chairs its Risk and Sustainability Committee and is the Deputy Chair of its Finance and Audit Committee.

During the last three years, Mr Allen was a Director of Freedom Foods Group Limited, retiring from that position in January 2021.

Prior to Mr Allen's non-executive roles, he held senior executive positions including Executive Director Corporate Finance at SBC Warburg (now part of UBS), at Baring Brothers and as a Corporate Finance Partner at KPMG. At the time of his retirement from KPMG in 2011 he was the lead partner in its National Mergers and Acquisitions group.

VICKI KRAUSE,
BJuris LLB W.Aust, GAICD

INDEPENDENT NON-EXECUTIVE DIRECTOR

Vicki Krause was appointed to the Board of Peet Limited in April 2014.

An experienced commercial lawyer, Ms Krause had a 25 year career as a senior corporate executive with the Wesfarmers Group, including seven years as its Chief Legal Counsel.

She supported successful outcomes in numerous significant acquisitions (including listed companies, trade sales and a privatisation) and divestments.

As Chief Legal Counsel and a member of the Wesfarmers Executive Committee, Ms Krause led a large legal team and was responsible for the provision of legal advice and strategic planning in relation to the management of legal risk in the Wesfarmers Group with key outputs including the evaluation and completion of major business projects and major supply arrangements.

Ms Krause has completed the PMD Management Course at Harvard Business School.

She is a former director of Western Power.

ROBERT McKINNON (BOB),
FCPA, FCIS, FGIA, MAICD

LEAD INDEPENDENT NON-EXECUTIVE DIRECTOR

Appointed as Non-executive Director in May 2014, Bob McKinnon has 40 years' experience in finance and general management positions in the light manufacturing and industrial sectors in Australia, New Zealand, and Canada.

He is the former Managing Director of Austal Ships and Fleetwood Corporation Limited and spent 28 years with Capral Aluminium (formerly Alcan Australia) in various financial and senior executive positions.

Mr McKinnon is a Director of DGL Group Limited; the former Non-executive Chairman of M8 Sustainable Limited; and was previously a Non-executive Director of Bankwest, Brierty Limited, Programmed Maintenance Services Limited and Tox Free Solutions Limited.

2. PRINCIPAL ACTIVITIES

The Group acquires, develops and markets residential land, predominantly under a capital-efficient funds management model.

Peet was founded in Western Australia in 1895 and has expanded over the years to become Australia's largest pure-play residential developer. Peet has been listed on the ASX since 2004 and is focused on creating high-quality master-planned residential communities for homebuyers across Australia, and achieving the best possible results for its shareholders, investors and partners who include State and Federal Government agencies and major Australian institutions.

As at 30 June 2023, the Group employed 194 people in offices throughout Australia and managed and marketed a land bank of more than 35,700 lots in the growth corridors of major mainland Australian cities.

Directors' Report

Year ended 30 June 2023

3. REVIEW OF OPERATIONS AND CONSOLIDATED RESULTS

OPERATING AND FINANCIAL REVIEW

KEY RESULTS[1]

- Operating profit[2] and statutory profit[3] after tax of $70.1 million
- Earnings per share of 14.8 cents per share
- FY23 dividends of 7.5 cents per share, fully franked
- Revenue[4] of $363.7 million, with 2,594 lots settled[6]
- EBITDA[5] margin of 29% on EBITDA[5] of $107.0 million
- Net cash inflows from operations (before acquisitions) of $89.0 million
- $476.4 million worth of contracts on hand[6] as at 30 June 2023
- Gearing[7] of 27.7%

FINANCIAL COMMENTARY

The Peet Group achieved a record operating profit[2] and statutory profit[3] after tax of $70.1 million for the year ended 30 June 2023 ("FY23"), which represents an increase of 34% on the previous financial year ("FY22") which was also a record earnings performance.

The material improvement in profit was driven by:

- prudent focus on monetising the high number of contracts on hand at the start of the financial year, many of which had high margins as a result of strong price growth;
- the changing product mix, including an improved performance from medium density townhouse product;
- continued focus on unlocking value by appropriately managing the Group's significant landbank; and
- continued focus on cost management and operational efficiencies.

The Group derived EBITDA[5] of $107.0 million during FY23, compared to $86.0 million in FY22, with an EBITDA[5] margin of 29%, compared to the margin achieved in FY22 of 30%.

The performance has resulted in:

- an operating and statutory earnings per share of 14.8 cents for FY23, compared to operating and statutory earnings per share of 10.8 cents in FY22; and
- strong cash inflows from operations (before acquisitions) of $89.0 million, compared to $80.1 million in FY22.

1 Comparative period is 30 June 2022, unless stated otherwise. The non-IFRS measures have not been audited.
2 Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains/(losses) arising from the effect of revaluing assets and liabilities and adjustments for realised/unrealised transactions outside the core ongoing business activities.
3 Statutory profit after tax means net profit measured in accordance with Australian Accounting Standards, attributable to the owners of Peet Limited.
4 Includes statutory revenue of $318.9 million (FY22: $266.6 million) and share of net profits from associates and joint ventures of $44.8 million (FY22: $24.1 million).
5 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.
6 Includes equivalent lots.
7 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash)/(Total assets less cash, less intangible assets).

OPERATIONAL COMMENTARY

Sales activity during FY23 reduced from elevated levels in FY22 (FY23: 1,399 lots[8], compared to FY22: 3,163 lots[8]). This is attributable to a combination of external factors and the Company's measured response to those factors.

Multiple interest rate rises and inflationary pressures contributed to more subdued market conditions during FY23, reducing the borrowing capacity of buyers, especially of first home buyers. This, together with continued supply chain constraints and labour shortages impacting builders, has negatively impacted consumer sentiment.

Peet has responded to the underlying market and broader economic conditions by reducing the number of new stage releases and allocating resources to the creation of lots pre-sold during the peak 2022 selling period.

As previously communicated to the market, Peet pro-actively focused on protecting its balance sheet and its high level of contracts on hand during FY23, resulting in strong settlements (FY23: 2,594 lots[8], compared to FY22: 2,514 lots[8]) during the year. This was achieved by the close management of construction programs and the low cancellation rate for unconditional contracts.

The Group enters FY24 in a strong capital position, with gearing[9] at 30 June 2023 within the target range of 20% to 30% (27.7%, compared to 30 June 2022: 29.9%), and a still solid level of contracts on hand with a value of $476.4 million.

Development projects

Key highlights	FY23	FY22	Var (%)
Lot sales[8]	616	1,022	(40%)
Lot settlements[8]:	769	655	17%
– *Land only*	*682*	*577*	*18%*
– *Medium Density*	*87*	*78*	*12%*
Revenue	$265.1m	$201.3m	32%
EBITDA[10]	$58.2m	$43.8m	33%
EBITDA[10] margin	22%	22%	0%

Earnings from Development projects are derived from settlements, and with the focus on creating lots to meet settlement targets, the Development business performed strongly during FY23. Lot settlements from Flagstone City (Qld), which was previously included in Funds Management prior to the purchase of the remaining 50% interest in the property, first settlements from new project commencements in Queensland and South Australia and the settlement of the New Beith (Qld) property contributed positively.

8 Includes equivalent lots.
9 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash)/(Total assets less cash, less intangible assets).
10 EBITDA is a non-IFRIS measure and is calculated before inter-segment transfers and other unallocated items.

3. REVIEW OF OPERATIONS AND CONSOLIDATED RESULTS continued

Funds Management projects

Key highlights	FY23	FY22	Var (%)
Lot sales[11]	521	1,513	(66%)
Lot settlements[11]	1,137	1,338	(15%)
Revenue	$19.4m	$38.3m	(49%)
Share of net profit of equity accounted investments	$14.5m	$10.0m	45%
EBITDA[12]	$21.7m	$33.7m	(36%)
EBITDA[12] margin	64%	70%	(6%)

The performance of the Group’s Funds Management projects is predominantly driven by sales from syndicates and settlements from co-investment projects. Lower sales in FY23, compared to FY22 has resulted in lower fee income. While overall settlements were lower in FY23, compared to FY22, the strong performance from Newhaven (Vic) contributed positively to the overall performance.

Joint Ventures

Key highlights	FY23	FY22	Var (%)
Lot sales[11]	262	628	(58%)
Lot settlements[11]	688	521	32%
Revenue	$34.4m	$25.8m	33%
Share of net profit of equity accounted investments	$29.8m	$13.6m	119%
EBITDA[12]	$41.3m	$19.6m	111%
EBITDA[12] margin	64%	50%	14%

Joint ventures performed strongly on the back of increased lot settlements and equity accounted profits, particularly at Googong (NSW).

Land portfolio metrics

	FY23	FY22	Var (%)
Lot sales[11]	1,399	3,163	(56%)
Lot settlements[11]	2,594	2,514	3%
Contracts on hand[11] as at 30 June			
– Value	$476.4m	$930.0m	(49%)

CAPITAL MANAGEMENT

The Group’s continuing focus on capital management and the monetising of contracts on hand during FY23 contributed to increased cash inflows from operations (prior to acquisitions) of $89.0 million (FY22: $80.1 million).

As at 30 June 2023, the Group had:

- gearing[13] of 27.7% (30 June 2022: 29.9%);
- net interest-bearing debt[14] (including Peet Bonds) of $253.3 million, compared with $245.2 million at 30 June 2022;
- cash and available debt facility headroom of $148.3 million; and
- a weighted average debt maturity of more than two years.

11 Includes equivalent lots
12 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures and is calculated before inter-segment transfers and other unallocated items.
13 Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash)/(Total assets less cash, less intangible assets).
14 Including net debt of syndicates consolidated under AASB10.

The Group has a strong balance sheet and sufficient financial capacity to fund the current portfolio of projects, including accelerating delivery of product, if required, to meet increases in demand.

During FY23, Peet Limited extended its on-market share buy-back of up to 5% of its issued ordinary shares. As at 30 June 2023, the Company had acquired 18.6 million of its ordinary shares, representing approximately 76% of the total shares to be acquired. On 7 August 2023, the Company announced that the on-market buy-back has been extended for a further 12 months to 30 August 2024.

Peet has $75 million of Peet Bonds maturing on 7 June 2024. They will be repaid on maturity via cash and available headroom in the senior debt facility and/or other refinancing options available.

DIVIDENDS

Subsequent to year end, the Directors declared a final dividend for FY23 of 4.0 cents per share, fully franked. This brings the total dividend for FY23 to 7.5 cents per share, fully franked. This compares to the FY22 dividend of 6.25 cents per share, fully franked. The final FY23 dividend is to be paid on Monday, 16 October 2023, with a record date of Monday, 11 September 2023.

The Directors have resolved to keep the Company's Dividend Reinvestment Plan deactivated.

RISKS

The Group's operating and financial performance is influenced by a number of risks impacting the property sector. These include bank lending conditions, general economic conditions, government policy influencing a range of matters including population growth (immigration policy), household income and consumer confidence, the employment market and land development conditions and requirements, including in relation to infrastructure, environmental, cultural heritage and climate-change management.

In respect to climate change, the Group's focus continues to be on understanding and mitigating climate change risks on development approvals processes, reputational matters and reporting obligations.

Global and domestic economic factors which may influence capital markets and the movement of interest rates are also risks faced by the Group.

At an individual project level, residential property developments also face a number of risks related to the price and availability of capital, the timeliness of approvals, delays in construction and the level of competition in the market. The Group has a long history of managing these risks at an individual project and portfolio level.

The Group's financial risk management policies are set out in note 17 to the Financial Report.

Particular focus in the short-term continues on managing, and mitigating against, risks associated with rising development and labour costs and the potential for development programs to be extended.

The property market is cyclical and, while the Group is impacted by fluctuations in the market, it has also proved its capacity to manage through various cycles over a very significant period of time. This continues to include managing risks associated with changing consumer preferences for products – size, location and product typology (house and land, medium density townhouses and low-rise apartments).

GROUP STRATEGY

Peet is well positioned for growth and value creation with its key strategic focus areas for FY24 and beyond continuing to be:

- investing in high quality land in strategic locations across the country;
- expanding product offering and geographic presence to appeal to a wider variety of customers; and
- maintaining strong capital management.

3. REVIEW OF OPERATIONS AND CONSOLIDATED RESULTS continued

OUTLOOK

Residential markets continue to adjust from their peak as a result of interest rate increases, inflationary pressures and low consumer confidence.

Despite markets being at or close to bottoming, and with an improvement in enquiry levels, we expect the market will require a stabilisation in interest rates before buyer confidence begins to return and market conditions begin to normalise.

Markets remain undersupplied, with underlying fundamentals remaining positive including low unemployment, above-average wage growth, and increasing overseas migration.

Peet will continue to focus on executing our strategic objectives and maintaining a disciplined approach to capital management. The Group remains well positioned to navigate the current environment, with a flexible delivery program in place to respond strongly to a recovery in activity and to take advantage of a shortage of market supply.

Given the current economic backdrop, which Peet expects to persist throughout 1H24, Peet will continue to adopt a cautious approach as it enters FY24 with earnings expected to be strongly weighted to 2H24.

4. EARNINGS PER SHARE

	2023 Cents	2022 Cents
Basic and diluted earnings per share	14.8	10.8

Basic earnings per share is calculated after income tax expense based on the weighted average number of shares on issue for the year ended 30 June 2023. The weighted average number of shares on issue used to calculate earnings per share is discussed at note 7 to the Financial Report.

5. SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

There were no significant changes in the state of affairs of the Group during the year.

6. MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Other than the final FY23 dividend (details of which are included below), no matters or circumstances have arisen since the end of the financial year, which have significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in subsequent financial years.

7. DIVIDENDS

In August 2022, the Directors declared a final dividend of 4.0 cents per share, fully franked, in respect of the year ended 30 June 2022. The dividend of $19.0 million was paid on Friday, 14 October 2022.

In February 2023, the Directors declared an interim dividend of 3.5 cents per share, fully franked, in respect to the year then ending 30 June 2023. The dividend of $16.5 million was paid on Thursday, 13 April 2023.

Subsequent to year end, the Directors declared a final dividend for FY23 of 4.0 cents per share, fully franked. This brings the total dividend for FY23 to 7.5 cents per share, fully franked. This compares to the FY22 dividend of 6.25 cents per share, fully franked. The final FY23 dividend is to be paid on Monday, 16 October 2023, with a record date of Monday, 11 September 2023.

The Directors have resolved to keep the Company's Dividend Reinvestment Plan deactivated.

8. ENVIRONMENTAL REGULATION

The Group is subject to environmental regulation by way of the *Environment Protection and Biodiversity Conservation Act 1999* in respect of its land subdivision activities nationally, as well as other environmental regulations under both Commonwealth and State legislation.

The Group is not aware of any breaches of environmental regulations in respect of its activities. However, from time to time, statutory authorities make enquiries, issue notices requiring documents and/or material to be provided, and undertake investigations or audits to confirm compliance with relevant regulations.

GREENHOUSE GAS AND ENERGY DATA REPORTING REQUIREMENTS

The Group may be subject to the reporting requirements of the *National Greenhouse and Energy Reporting Act 2007*. This would require the Group to report its annual greenhouse gas ("GHG") emissions and energy use if it had operational control of facilities (sites) that emit greenhouse gases, produce energy, or consume energy at or above the specified GHG emission and energy thresholds per financial year.

The Group is not required to register and report to the Clean Energy Regulator as the Group does not have operational control for each of its projects, which is the responsibility of the relevant contractor undertaking the works, and the remainder of the Group's activities fall below the reporting thresholds for the FY23 reporting period.

9. INFORMATION ON DIRECTORS AND GROUP COMPANY SECRETARY

Please refer to the Board of Directors section of this report for information on Directors.

GROUP COMPANY SECRETARY

Dom Scafetta is a Chartered Accountant who has worked with Peet Limited since 1998.

Mr Scafetta began his career with major accounting firm Coopers & Lybrand (now PwC) after completing a commerce degree in 1993. He held a senior role with the organisation in its Business Services division and advised a range of clients on accounting, taxation and general business matters.

After four years at Coopers & Lybrand, Mr Scafetta joined Peet as Company Accountant and Company Secretary, which also required him to act as Company Secretary for the Company's various syndicates and subsidiaries. Prior to Peet being listed on the Australian Securities Exchange, Mr Scafetta was appointed Chief Financial Officer and served in that role until February 2005, when he was appointed as Company Secretary of Peet Limited.

10. DIRECTORS' MEETINGS

The number of meetings of Directors (including meetings of committees of Directors) held during the year and the number of meetings attended by each Director were as follows:

	Board of Directors		Audit & Risk Management Committee		Remuneration Committee		Nomination Committee	
Director	Entitled to Attend	Attended	Entitled to Attend	Attended	Entitled to Attend	Attended	Entitled to Attend	Attended
A W Lennon	11	10	–	–	–	–	2	2
B D Gore	11	11	–	–	–	–	2	2
A J Lennon	11	11	6	6	3	3	2	2
T J Allen	11	11	6	6	3	3	2	2
V Krause	11	10	–	–	3	3	2	2
R J McKinnon	11	7	6	3	3	2	2	2

On some occasions, Board and Committee meetings may have been called or rescheduled on short notice which meant that some Directors may not have been able to attend.

11. RETIREMENT, ELECTION AND CONTINUATION IN OFFICE OF DIRECTORS

Directors are elected at the Annual General Meeting ("AGM") of the Company. Retirement will occur on a rotational basis so that one third of the Directors, but not less than two, shall retire at each AGM. The Directors may also appoint a Director to fill a casual vacancy on the Board or in addition to the existing Directors, who will then hold office until the next AGM. No Director who is not the Managing Director, may hold office without re-election beyond the third AGM following the meeting at which the Director was last elected or re-elected.

At this year's AGM, Mr A J Lennon will retire by rotation and offer himself for re-election. Any other Board of Directors'-related matters will be announced separately to the market.

12. REMUNERATION

Dear Shareholder,

Peet is pleased to present its Remuneration Report for the year ended 30 June 2023. This report sets out remuneration information for Non-executive Directors ("NEDs"), the Managing Director and Chief Executive Officer ("MD") and other key management personnel ("KMP"). It focuses on the remuneration decisions made by the Board and the pay outcomes that resulted.

To ensure Peet delivers on its growth strategy it must have the right people to lead the Group over the long-term and a competitive remuneration framework that encourages our Leadership Team to continue to make decisions with a view to creating long-term value for shareholders and all stakeholders.

In considering remuneration outcomes, the Board's Remuneration Committee:

(a) balances Peet's financial performance with the development and implementation of strategies for the long-term benefit of the Group; and

(b) takes into account the underlying scale of Peet's operations which are not fully identifiable from a pure focus on the Group's statutory accounts.

Peet achieved an operating net profit after tax and a statutory profit after tax of $70.1 million for the 2023 financial year, compared to an operating net profit after tax and a statutory profit after tax of $52.3 million in the previous year.

While the statutory financial statements show total revenue of $363.7 million and earnings before interest, tax, depreciation and amortisation ("EBITDA") of $107.0 million for the 2023 financial year, Peet management remains responsible for a greater scale of business.

In addition to its own land development projects, Peet is also responsible for the management of a significant portfolio of land development projects held within its Funds Management and Joint Arrangements businesses. These Funds Management and Joint Arrangement businesses generated revenues of $545.2 million and EBITDA of $189.1 million.

Accordingly, the scale of business from which Peet derives its revenues and earnings, which drive its capacity to pay dividends to shareholders, is extensive.

Key remuneration outcomes during the year ended 30 June 2023 included:

- The MD's base pay for the year ended 30 June 2023 was amended for the first time since the year ended 30 June 2015.
- NEDs' fees were increased during the year ended 30 June 2023 after last being increased in the year ended 30 June 2019.
- During the year, long-term incentive performance conditions were tested as at 30 June 2022 in respect to the performance over the three years ended on that date, and following approval from shareholders at the 2022 Annual General Meeting, resulted in the full vesting of performance rights (FY20 performance rights).
- Short-term incentives will be paid to KMP in respect of the year ended 30 June 2023, following a positive assessment of the individual KMP's performance against a balanced scorecard, which includes consideration of Group financial and strategic targets. The short-term incentives paid in respect to the year ended 30 June 2023 are included in the tables on pages 44 and 45.

There are no changes to the base pay of the KMP for the year ending 30 June 2024.

We encourage our shareholders to use the cash value of remuneration realised table on page 44 to assess the remuneration outcomes for KMP in the year ended 30 June 2023 and the alignment of these outcomes with the Group's performance.

The key difference between the cash value of remuneration realised and the statutory remuneration is the value included in the statutory remuneration table for potential future outcomes under the long-term incentive. A value is required to be included in the statutory remuneration table to account for long-term incentives that may or may not vest in the future, while the value for long-term incentives included in the cash value of remuneration realised table represents the value of shares actually received by KMP following the vesting and exercise of performance rights.

The Board is satisfied that these remuneration outcomes for the year ended 30 June 2023 are appropriately performance-based while at the same time recognising the strategic needs of the Group, and we commend this report to you.

Robert McKinnon
Chairman, Remuneration Committee

Directors' Report

Year ended 30 June 2023

13. REMUNERATION REPORT (AUDITED)

The Remuneration report is set out under the following main headings:

A. SERVICE AGREEMENTS

B. PRINCIPLES USED TO DETERMINE THE NATURE AND AMOUNT OF REMUNERATION

C. DETAILS OF REMUNERATION

D. SHARE-BASED COMPENSATION

E. ADDITIONAL INFORMATION

The information provided in this remuneration report has been audited as required by section 308(3C) of the *Corporations Act 2001*.

The key management personnel of the Group ("KMP") include the Non-executive Directors ("NEDs") of the Group, and the following executives (the "Executives") who have authority and responsibility for planning, directing and controlling the activities of the Group.

Name	Position
B D Gore	Managing Director and Chief Executive Officer
T Gallagher	Chief Operating Officer (appointed 1 November 2022)
B C Fullarton	Chief Financial Officer
D Scafetta	Group Company Secretary
P J Dumas	Chief Investment Officer

A. SERVICE AGREEMENTS

Remuneration and other terms of employment for the Executives are formalised in service agreements. Each of these agreements provide for the provision of performance related cash bonuses and participation, when eligible, in the Peet Limited Employee Share Option Plan and/or the Peet Limited Performance Rights Plan. The major provisions of the agreements are set out below.

All contracts with Executives may be terminated early by either party with 3 to 6 months' notice, subject to termination payments as detailed below.

Name	Terms of Agreement	Base pay including Superannuation[1]	Termination Benefit[2,3]
B D Gore	On-going renewed 5 August 2011	$1,008,535	Refer below[4]
T Gallagher[5]	On-going appointed 1 November 2022	$525,000	3 months base pay inclusive of superannuation
B C Fullarton	On-going commenced 21 October 2013	$485,000	3 months base pay inclusive of superannuation
D Scafetta	On-going commenced 10 June 1998	$350,000	3 months base pay inclusive of superannuation
P J Dumas	On-going commenced 4 February 2008	$485,000	3 months base pay inclusive of superannuation

1. Base pays, inclusive of superannuation, for the year ended 30 June 2023. Base pays are reviewed annually by the Remuneration Committee.
2. Termination benefits are payable on early termination by Peet Limited giving notice in writing. Payment may be made in lieu of notice, other than for gross misconduct.
3. Termination benefits referred to in the above table are in addition to any statutory entitlements payable (e.g. accrued annual leave and long service leave).
4. On 5 August 2011 B D Gore renewed his contractual arrangements with the Company. Under the agreement the components of his remuneration comprise fixed annual remuneration, short-term incentives and long-term incentives. There is no fixed termination date and the agreement is terminable on six months notice by either party. The Company may, at its option, make a payment in lieu of part or all of the notice period and certain conditions exist in relation to payment of long-term and short-term incentives upon termination. A summary of the key contractual terms and remuneration-related arrangements was disclosed to the market on 5 August 2011 with certain parts approved by shareholders at the 2011 AGM.
5. T Gallagher was appointed as Chief Operating Officer on 1 November 2022.

B. PRINCIPLES USED TO DETERMINE THE NATURE AND AMOUNT OF REMUNERATION

The objective of the Company's executive reward framework is to ensure reward for performance is competitive and appropriate for the results delivered. The framework aligns executive reward with achievement of strategic objectives for the long-term benefit of the Company and shareholders. The Board ensures that executive reward satisfies the following key criteria for good reward governance practices:

- competitiveness and reasonableness;
- acceptability to shareholders;
- performance linkage/alignment to executive compensation; and
- capital management.

In consultation with external remuneration consultants in prior financial years, the Company has structured, and continues to evolve, an executive remuneration framework that is market competitive and complementary to our reward strategy through the following features.

ALIGNMENT TO SHAREHOLDERS' INTERESTS

- has a relevant measurement of financial performance as a core component of plan design;
- rewards implementation of strategy;
- focuses the Executive on other key financial and non-financial drivers of long-term value; and
- attracts and retains high-calibre executives.

For the purpose of assessing Executives' eligibility to short-term incentives, the Remuneration Committee and Board have traditionally agreed to the use of a balanced scorecard. This methodology has continued to be used for the 2023 financial year, and comprised a combination of financial and non-financial key performance indicators.

During the 2018 financial year, the Remuneration Committee recommended to the Board, and it agreed, to assess financial performance for the purposes of long-term incentive awards against earnings per share ("EPS") growth, together with funds under management ("FUM") growth. These performance measures have been used for each year thereafter and will continue to be used for the 2024 financial year.

The Remuneration Committee and the Board will continue to assess the applicability of all short-term and long-term related key performance indicators as they are applied in assessing performance for remuneration purposes.

ALIGNMENT TO PROGRAM PARTICIPANTS' INTERESTS

- rewards capability and experience;
- provides a clear structure for earning rewards; and
- provides recognition for contribution.

The framework provides a mix of fixed and variable pay, and a blend of short and long-term incentives. As employees are promoted to executive and senior management roles within the Company, the balance of this mix shifts to a higher proportion of 'at risk' rewards.

13. REMUNERATION REPORT (AUDITED) continued

NEDs' FEES (INCLUDING THE CHAIRMAN'S FEES)

Fees and payments to NEDs reflect the demands which are made on, and the responsibilities of, the NEDs. NEDs' fees and payments are reviewed periodically by the Remuneration Committee and the Board. The Remuneration Committee considers, as appropriate, the advice of independent remuneration consultants to ensure NEDs' fees and payments are appropriate and in line with the market. NEDs do not receive share options or performance rights.

The NEDs' remuneration is inclusive of committee fees and fees for their membership on any subsidiary Boards. The fees payable to NEDs were amended with effect from 1 July 2022 (after previously being amended with effect from 1 July 2018). The fees payable to the Chairman of the Remuneration Committee and the Chairman of the Audit and Risk Management Committee were last amended with effect from 1 July 2018 (after previously being amended with effect from 1 July 2014). NEDs may also be entitled to fees where they represent Peet on the Board of Syndicates.

NEDs' fees are determined within an aggregate Directors' fee pool limit, which is periodically recommended for approval by shareholders. Shareholders approved a resolution at the 2012 AGM to increase the aggregate NEDs' fees pool to $900,000.

The NEDs do not receive any form of retirement allowance.

EXECUTIVE PAY

The Company's pay and reward framework for Executives has the following components:

- base pay and benefits;
- short-term performance incentives; and
- long-term performance incentives.

The combination of these comprises the total remuneration for the individual concerned.

Base pay and benefits

The base pay for Executives is structured as a total employment cost package, which may be delivered as a mix of cash and prescribed non-financial benefits and includes superannuation.

Executives are offered a competitive base pay that comprises the fixed component of pay and rewards. As and when considered appropriate, external remuneration consultants provide analysis and advice to ensure base pay is set to reflect the market for a comparable role. Base pay is reviewed annually to ensure it remains competitive with the market.

Short-term performance incentives ("STI")

Executives have a target STI opportunity depending on the accountabilities of their specific role and impact on the Group's performance. The maximum target bonus opportunity for the Executives for the years' ended 30 June 2023 and 2022 ranged between 50% and 100% of the relevant Executive's base pay. However, the Board of Directors has the discretion to either pay over and above or less than these amounts.

Each year, the Remuneration Committee considers the appropriate targets and key performance indicators ("KPIs") to link to the STI plan and the level of payout if targets are met for the Managing Director and Chief Executive Officer ("MD"). This may include setting any maximum payout under the STI plan and minimum levels of performance to trigger payment of STI. The MD will then generally set the STI KPIs to apply to the other Executives.

KPIs for the MD are set by reference to the following criteria:

- financial;
- strategy;
- stakeholder engagement;
- people, processes and culture; and
- health, safety and environment.

For the year ended 30 June 2023, the MD was assessed as follows against the KPIs:

Category	Weighting (%)	Achieved (%)
Financial	70.00%	70.00%
Strategic	10.00%	10.00%
Stakeholder	7.50%	7.50%
People, processes and culture	7.50%	7.50%
Health, safety and environment	5.00%	5.00%
	100.00%	100.00%

For the year ended 30 June 2022, the MD's KPIs linked to the STI plan were based on similar criteria. For the year ended 30 June 2022 the MD was assessed to have been eligible to 100.00% of his maximum STI entitlement.

For the year ended 30 June 2023, the KPIs for Executives were determined by the MD, based on the above criteria. The Executives were assessed to have been eligible for between 87.5% and 100% of their maximum STI entitlement in respect to FY23.

For the year ended 30 June 2022, the KPIs for Executives were determined by the MD, based on the above criteria. The Executives were assessed to have been eligible for between 95% and 100% of their maximum STI entitlement.

Long-term incentives ("LTI")

Traditionally, the Company has provided its Executives with LTI through participation in the Peet Limited Employee Share Option Plan ("PESOP") and/or the Peet Limited Performance Rights Plan ("PPRP").

Executives have a target LTI opportunity depending on the accountabilities of their specific role and impact on the Group's performance. The maximum target opportunity for the Executives for the years' ended 30 June 2023 and 2022 ranged between 50% and 100% of the relevant Executive's base pay.

Each year, the Remuneration Committee considers the appropriate targets and KPIs to link to the LTI plan and the level of payout if targets are met for the Executives. This may include setting any maximum payout under the LTI plan and minimum levels of performance to trigger payment of LTI. Further details of the Company's LTI structures are included in the section titled 'Share-based compensation'.

13. REMUNERATION REPORT (AUDITED) continued

C. DETAILS OF REMUNERATION

Details of the statutory and cash value of remuneration of each member of the KMP of the Group are set out in the tables following.

The statutory disclosures required by the *Corporations Act 2001*(Cth), as amended and its regulations are set out in the table on page 45. The Company believes that the additional information provided in the table below is useful to investors. The table below sets out the total cash value of remuneration realised for the KMP and provides shareholders with details of the "take-home" pay received/ receivable during the year. These earnings include cash salary and fees, bonus, superannuation, non-cash benefits received/ receivable during the year and the value of shares issued to, or acquired on behalf of, KMP following the exercise of vested Performance Rights ("PRs") during the financial year. The table does not include the accounting value of share-based payments consisting of PRs granted in the current and prior years required for statutory purposes. This is because those share-based payments are dependent on the achievement of performance hurdles and so may or may not be realised.

		Cash salary and fees[1] $	Bonus[2] $	Value of PRs exercised[3] $	Other[4] $	Superannuation $	Total[5] $
Directors							
A W Lennon	**2023**	**218,008**	–	–	–	**22,891**	**240,899**
	2022	218,774	–	–	–	21,877	240,651
T J Allen	**2023**	**121,721**	–	–	–	**12,781**	**134,502**
	2022	130,487	–	–	–	13,049	143,536
V Krause	**2023**	**99,097**	–	–	–	**10,405**	**109,502**
	2022	92,517	–	–	–	9,252	101,769
R J McKinnon	**2023**	**121,721**	–	–	–	**12,781**	**134,502**
	2022	115,244	–	–	–	11,524	126,768
A J Lennon	**2023**	**159,097**	–	–	–	**10,405**	**169,502**
	2022	152,517	–	–	–	9,252	161,769
B D Gore	**2023**	**983,243**	**1,008,535**	**1,849,375**	**10,000**	**25,292**	**3,876,445**
	2022	913,732	937,300	–	10,000	23,568	1,884,600
Total	**2023**	**1,702,887**	**1,008,535**	**1,849,375**	**10,000**	**94,555**	**4,665,352**
	2022	1,623,271	937,300	–	10,000	88,522	2,659,093
Other key management personnel							
T Gallagher[5]	**2023**	**331,875**	**250,294**	**99,977**	–	**19,167**	**701,313**
P J Dumas	**2023**	**459,708**	**254,625**	**661,085**	–	**25,292**	**1,400,710**
	2022	460,000	276,450	191,641	–	25,000	953,091
D Scafetta	**2023**	**324,708**	**175,000**	**155,424**	–	**25,292**	**680,424**
	2022	326,432	175,000	–	–	23,568	525,000
B C Fullarton	**2023**	**457,500**	**242,500**	**434,080**	–	**27,500**	**1,161,580**
	2022	412,500	220,000	–	–	27,500	660,000
Total	**2023**	**1,573,791**	**922,419**	**1,350,566**	–	**97,251**	**3,944,027**
	2022	1,198,932	671,450	191,641	–	76,068	2,138,091

1. Cash salary (including accrued annual leave) and fees, as well as fees paid to Directors for their directorship on Syndicate Boards.
2. All cash bonuses are earned in the financial year to which they relate and are paid during the following financial year.
3. Amount paid by the Company in order to settle the PRs exercised during years ended 30 June 2022 and June 2023. The Company purchased ordinary shares in the Company on-market on behalf of KMP.
4. Other includes motor vehicle costs, car-parking and other benefits.
5. T Gallagher was appointed as Chief Operating Officer on 1 November 2022. The remuneration shown above only includes the amounts attributable to the period as KMP.

The table below is calculated in accordance with statutory obligations and Australian Accounting Standards. The amounts in the "Share-based payments" column relate to the component of the fair value of awards from the current year and prior years made under the various incentive plans attributable to the year measured in accordance with AASB 2 *Share-based Payments.*

		Short-term benefits			Post-employment benefits	Share-based payments		
		Cash salary and fees[1] $	Bonus[2] $	Other[3] $	Superannuation $	Shares/ Options/ Performance Rights[4] $	Termination benefits $	Total[5] $
Directors								
A W Lennon	**2023**	**218,008**	–	–	**22,891**	–	–	**240,899**
	2022	218,774	–	–	21,877	–	–	240,651
T J Allen	**2023**	**121,721**	–	–	**12,781**	–	–	**134,502**
	2022	130,487	–	–	13,049	–	–	143,536
V Krause	**2023**	**99,097**	–	–	**10,405**	–	–	**109,502**
	2022	92,517	–	–	9,252	–	–	101,769
R J McKinnon	**2023**	**121,721**	–	–	**12,781**	–	–	**134,502**
	2022	115,244	–	–	11,524	–	–	126,768
A J Lennon	**2023**	**159,097**	–	–	**10,405**	–	–	**169,502**
	2022	152,517	–	–	9,252	–	–	161,769
B D Gore	**2023**	**983,243**	**1,008,535**	**10,000**	**25,292**	**1,039,017**	–	**3,066,087**
	2022	913,732	937,300	10,000	23,568	1,276,523	–	3,161,123
Total	**2023**	**1,702,887**	**1,008,535**	**10,000**	**94,555**	**1,039,017**	–	**3,854,994**
	2022	1,623,271	937,300	10,000	88,522	1,276,523	–	3,935,616
Other key management personnel								
T Gallagher[5]	**2023**	**331,875**	**250,294**	–	**19,167**	**277,552**	–	**878,858**
P J Dumas	**2023**	**459,708**	**254,625**	–	**25,292**	**314,054**	–	**1,053,679**
	2022	460,000	276,450	–	25,000	396,317	–	1,157,767
D Scafetta	**2023**	**324,708**	**175,000**	–	**25,292**	**188,864**	–	**713,864**
	2022	326,432	175,000	–	23,568	238,336	–	763,336
B C Fullarton	**2023**	**457,500**	**242,500**	–	**27,500**	**246,103**	–	**973,603**
	2022	412,500	220,000	–	27,500	299,621	–	959,621
Total	**2023**	**1,573,791**	**922,419**	–	**97,251**	**1,026,543**	–	**3,620,004**
	2022	1,198,932	671,450	–	76,068	934,274	–	2,880,724

1. Cash salary (including accrued annual leave) and fees, as well as fees paid to Directors for their directorship on Syndicate Boards.
2. All cash bonuses are earned in the financial year to which they relate and are paid during the following financial year.
3. Other includes motor vehicle costs, car-parking and other benefits.
4. The value placed on options and performance rights in the table above is based on the valuation at the date of grant using a Black-Scholes model or Binomial Model, pro-rated over the period from grant date to vesting date. These do not represent the value of equity benefits that vested in favour of KMP during the year.
5. T Gallagher was appointed as Chief Operating Officer on 1 November 2022. The remuneration shown above only includes the amounts attributable to the period as KMP. Share based payments includes those granted in the period prior to becoming a KMP.

13. REMUNERATION REPORT (AUDITED) continued

The relative proportions of remuneration that are linked to performance and those that are fixed based on the above table are as follows:

	Fixed remuneration		At risk STI		At risk LTI	
	2023	2022	**2023**	2022	**2023**[1]	2022[1]
Directors						
A W Lennon	**100%**	100%	–	–	–	–
T J Allen	**100%**	100%	–	–	–	–
V Krause	**100%**	100%	–	–	–	–
R J McKinnon	**100%**	100%	–	–	–	–
A J Lennon	**100%**	100%	–	–	–	–
B D Gore	**33%**	30%	**33%**	30%	**34%**	40%
Other key management personnel						
T Gallagher[2]	**40%**		**28%**		**32%**	
P J Dumas	**46%**	42%	**24%**	24%	**30%**	34%
D Scafetta	**49%**	46%	**25%**	23%	**26%**	31%
B C Fullarton	**50%**	46%	**25%**	23%	**25%**	31%

1. Since LTI are provided exclusively by way of options and/or PRs, the percentages disclosed also reflect the value of remuneration consisting of options and/or PRs based on the value of options and/or PRs expensed during the year.
2. T Gallagher was appointed as Chief Operating Officer on 1 November 2022. The above split relates to his remuneration attributable to the period as KMP.

D. SHARE-BASED COMPENSATION

Options over shares in Peet Limited are granted under the PESOP, which was approved by the Board and shareholders during the 2004 financial year. PRs over shares in Peet Limited are granted under the PPRP, which was approved by shareholders at the 2008 AGM. Changes have been made since to allow for changes in taxation of PRs. Employees of any Group Company (including an Executive Director) will be eligible to participate in the PESOP and/or PPRP at the discretion of the Board.

The PESOP and PPRP are designed to provide long-term incentives for employees to deliver long-term shareholder returns. Under the plans, participants are granted options and/or PRs, which only vest if the employees are still employed by the Group at the end of the vesting period and any set performance hurdles have been met, subject to the Board's discretion.

INVITATIONS TO APPLY FOR OPTIONS AND/OR PERFORMANCE RIGHTS

Eligible employees, at the discretion of the Board, may be invited to apply for options and/or PRs on terms and conditions to be determined by the Board including as to:

- the method of calculation of the exercise price of each option;
- the number of options and/or PRs being offered and the maximum number of shares over which each option and/or PR is granted;
- the period or periods during which any of the options and/or PRs may be exercised;
- the dates and times when the options and/or PRs lapse;
- the dates and times by which the application for options and/or PRs must be received by Peet; and
- any applicable conditions which must be satisfied or circumstances which must exist before the options and/or PRs may be exercised.

Eligible employees may apply for part of the options and/or PRs offered to them, but only in specified multiples.

CONSIDERATION

Unless the Board determines otherwise, no payment will be required for a grant of options and/or PRs under the PESOP and/or PPRP.

EXERCISE CONDITIONS

Generally, as a pre-condition to exercise, any exercise conditions in respect of an option and/or PR must be satisfied. However, subject to the ASX Listing Rules, the Board has the discretion to enable an option and/or PR holder to exercise options and/or PRs where the exercise conditions have not been met, including, for example, where a court orders a meeting to be held in relation to a proposed compromise or arrangement in respect of the Company, or a resolution is passed, or an order is made, for winding up the Company.

During FY23, the Company received a waiver from the ASX Listing Rules that allowed the Board to apply discretion in respect to the vesting of PRs, subject to obtaining shareholder approval. This approval was obtained at the 2022 AGM. Refer to the notice of that meeting and results of that meeting for further information and to Note 3 on page 49.

Options granted under the PESOP and PRs granted under the PPRP carry no dividend or voting rights.

LAPSE OF OPTIONS AND/OR PRs

Unexercised options and/or PRs will lapse upon the earlier to occur of a variety of events specified in the rules of the PESOP and PPRP including, on the date or in circumstances specified by the Board in the invitation, failure to meet the options' or PRs' exercise conditions in the prescribed period or on a specified anniversary date of grant of the options or PRs, as determined by the Board.

13. REMUNERATION REPORT (AUDITED) continued

The table below summarises the status of the Company's options and performance rights granted to Executives:

Executives	Grant value Date	Performance/ Service Period	Expiry	Exercise	Value per option/PR at Grant Date	Vesting conditions	Balance at date of prior year report	Granted	Net Change – Other[5]	Exercised	Lapsed/ forfeited	Balance at date of report	Vested and Exercisable at date of report	Notes
Options														
B D Gore	30 Nov 2007	Up to 30 Nov 2011	N/A	$4.10	$1.12	Time based	1,200,000	–	–	–	–	1,200,000	1,200,000	2
Performance Rights														
B D Gore	20 Nov 2019	3 yrs ended 30 Jun 2022	20 Nov 2034	$0.00	$1.04[1]	FUM Growth	897,797	–	–	–	–	897,797	897,797	3
	19 Nov 2020	3 yrs ended 30 Jun 2023	19 Nov 2035	$0.00	$0.94[1]	EPS Growth FUM Growth EPS Growth	1,244,754	–	–	–	–	1,244,754	–	4 3 4
	16 Nov 2021	3 yrs ended 30 Jun 2024	16 Nov 2036	$0.00	$0.99[1]	FUM Growth EPS Growth	892,667	–	–	–	–	892,667	–	3 4
	26 Oct 2022	3 yrs ended 30 Jun 2025	26 Oct 2037	$0.00	$0.87[1]	FUM Growth EPS Growth	–	1,335,808	–	–	–	1,335,808	–	3 4
Other Executives	20 Nov 2019	3 yrs ended 30 Jun 2022	20 Nov 2034	$0.00	$1.04	FUM Growth EPS Growth	657,089	–	–	–	–	657,089	657,089	3 4
	19 Nov 2020	3 yrs ended 30 Jun 2023	19 Nov 2035	$0.00	$0.94	FUM Growth EPS Growth	911,023	–	298,805	–	–	1,209,828	–	3 4
	16 Nov 2021	3 yrs ended 30 Jun 2024	16 Nov 2036	$0.00	$0.99	FUM Growth EPS Growth	653,334	–	214,286	–	–	867,620	–	3 4
	26 Oct 2022	3 yrs ended 30 Jun 2025	26 Oct 2037	$0.00	$0.87	FUM Growth EPS Growth	–	1,355,629	–	–	–	1,355,629	–	3 4
Total Performance Rights							5,256,664	2,691,437	513,091	–	–	8,461,192	1,554,886	
Total Options and Performance Rights							**6,456,664**	**2,691,437**	**513,091**	–	–	**9,661,192**	**2,754,886**	

NOTE 1

The issue of a share-based payment award to a Director requires shareholder approval and the value at grant date is taken as the date at which that approval is granted. Accordingly, the value of these PRs is calculated as at 20 November 2019, 19 November 2020, 16 November 2021 and 26 October 2022, being the dates of Peet Limited's 2019, 2020, 2021 and 2022 AGMs, respectively.

NOTE 2

These options are convertible to ordinary shares on a 1:1 basis at the exercise price after the fourth anniversary of the grant date.

The exercise condition in respect of these options is that Mr Gore remains employed as Managing Director for a period of four years. Although the service period requirement has been met, the options have not been exercised.

NOTE 3

The PRs granted in respect to the three-year period from 1 July 2019 to 30 June 2022 ("FY20 Performance Period") are convertible to ordinary shares on a 1:1 basis, with 40% subject to the FUM growth vesting condition.

The PRs granted in respect to the three-year period from 1 July 2020 to 30 June 2023 ("FY21 Performance Period"), 1 July 2021 to 30 June 2024 ("FY22 Performance Period") and 1 July 2022 to 30 June 2025 ("FY23 Performance Period") are convertible to ordinary shares on a 1:1 basis, with 25% subject to the FUM growth vesting condition.

FUM growth is measured as the total of the following during the performance period:

- the purchase price (ex GST) of land acquired by a Peet syndicate or Joint Venture; or
- the market value (ex GST) of land for which Peet has been appointed development manager at the time of its appointment; or
- the selling price (ex GST) of land sold by Peet, a Syndicate, a Joint Venture or Peet-managed project to a third party and Peet is appointed the development manager (and where applicable, to manage the leasing) of a commercial, industrial, retail or residential built-form project on that property; or
- in all other property funds management-related transactions, as determined by the Board of Directors.

The aggregate of the FUM growth during the relevant performance period is reduced by the equity interest retained by the Group and is then compared to the rolling three-year FUM growth target set by the Board for the relevant performance period.

For the FY20 Performance Period, the proportion of PRs to vest subject to FUM growth was as follows:

Performance level	Aggregate FUM growth target during performance period	Proportion of performance rights that may be eligible to vest
Less than the target	Less than $60 million	0%
Target	$60 million	50%
Target – medium	$60 million to $100 million	Pro-rata between 50% and 70%
Medium – maximum	$100 million to $150 million	Pro-rata between 70% and 100%
Maximum	Greater than $150 million	100%

13. REMUNERATION REPORT (AUDITED) continued

The Group achieved FUM growth below the target for the FY20 Performance Period and, as such, in accordance with their terms, none of the FY20 PRs subject to the FUM growth condition satisfied that condition. However, the Board was of the view that this was not indicative of the strong performance of Management during this period. On that basis, Peet applied to ASX for, and was granted, a waiver from ASX Listing Rule 6.23.3 to the extent necessary to permit the Board to vary the terms of the FY20 PRs subject to the FUM growth condition to vest at a higher percentage level than would otherwise vest under the terms of those PRs. This waiver from ASX was subject to Peet obtaining shareholder approval and the notice of the 2022 AGM for such shareholder approval including explanatory information satisfactory to ASX, including, at a minimum, a clear explanation of the rationale for the proposed amendment. Shareholders approved the amendment at the 2022 AGM. The FUM growth-related FY20 PRs were fully vested in FY23.

For the FY21 and FY22 Performance Period the proportion of PRs to vest subject to FUM growth will be as follows:

Performance level	Aggregate FUM growth target during performance period	Proportion of performance rights that may be eligible to vest
Less than the target	Less than $40 million	0%
Target	$40 million	50%
Target – medium	$40 million to $60 million	Pro-rata between 50% and 70%
Medium – maximum	$60 million to $75 million	Pro-rata between 70% and 100%
Maximum	Greater than $75 million	100%

For the FY23 Performance Period the proportion of PRs to vest subject to FUM growth will be as follows:

Performance level	Aggregate FUM growth target during performance period	Proportion of performance rights that may be eligible to vest
Less than the target	Less than $30 million	0%
Target	$30 million	50%
Target – medium	$30 million to $50 million	Pro-rata between 50% and 70%
Medium – maximum	$50 million to $60 million	Pro-rata between 70% and 100%
Maximum	Greater than $60 million	100%

The FY21, FY22 and FY23 PRs remain unvested.

NOTE 4

The PRs granted in respect to FY20 Performance Period were convertible to ordinary shares on a 1:1 basis, with 60% subject to the EPS growth vesting condition.

The PRs granted in respect to the FY21, FY22 and FY23 Performance Periods are convertible to ordinary shares on a 1:1 basis, with 75% subject to the EPS growth vesting condition.

The EPS growth vesting condition will be measured as the average growth in operating EPS over the relevant Performance Period, with the EPS derived for the previous financial year as the base year.

The earnings component of EPS is calculated as net profit measured in accordance with Australian Accounting Standards, excluding write-downs of inventories and development costs and increases in the carrying value of inventories during the relevant financial year, and is subject to other adjustments at the Board's discretion.

EPS growth is then compared to the Board's internal target EPS growth for the relevant performance period.

Of the PRs subject to EPS growth, the proportion vested for the FY20 Performance Period and to vest for the FY21 and FY22 Performance Periods is as follows:

Performance level	Proportion of performance rights that may be eligible to vest
Less than 80% of the EPS growth target	0%
80% of the EPS growth target	50%
80% to 100% of the EPS growth target	Pro-rata between 50% and 80%
100% to 120% of the EPS growth target	Pro-rata between 80% and 100%
Greater than 120% of the EPS growth target	100%

Of the PRs subject to EPS growth, the proportion to vest for the FY23 Performance Period will be as follows:

Performance level	Proportion of performance rights that may be eligible to vest
Less than 67% of the EPS growth target	0%
67% of the EPS growth target	50%
67% to 100% of the EPS growth target	Pro-rata between 50% and 80%
100% to 133% of the EPS growth target	Pro-rata between 80% and 100%
Greater than 133% of the EPS growth target	100%

Additionally is it proposed that EPS growth of more than 133% of the EPS Target will be available to apply to any shortfall in the FUM growth targets (set out above), up to a maximum of 100% of the FY23 PRs granted.

The Group achieved EPS growth of 35.2% for the FY20 Performance Period, compared to the EPS growth target of 5% for the period. The Board therefore resolved that 100% of the FY20 PRs subject to the EPS growth condition vested in accordance with their terms.

FY21, FY22 and FY23 PRs remain unvested.

NOTE 5
Net Change – Other shows T Gallagher's PRs held prior to his appointment as COO on 1 November 2022.

13. REMUNERATION REPORT (AUDITED) continued

OPTION AND PERFORMANCE RIGHTS HOLDINGS

The number of options and PRs over unissued ordinary shares in the Company held during the financial year by the KMP of the Group, including their personally-related entities, is set out below. When exercisable, each option and PR is convertible into one ordinary share of Peet Limited.

	Balance at the start of the year	Granted during the year	Net Change – Other[1]	Exercised during the year	Lapsed/ forfeited during the year	Balance at end of the year	Vested and exercisable at the end of the year
Directors							
A W Lennon	–	–	–	–	–	–	–
T J Allen	–	–	–	–	–	–	–
V Krause	–	–	–	–	–	–	–
R J McKinnon	–	–	–	–	–	–	–
A J Lennon	–	–	–	–	–	–	–
B D Gore	6,172,243	1,335,808	–	(1,937,025)	–	5,571,026	2,097,797
Other key management personnel							
T Gallagher	–	417,219	599,298	(86,207)	–	930,310	–
P J Dumas	1,634,750	385,430	–	(692,417)	–	1,327,763	278,736
D Scafetta	729,486	231,788	–	(162,790)	–	798,484	167,625
B C Fullarton	1,167,070	321,192	–	(454,653)	–	1,033,609	210,728

1. Includes performance rights held by T Gallagher prior to his appointment as COO on 1 November 2022..

During the year ended 30 June 2023, 1,554,886 PRs (2022: 904,344) had vested and 3,333,092 (2022: 178,067) were exercised by KMP at $ Nil exercise price. In order to settle the PRs exercised during year ended 30 June 2023, the Company purchased ordinary shares in the Company on-market on behalf of KMP.

On 26 October 2022, 1,335,808 FY23 PRs were granted to the Managing Director and Chief Executive Officer, B D Gore. The grant was approved by shareholders under ASX Listing Rule 10.14.

Any additional persons to whom ASX Listing Rule 10.14 applies and who became entitled to participate in a grant of PRs under the PPRP after the approval of Resolution 4 considered at the 2022 AGM and who was not named in the Notice of AGM will not participate until approval is obtained under ASX Listing Rule 10.14.

Since 30 June 2023, no PRs (includes PRs exercisable by non-KMP) have vested or are exercisable at the date of this report. No other options and PRs have been issued. Refer note 25 of the financial report for the total options and PRs outstanding.

E. ADDITIONAL INFORMATION

PERFORMANCE OF PEET LIMITED

The overall level of executive compensation takes into account the performance of the Group. STI is generally based on an assessment of performance over a 12-month period, while LTI is generally assessed over a three-year period. The high-level performance of the Group over the last five years is compared below:

		2019	2020	2021	2022	2023
Net profit/(loss) after tax (NPAT)	$'000	47,549	(30,056)	28,500	52,316	**70,143**
NPAT growth	Growth%	(3.2%)	(163.2%)	194.8%	83.6%	**34.1%**
Net operating profit after tax (NOPAT)	$'000	47,549	15,060	28,500	52,316	**70,143**
NOPAT growth	Growth%	(3.2%)	(68.3%)	89.2%	83.6%	**34.1%**
Basic EPS	cents per share	9.79	(6.19)	5.90	10.83	**14.79**
Basic EPS growth	Growth%	(2.3%)	(163.2%)	195.3%	83.6%	**36.6%**
Operating EPS	cents per share	9.79	3.10	5.90	10.83	**14.79**
Operating EPS growth	Growth%	(2.3%)	(68.3%)	90.3%	83.6%	**36.6%**
Dividends paid/payable	cents per share	5.00	1.50	3.50	6.25	**7.50**
Share price 30 June	$	1.12	0.97	1.20	0.94	**1.24**
Share price growth	Growth%	(15.1%)	(13.4%)	23.7%	(21.7%)	**31.9%**

DETAILS OF REMUNERATION: CASH BONUSES, OPTIONS AND PRs

For each cash bonus, grant of options and/or PRs included in the tables within the remuneration report, the percentage of the available bonus or grant that was paid, or that vested and the percentage that was forfeited because the person did not meet the service and performance criteria, is set out below. Generally, no part of the bonuses forfeited is payable in future years. Subject to the rules of the PESOP and PPRP no options or PRs will vest if the conditions are not satisfied, subject to the discretion of the Board (and ASX Listing Rules, as applicable) hence the minimum value of the option and PRs yet to vest is nil. The maximum value of the options and PRs yet to vest has been determined as the amount of the grant date fair value of the options and PRs that is yet to be expensed.

	Cash Bonus		Options & Performance Rights				
	Paid/ payable %	Forfeited/ deferred %	Financial year Granted	Vested[1] %	Forfeited[2] %	Financial years in which options/PRs may vest	Maximum total Value of grant yet to expense $
Directors							
A W Lennon	–	–	–	–	–	–	–
T J Allen	–	–	–	–	–	–	–
V Krause	–	–	–	–	–	–	–
R J McKinnon	–	–	–	–	–	–	–
A J Lennon	–	–	–	–	–	–	–
B D Gore	100%	0%	2023	–	–	2025	778,686
			2022	–	–	2024	295,118
			2021	–	–	2023	–
			2020	100%	–	2022	–

1. Includes performance rights for which performance conditions were met for the performance period and confirmed by the Directors after balance date.
2. Includes performance rights for which performance conditions were not met for the performance period.

13. REMUNERATION REPORT (AUDITED) continued

	Cash Bonus		Options & Performance Rights				
	Paid/ payable %	Forfeited/ deferred %	Financial year Granted	Vested[1] %	Forfeited[2] %	Financial years in which options/PRs may vest	Maximum total Value of grant yet to expense $
Other key management personnel							
T Gallagher[3]	95%	5%	2023			2025	234,210
			2022	–	–	2024	70,843
			2021	–	–	2023	–
			2020	100%	–	2022	–
P J Dumas	88%	12%	2023	–	–	2025	224,680
			2022	–	–	2024	91,624
			2021	–	–	2023	–
			2020	100%	–	2022	–
D Scafetta	100%	0%	2023	–	–	2025	135,117
			2022	–	–	2024	55,100
			2021	–	–	2023	–
			2020	100%	–	2022	–
B C Fullarton	100%	0%	2023	–	–	2025	187,233
			2022	–	–	2024	69,269
			2021	–	–	2023	–
			2020	100%	–	2022	–

1. Includes performance rights for which performance conditions were met for the performance period and confirmed by the Directors after balance date.
2. Includes performance rights for which performance conditions were not met for the performance period.
3. T Gallagher was appointed as Chief Operating Officer on 1 November 2022. The Maximum total Value of grant yet to expense includes performance rights held prior to becoming a KMP.

Further details relating to options and/or PRs, either granted, exercised or lapsed during the year, are set out below. The amounts below are calculated in accordance with Australian Accounting Standards. Please refer to previous pages of the Remuneration Report for commentary on vesting conditions met during the performance period ended 30 June 2023.

	Remuneration consisting of options & performance rights[1]	Value of options & performance rights granted[2] $	Value of options & performance rights exercised[3] $
Directors			
B D Gore	34%	1,167,496	1,808,451
Other key management personnel			
T Gallagher[4]	32%	364,649	90,000
P J Dumas	30%	336,866	661,308
D Scafetta	26%	202,583	176,465
B C Fullarton	25%	280,722	434,094

1. The percentage of the value of remuneration consisting of options and PRs, based on the value of options and PRs expensed during the current year.
2. The value at grant date calculated in accordance with AASB 2 *Share-based payments* of options and/or PRs granted during the year as part of remuneration.
3. The value at exercise date of options and/or PRs that were granted as part of remuneration and were exercised during the year, being the intrinsic value of the options and/or PRs at that date.
4. T Gallagher was appointed as Chief Operating Officer on 1 November 2022.

LOANS TO DIRECTORS AND OTHER KEY MANAGEMENT PERSONNEL

There were no loans made to KMP, or their personally-related entities, during the financial year.

VOTING AND COMMENTS MADE AT THE COMPANY'S 2022 ANNUAL GENERAL MEETING

The instructions given to validly appointed proxies in respect of the resolution pertaining to the Company's 2022 Remuneration Report were as follows:

For	Against	Proxy's discretion	Abstain
237,070,362	38,863,065	122,280	55,518
85.88%	14.08%	0.04%	

The motion was carried as an ordinary resolution on a poll.

INTERESTS IN THE SHARES AND BONDS OF THE COMPANY

	Shares				Bonds		
	Balance at the start of the year	Received during the year on exercise of PRs	Other changes during the year[1]	Balance at the end of the year	Balance at the start of the year	Other changes during the year	Balance at the end of the year
Directors							
A W Lennon	97,764,685	–	–	97,764,685	1,875	(1,875)	–
T J Allen	142,054	–	18,264	160,318	–	–	–
V Krause	–	–	–	–	–	–	–
R J McKinnon	50,000	–	–	50,000	–	–	–
B D Gore	5,306,679	1,937,025	–	7,243,704	–	–	–
A J Lennon	1,331,344	–	–	1,331,344	–	–	–
Other key management personnel							
T Gallagher	–	86,207	540,702	626,909	–	–	–
P J Dumas	1,265,949	692,417	–	1,958,366	–	–	–
D Scafetta	1,020,000	162,790	–	1,182,790	–	–	–
B C Fullarton	603,850	454,653	–	1,058,503	–	–	–

1. Includes shares held by T Gallagher prior to his appointment as COO on 1 November 2022.

Since 30 June 2023, no PRs (includes PRs exercisable by non-KMP) have vested or are exercisable at the date of this report. No other options and PRs have been issued.

END OF REMUNERATION REPORT (AUDITED)

14. INDEMNITY OF OFFICERS AND AUDITORS

During the financial year, the Company paid a premium in respect of a Directors' and Officers' insurance policy that insures Directors and Officers of the Company. The liabilities insured are costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the Directors and Officers in their capacity as such. The Directors have not included more specific details of the nature of the liabilities covered or the amount of the premium paid in respect of Directors' and Officers' liability, as such disclosure is prohibited under the terms of the contract.

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young Australia, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). The indemnity does not apply to any loss in respect of any matters which are finally determined to have resulted from the auditors' negligent, wrongful or willful acts or omissions. No payment has been made to indemnify the auditors during or since the financial year.

15. NON-AUDIT SERVICES

The Company may decide to employ the auditor on assignments additional to their statutory audit duties where the auditor's expertise and experience with the Company and/or the Group are considered important.

The Board of Directors has considered the position and, in accordance with the advice received from the Audit and Risk Management Committee, is satisfied that the provision of the non-audit services is compatible with the general standard of independence for auditors imposed by the *Corporations Act 2001*. The Directors are satisfied that the provision of non-audit services by the auditor did not compromise the auditor independence requirements of the *Corporations Act 2001* for the following reasons:

- all non-audit services have been reviewed by the Audit and Risk Management Committee to ensure they do not impact the impartiality and objectivity of the auditor; and
- none of the services undermine the general principles relating to auditor independence as set out in APES 110 Code of Ethics for Professional Accountants.

The fees that were paid or payable for services provided by the auditors of the Group, its related practices and non-related audit firms is set out in note 22 of the Financial Report.

16. AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration, as required under section 307C of the *Corporation Act 2001*, is set out on page 57.

17. ROUNDING OF AMOUNTS

The Company is of a kind referred to in ASIC Corporations Instrument 2016/191, issued by the Australian Securities and Investments Commission, relating to the "rounding off" of amounts in the Director's Report. Amounts in the Director's Report have been rounded off in accordance with that legislative instrument to the nearest thousand dollars, or in certain cases, the nearest dollar.

Signed for and on behalf of the Board in accordance with a resolution of the Board of Directors.

Brendan Gore
Managing Director and Chief Executive Officer
Perth, Western Australia

23 August 2023

Auditor's Independence Declaration

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Auditor's independence declaration to the directors of Peet Limited

As lead auditor for the audit of the financial report of Peet Limited for the financial year ended 30 June 2023, I declare to the best of my knowledge and belief, there have been:

a. No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit;

b. No contraventions of any applicable code of professional conduct in relation to the audit; and

c. No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Peet Limited and the entities it controlled during the financial year.

Ernst & Young

Ernst & Young

Gavin Buckingham

Gavin Buckingham
Partner
23 August 2023

Corporate Governance Statement

Year ended 30 June 2023

A copy of the Group's corporate governance policies and practices in place during the financial year ended 30 June 2023 is available at the following link:

https://www.peet.com.au/-/media/peet/documents/corporate/corporate/corporate-governance/22082551ppc2023corporategovernancestatement.pdf

Unless otherwise stated, these are consistent with the 4th edition of the ASX Corporate Governance Council's Principles and Recommendations.

Financial Report

Contents

This financial report covers the consolidated financial statements for the Group consisting of Peet Limited and its subsidiaries. The financial report is presented in Australian currency. Peet Limited is a for profit company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business is Level 7, 200 St Georges Terrace, Perth WA 6000. The financial report was authorised for issue by the Directors on 23 August 2023. The Directors have the power to amend and reissue the financial report. Through the use of the internet, we have ensured that our corporate reporting is timely and complete. All press releases, financial reports and other information are accessible via our website: www.peet.com.au

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2023

	Notes	2023 $'000	2022 $'000
Revenue	5	318,908	266,608
Expenses	6	(266,351)	(215,624)
Finance costs (net of capitalised borrowing costs)	6	(2,502)	(3,085)
Share of net profit of associates and joint ventures	10	44,775	24,095
Profit before income tax		**94,830**	**71,994**
Income tax expense	8	(24,918)	(19,913)
Profit for the year		**69,912**	**52,081**
Attributable to:			
Owners of Peet Limited		70,143	52,316
Non-controlling interests		(231)	(235)
Profit for the year		**69,912**	**52,081**
Total comprehensive income for the year		**69,912**	**52,081**

Earnings per share for profit attributable to the ordinary equity holders of the Company

	Notes	Cents	Cents
Basic and diluted earnings per share	7	14.79	10.83

The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

Consolidated Balance Sheet

As at 30 June 2023

	Notes	2023 $'000	Restated[1] 2022 $'000
Current assets			
Cash and cash equivalents		38,790	55,380
Receivables	11	19,535	23,046
Contract assets	12	6,139	16,970
Inventories	9	181,305	205,400
Total current assets		**245,769**	**300,796**
Non-current assets			
Receivables	11	45,879	41,977
Inventories	9	537,349	451,693
Investments accounted for using the equity method	10	194,353	188,006
Property, plant and equipment		2,962	2,938
Right-of-use assets		2,209	2,507
Intangible assets		1,778	1,922
Total non-current assets		**784,530**	**689,043**
Total assets		**1,030,299**	**989,839**
Current liabilities			
Payables	13	48,733	27,679
Land vendor liabilities	14	8,841	14,808
Borrowings	17	74,445	49,935
Lease liabilities	17	1,562	1,958
Other financial liabilities	10	2,650	–
Current tax liabilities		12,332	10,028
Provisions	15	23,911	17,397
Total current liabilities		**172,474**	**121,805**
Non-current liabilities			
Land vendor liabilities	14	12,277	19,554
Borrowings	17	217,656	250,683
Lease liabilities	17	1,249	1,766
Other financial liabilities	10	4,688	3,162
Deferred tax liabilities	8	19,872	16,760
Provisions	15	13,192	13,031
Total non-current liabilities		**268,934**	**304,956**
Total liabilities		**441,408**	**426,761**
Net assets		**588,891**	**563,078**
Equity			
Contributed equity	18	366,416	374,733
Reserves	18	327	584
Retained profits		200,760	166,142
Capital and reserves attributable to owners of Peet Limited		**567,503**	**541,459**
Non-controlling interest	24	21,388	21,619
Total equity		**588,891**	**563,078**

1. Refer to note 2 (g).

The above consolidated balance sheet should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity

For the year ended 30 June 2023

	Notes	Contributed equity $'000	Reserves $'000	Retained profits $'000	Total $'000	Non-controlling interest $'000	Total equity $'000
Balance at 1 July 2021 – Restated	**2(g)**	**378,916**	**(1,449)**	**136,783**	**514,250**	**16,314**	**530,564**
Profit for the year		–	–	52,316	52,316	(235)	52,081
Other comprehensive income		–	–	–	–	–	–
Total comprehensive income for the year		**–**	**–**	**52,316**	**52,316**	**(235)**	**52,081**
Share buyback, including transaction costs		(4,183)	–	–	(4,183)	–	(4,183)
Share-based payments		–	3,323	–	3,323	–	3,323
Vesting of performance rights		–	(635)	–	(635)	–	(635)
Transactions with non-controlling interest		–	(655)	–	(655)	5,540	4,885
Dividends paid		–	–	(22,957)	(22,957)	–	(22,957)
Balance at 30 June 2022		**374,733**	**584**	**166,142**	**541,459**	**21,619**	**563,078**
Balance at 1 July 2022		**374,733**	**584**	**166,142**	**541,459**	**21,619**	**563,078**
Profit for the year		–	–	70,143	70,143	(231)	69,912
Other comprehensive income		–	–	–	–	–	–
Total comprehensive income for the year		**–**	**–**	**70,143**	**70,143**	**(231)**	**69,912**
Share buyback, including transaction costs	18	(8,317)	–	–	(8,317)	–	(8,317)
Share-based payments	18,25	–	3,439	–	3,439	–	3,439
Vesting of performance rights	18	–	(3,696)	–	(3,696)	–	(3,696)
Dividends paid	19	–	–	(35,525)	(35,525)	–	(35,525)
Balance at 30 June 2023		**366,416**	**327**	**200,760**	**567,503**	**21,388**	**588,891**

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

Consolidated Statement of Cash Flows

For the year ended 30 June 2023

	Notes	2023 $'000	2022 $'000
Cash flow s from operating activities			
Receipts from customers (inclusive of GST)		338,787	276,715
Payments to suppliers and employees (inclusive of GST)		(242,622)	(177,363)
Payments for purchase of land		(51,906)	(33,917)
Interest and other finance costs paid		(25,304)	(21,593)
Distributions and dividends received from associates and joint ventures		36,903	16,210
Interest received		749	21
Income tax paid		(19,541)	(13,877)
Net cash inflow from operating activities	20	**37,066**	**46,196**
Cash flows from investing activities			
Payments for property, plant and equipment		(900)	(1,163)
Payments for investment in associates and joint ventures		–	(13,766)
Payment for acquisition of Peet Flagstone City Pty Ltd (net of cash acquired)		(9,230)	(14,908)
Proceeds from capital returns from associates and joint ventures		1,525	4,663
Loans to associates and joint ventures		(5,000)	(650)
Repayment of loans by associates and joint ventures		15,052	4,975
Net cash inflow/(outflow) from investing activities		**1,447**	**(20,849)**
Cash flows from financing activities			
Dividends paid		(35,525)	(22,957)
Repayment of borrowings		(120,649)	(122,635)
Proceeds from borrowings		161,420	112,500
Repayment of Peet bonds		(50,000)	–
Payment of principal portion of lease liabilities		(1,978)	(1,797)
Proceeds from share issue to non-controlling interest (net of transaction costs)		–	4,931
Share buy back (including transaction costs)		(8,371)	(4,134)
Net cash outflow from financing activities		**(55,103)**	**(34,092)**
Net decrease in cash and cash equivalents		(16,590)	(8,745)
Cash and cash equivalents at the beginning of the year		55,380	64,125
Cash and cash equivalents at the end of the year		**38,790**	**55,380**

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

Notes to the Consolidated Financial Statements

For the year ended 30 June 2023

CONTENTS

BASIS OF REPORTING

This section of the financial report sets out the basis of preparation of the consolidated financial statements. Where an accounting policy is specific to one note, the policy is described in the note to which it relates.

1. REPORTING ENTITY

This financial report covers the consolidated financial statements for the Consolidated Entity consisting of Peet Limited and its subsidiaries (Group). The Financial Report is presented in the Australian currency. Peet Limited is a company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business is; Level 7, 200 St Georges Terrace, Perth WA 6000. The nature of the operations and principal activities of the Group are described in the Directors' Report. Peet Limited is a for- profit entity.

2. BASIS OF PREPARATION

The Financial Report is a general purpose financial report which:

- has been prepared in accordance with Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001*;
- complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB);
- has been prepared under the historical cost convention, except for some financial assets and liabilities which have been measured at fair value;
- provides comparative information in respect of the previous period; and
- is rounded off to the nearest thousand dollars or in certain cases to the nearest dollar in accordance with ASIC Corporations Instrument 2016/191.

A. GOING CONCERN BASIS

At 30 June 2023, the Group had current assets of $245.8 million, current liabilities of $172.5 million, cash and available headroom in its senior bank debt facility of $148.3 million. Further, for the year ended 30 June 2023 the Group generated operating cash flows of $89.0 million before land acquisitions.

On 4 April 2019, Peet Limited issued 75,000 notes with a face value of $1,000 per note (the Notes). The Notes are unsecured and carry a fixed interest rate of 6.75%. The Notes are due to be repaid on 7 June 2024 and as such the Notes are classified as a current liability on the Group's balance sheet at 30 June 2023.

Peet is assessing several alternatives including utilising senior debt facility capacity and/or raising new debt from existing or new sources to refinance the Notes. Given the existing cash and available headroom in its senior bank debt facility and the other options available, the Directors are confident the Group will be able to repay the Notes by the maturity date. As such, it is appropriate to prepare the financial statements on a going concern basis.

2. BASIS OF PREPARATION continued

B. PRINCIPLES OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Group and the entities it controlled at the end of, or during the year ended 30 June 2023. The Group controls an investee if and only if the Group has:

- power over the investee (i.e. existing rights that give it the current ability to direct the relevant activities of the investee);
- exposure, or rights, to variable returns from its involvement with the investee; and
- the ability to use its power over the investee to affect its returns.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control.

Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the statement of comprehensive income from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

C. ASSOCIATES

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. In the case of syndicates, significant influence can exist with a lower shareholding by virtue of the Group's position as project manager. Investments in associates are accounted for using the equity method of accounting.

The Group's share of its associates' post-acquisition profits or losses are recognised in the consolidated statement of profit or loss, and its share of post-acquisition other comprehensive income is recognised in other comprehensive income. The cumulative post-acquisition movements are adjusted against the carrying amount of the investment. Dividends receivable from associates are recognised as a reduction in the carrying amount of the investment.

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

Unrealised gains on transactions between the Group and its associates are eliminated to the extent of the Group's interest in the associates. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

D. INVESTMENTS IN JOINT ARRANGEMENTS

Joint arrangements are arrangements of which two or more parties have joint control. Joint control is the contractual agreed sharing of control which exists only when decisions about the relevant activities require unanimous consent of the parties sharing control. Joint arrangements are classified as either a *joint operation* or *joint venture*, based on the rights and obligations arising from the contractual obligations between the parties to the arrangement.

To the extent the joint arrangement provides the Group with rights to the individual assets and obligations arising from the joint arrangement, the arrangement is classified as a joint operation and as such, the Group recognises its:

- assets, including its share of any assets held jointly;
- liabilities, including its share of any liabilities incurred jointly;
- share of revenue from the sale of the output by the joint operation; and
- expenses, including its share of any expenses incurred jointly.

To the extent the joint arrangement provides the Group with rights to the net assets of the arrangement, the investment is classified as a joint venture and accounted for using the equity method. Under the equity method, the cost of the investment is adjusted by the post-acquisition changes in the Group's share of the net assets of the venture.

E. CHANGES IN OWNERSHIP INTERESTS

The Group treats transactions with non-controlling interests that do not result in a gain or loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of Peet Limited.

F. CHANGES IN ACCOUNTING POLICIES

The accounting policies adopted in the preparation of the financial report are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 30 June 2022, except for changes arising from the adoption of new and amended accounting standards and interpretations effective as at 1 July 2022.

Several other amendments and interpretations apply for the first time on 1 July 2022, but do not have a material impact on the Group. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

G. RESTATEMENT OF COMPARATIVES

The prior period comparatives have been restated to reduce contract assets, deferred tax liability and opening retained earnings as at 1 July 2021 by an amount of $2.9 million, $0.9 million and $2.0 million, respectively, to eliminate the Group's historic ownership interest in contract assets. The restatement has no impact on the Consolidated Statement of Profit or Loss and Other Comprehensive income, basic and diluted earnings per share and the Consolidated Statement of Cash Flows.

3. HOW TO READ THE FINANCIAL REPORT

The notes to the financial statements are set out in four specific sections:

- Performance for the year
- Operating assets and liabilities
- Capital management
- Other notes

Where an accounting policy is specific to one note, the policy is described in the note to which it relates.

Key estimates are described in the following notes:

- Note 5 – constraints on project management & selling fees and estimates on percentage completion
- Note 9 – net realisable value
- Note 11 – ECL allowance
- Note 15 – provision for development costs to complete
- Note 21 – fair value estimation

Financial risks and its management are detailed in the respective notes it pertains to. The Group's activities expose it to financial risks including (note 17):

- liquidity risk
- credit risk; and
- interest rate risk.

Related party transactions are disclosed within the notes they relate to. Transactions which occur between the Group and significant controlled entities are classified as related party transactions. Significant controlled entities are interests held in associates and joint ventures, which are set out in note 10. Details relating to the key management personnel, including remuneration paid, are set out in note 6.

PERFORMANCE FOR THE YEAR

This section focuses on the results and performance of the Group.

4. SEGMENT INFORMATION

Operating segments are reported in a manner that is consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker, who is responsible for allocating resources and assessing performance of the operating segments, has been identified as the executive management group.

The executive management group assesses the performance of the operating segments based on multiple measures including earnings before interest (including interest and finance charges amortised through cost of sales), tax, depreciation and amortisation ("EBITDA"), earnings before interest (including interest and finance charges amortised through cost of sales) and tax ("EBIT") and profit after tax.

The share of profits from associates and joint ventures is included as segment revenue as it is treated as revenue for internal reporting purposes.

The Group operates only in Australia.

The executive management group considers the business to have the following reportable business segments:

FUNDS MANAGEMENT

Peet enters into asset and funds management agreements with external capital providers. Peet and/or the external capital provider commit equity funds towards the acquisition of land and this is generally supplemented with debt funds either at the time of acquisition or during the development phase of a project.

The Group derives fees from underwriting, capital raising and asset identification services. Ongoing project related fees (mainly project management and selling fees as well as performance fees) are then derived by the Group for the duration of a particular project.

COMPANY-OWNED PROJECTS

The Group acquires parcels of land in Australia, primarily for residential development purposes. Certain land holdings will also produce non-residential blocks of land.

JOINT ARRANGEMENTS

Joint arrangements are entered into with government, statutory authorities and private landowners. The form of these arrangements can vary from project to project but generally involves Peet undertaking the development of land on behalf of the landowner or in conjunction with the co-owner. The Group is typically entitled to ongoing fees for management of the development project and also a share of the profits.

INTER-SEGMENT TRANSFERS AND OTHER UNALLOCATED

Segment revenue, expenses and results include transfers between segments. Such transfers are based on an arm's length basis and are eliminated on consolidation.

Certain property syndicates are consolidated where the Group is considered to have control. These entities however, continue to be managed and reported to the executive management group as part of the funds management business segment. Adjustments are included in "Inter - segment transfers and other unallocated" to reconcile reportable business segment information to the Group's consolidated statement of profit or loss.

	Funds management		Company-owned projects		Joint arrangements		Inter-segment transfers and other unallocated		Consolidated	
	June 2023 $'000	June 2022 $'000	June 2023 $'000	June 2022 $'000	June 2023 $'000	June 2022 $'000	June 2023 $'000	June 2022 $'000	June 2023 $'000	June 2022 $'000
Revenue by segment										
Sales to external parties	13,520	34,820	264,120	199,494	31,445	25,736	(80)	1,204	309,005	261,254
Other revenue	5,912	3,431	1,001	1,809	2,982	114	8	–	9,903	5,354
Share of net profit of associates and JVs	14,508	9,982	–	–	29,811	13,597	456	516	44,775	24,095
Total	**33,940**	**48,233**	**265,121**	**201,303**	**64,238**	**39,447**	**384**	**1,720**	**363,683**	**290,703**
Corporate overheads							(13,838)	(11,051)	(13,838)	(11,051)
EBITDA[1]	**21,703**	**33,734**	**58,183**	**43,776**	**41,321**	**19,579**	**(14,200)**	**(11,048)**	**107,007**	**86,041**
Depreciation and amortisation	(78)	(50)	(564)	(397)	(26)	(251)	(1,808)	(1,765)	(2,476)	(2,464)
Segment result (EBIT[2])	**21,625**	**33,684**	**57,619**	**43,379**	**41,295**	**19,328**	**(16,008)**	**(12,813)**	**104,531**	**83,577**
Financing costs (includes interest and finance costs expensed through cost of sales)									(9,701)	(11,583)
Profit before income tax									**94,830**	**71,994**
Income tax expense									(24,918)	(19,913)
Profit after income tax									**69,912**	**52,081**
Loss attributable to non-controlling interests									231	235
Profit attributable to owners of Peet Limited									**70,143**	**52,316**

1. EBITDA (is a non-IFRS measure): Earnings Before Interest (including interest and finance charges amortised through cost of sales), Tax, Depreciation and Amortisation.
2. EBIT (is non-IFRS measure): Earnings Before Interest (including interest and finance charges amortised through cost of sales) and Tax.

5. REVENUE

	2023 $'000	2022 $'000
Revenue from contracts with customers		
– Sales of land and built form[1]	283,566	213,331
– Project management and selling services[2]	25,439	47,923
Other income	9,903	5,354
	318,908	**266,608**

1. Revenue from sales of land in the reporting period includes the settlement revenue of New Beith, Qld ($76.1 million).
2. Revenue reduction in the reporting period is consistent with the lower lot sales volumes.

RECOGNITION AND MEASUREMENT

The main streams of revenue recognised by the Group relate to the sale of land and built form, and the provision of management and selling services. Revenue from contracts with customers is recognised when or as the Group transfers control of the goods and services to a customer at an amount that reflects the consideration to which the Group is expected to be entitled in exchange for those goods and services. Revenue is recognised when or as each performance obligation is satisfied at the amount of the transaction price allocated to that performance obligation. If the consideration in the contract includes a variable amount, the Group estimates the amount of the consideration to which it is entitled in exchange for transferring the goods and services to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal of the amount of the cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or before payment is due, the Group presents the revenue as a contract asset, unless the Group's rights to the amount of consideration are unconditional, in which case the Group recognises a receivable.

The Group recognises contract fulfilment costs as an asset only if the costs relate directly to a contract, the costs generate or enhance resources of the Group that will be used to satisfy future performance obligations and the costs are expected to be recovered. If not capitalised, contract fulfilment costs are expensed as incurred.

SALE OF LAND AND BUILT FORM

Revenue from the sale of land and built form is recognised on settlement of the sale. This represents the point when control (title) has passed to the customer.

PROJECT MANAGEMENT

Project management represents a single performance obligation that is satisfied over time for the oversight and management of the development. The consideration receivable under the contract allocated to project management is variable and is measured using an expected value approach subject to a constraint. The transaction price is based on the relative standalone selling price. Revenue is recognised using an output method based on development milestones reached. Payment is received on settlement.

SELLING SERVICES

This service represents a performance obligation to facilitate the sale of an individual lot which is satisfied over the short period of time relating to the procedural steps of finalising the sale of the property to a purchaser. The consideration receivable under the contract allocated to selling services is considered to be variable consideration and is measured on a portfolio basis using an expected value approach subject to a constraint. The transaction price is based on the relative standalone selling price of the service. Payment is received on settlement.

KEY ESTIMATES

Constraints on project management & selling fees

An analysis of sales fall over rates and minimum selling prices is performed for all business segments by location. This analysis, on a portfolio basis, is used to determine an appropriate constraint for revenue recognised against project management and selling fees.

Percentage completion

An analysis of development milestones is performed to determine an appropriate percentage of completion for completed lots.

Revenue from related parties included above:

	2023 $'000	2022 $'000
Revenue from related parties[1]		
Associates		
Project management and selling services	13,379	32,949
Syndicate administration services	950	1,174
Joint arrangements		
Project management and selling services	2,019	3,786
	16,348	**37,909**

1. Refer to note 3 for how information on related party transactions is disclosed.

6. EXPENSES

	2023 $'000	2022 $'000
Profit before income tax includes the following specific expenses:		
Land and development costs	188,099	141,275
Net realisable value adjustments	–	1,941
Amortised interest and finance expense	7,199	8,499
Total land and development cost	**195,298**	**151,715**
Depreciation[1]		
– Right-of-use assets	1,364	1,341
– Property, plant and equipment	947	956
Amortisation	165	167
Total depreciation and amortisation	**2,476**	**2,464**
Employee benefits expense[2]	32,503	30,887
Project management, selling and other operating costs	17,441	15,294
Other expenses[3]	18,633	15,264
Total other expenses	**68,577**	**61,445**
Total expenses	**266,351**	**215,624**
Finance costs		
Interest and finance charges		
– Bank borrowings	14,207	7,814
– Lease liabilities	203	318
Interest on corporate bonds	12,221	11,790
Amount capitalised	(24,129)	(16,837)
Total finance costs	**2,502**	**3,085**

1. Refer to note 27 (b), (c) and (d) for accounting policies.
2. Refer to note 27 (e) for accounting policies.
3. This includes fair value adjustments on Other Financial Liabilities (refer to note 10 (b)).

Related party expenses

	2023 $'000	2022 $'000
KMP remuneration[1]		
Short-term employee benefits	5,218	4,441
Post-employment benefits	192	165
Share-based payments	2,066	2,211
	7,476	**6,817**

1. Refer to note 3 for information about related party transactions.

LAND AND DEVELOPMENT COSTS

Land and development costs represent the portion of the land and development costs associated with the lots sold during the year (cost of sales).

BORROWING COSTS

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed in the period they are incurred. The capitalisation rate used to determine the amount of finance costs to be capitalised is the weighted average interest rate applicable to the Group's outstanding borrowings during the year (refer note 17).

7. EARNINGS PER SHARE

	2023	2022
Profit attributable to the ordinary equity holders of the Company ($'000)	70,143	52,316
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share	474,145,115	483,029,946
Basic and diluted earnings per share (cents)	14.79	10.83

There are 1,200,000 options excluded from the calculation of diluted earnings per share as they are anti-dilutive. They could potentially dilute basic earnings per share in the future.

Refer to note 25 for the number of Performance Rights (PRs) outstanding at 30 June 2023. These PRs are contingently issuable shares and accordingly not included in diluted earnings per share.

8. TAXES

A. INCOME TAX EXPENSE

	2023 $'000	2022 $'000
Major components of tax expense		
Current income tax expense		
Current tax	22,311	17,566
Adjustments for prior periods	(507)	(32)
	21,804	**17,534**
Deferred income tax expense		
Deferred tax	2,779	2,322
Adjustments for prior periods	335	57
	3,114	**2,379**
	24,918	**19,913**
Deferred income tax expense included in income tax expense comprises:		
Decrease/(increase) in deferred tax assets	1,040	(516)
Increase in deferred tax liabilities	2,074	2,895
	3,114	**2,379**
Tax reconciliation		
Profit before income tax	94,830	71,994
Tax at Australian tax rate of 30%	28,449	21,598
Tax effect of amounts which are not assessable or deductible:		
Share of net profit of associates	(237)	(1,608)
Employee benefits	(118)	806
Franking credits	(2,777)	(692)
Deferred tax assets not recognised	206	232
Sundry items	(433)	(448)
Under/(over) provision in prior periods	(172)	25
	24,918	**19,913**

RECOGNITION AND MEASUREMENT

Current taxes

The income tax expense for the period is the tax payable on the current period's taxable income based on the applicable income tax rate, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Deferred taxes

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply, when the assets are recovered or liabilities are settled, based on those tax rates which are enacted or substantively enacted for each jurisdiction by the end of the reporting period. The relevant tax rates are applied to the amounts of deductible and taxable temporary differences to measure the deferred tax asset or liability. An exception is made for certain temporary differences arising from the initial recognition of an asset or a liability. No deferred tax asset or liability is recognised in relation to these temporary differences if they arise in a transaction other than a business combination that at the time of the transaction did not affect either accounting profit or taxable profit or loss.

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.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority.

Current and deferred tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

B. DEFERRED TAX ASSETS

	Inventory $'000	Cash flow hedges $'000	Receivables $'000	Tax losses $'000	Property, plant and equipment (including leases) $'000	Other $'000	Total $'000
At 1 July 2021	3,916	459	13,531	1,409	3,995	242	23,552
Credited/(charged):							
– to profit or loss	201	(459)	1,658	338	(1,038)	(184)	516
– to equity	–	–	–	–	–	35	35
Total deferred tax assets	4,117	–	15,189	1,747	2,957	93	24,103
Set off against deferred tax liabilities pursuant to set off provisions							(24,103)
At 30 June 2022							–
At 1 July 2022	4,117	–	15,189	1,747	2,957	93	24,103
Credited/(charged):							
– to profit or loss	(225)	–	(2,457)	758	(206)	1,090	(1,040)
– to equity	–	–	–	–	–	2	2
Total deferred tax assets	3,892	–	12,732	2,505	2,751	1,185	23,065
Set off against deferred tax liabilities pursuant to set off provisions							(23,065)
At 30 June 2023							–

C. DEFERRED TAX LIABILITIES

Movements	Finance charges $'000	Accrued income $'000	Inventory $'000	Share of joint arrangements $'000	Other $'000	Total $'000
At 1 July 2021 – Restated	28,114	3,724	2,511	3,464	155	37,968
Charged/(credited):						
– to profit or loss	2,450	272	(635)	808	–	2,895
Total deferred tax liabilities	30,564	3,996	1,876	4,272	155	40,863
Set off against deferred tax liabilities pursuant to set off provisions						(24,103)
At 30 June 2022						16,760
At 1 July 2022	30,564	3,996	1,876	4,272	155	40,863
Charged/(credited):						
– to profit or loss	5,391	(3,235)	(2,104)	2,022	–	2,074
Total deferred tax liabilities	35,955	761	(228)	6,294	155	42,937
Set off against deferred tax liabilities pursuant to set off provisions						(23,065)
At 30 June 2023						19,872

OPERATING ASSETS AND LIABILITIES

This section shows the assets used to generate the Group's trading performance and the liabilities incurred as a result. Liabilities relating to the Group's financing activities are addressed in the capital management section.

9. INVENTORIES

	2023 $'000	2022 $'000
Cost of acquisition	452,399	466,388
Capitalised development costs	198,327	141,688
Capitalised finance costs	94,475	76,490
Total inventory at cost	**745,201**	**684,566**
Provision for write-downs to net realisable value[1]	(26,547)	(27,473)
Total inventory	**718,654**	**657,093**
Current	181,305	205,400
Non-current	537,349	451,693
Total inventory	**718,654**	**657,093**

1. The write-downs are from several non-core projects that are to be divested. The estimated net realisable values used to calculate the write- down provisions are based on the latest valuations and management's assessment of the market for each project.

RECOGNITION AND MEASUREMENT

Land held for development and resale is stated at the lower of cost and net realisable value. Cost includes the cost of acquisition, development and borrowing costs during development. When development is completed, borrowing costs and other holding charges are expensed as incurred.

Land is initially classified as non-current. It is subsequently reclassified to current if the development/subdivided lots are expected to be sold within the next 12 months.

KEY ESTIMATES

Net realisable value

The Group is required to carry inventory at lower of cost and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Estimates of net realisable value are based on the most reliable evidence available at the time the estimates are made, of the amount the inventories are expected to realise and the estimate of costs to complete. The key assumptions require the use of management judgement and are reviewed annually.

10. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

Investments in associates and joint ventures are accounted for using the equity method of accounting.

A. MOVEMENTS IN CARRYING AMOUNTS OF INVESTMENTS IN ASSOCIATES AND JOINT VENTURES

	2023 $'000	2022 $'000
Carrying amount at 1 July	**188,006**	**232,622**
Acquisitions	–	16,927
Dividends	(36,903)	(16,210)
Capital returns	(1,525)	(4,663)
Share of profit after income tax	44,775	24,095
Derecognition of investment in Peet Flagstone City Pty Ltd	–	(64,765)
Carrying amount at 30 June	**194,353**	**188,006**

The Group assesses, at each balance date, the carrying value of investments in associates and joint ventures to ensure the assets are not impaired.

B. INVESTMENTS IN ASSOCIATES AND JOINT VENTURES (JVs) INCLUDING SUMMARISED FINANCIAL INFORMATION

	Ownership	Current assets	Non-current assets	Current liabilities	Non-current liabilities	Net assets	Carrying value of interest in associate or joint venture	Revenue	Net profit/(loss) after tax	Share of profit/(loss)
As at 30 June 2023	%	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000	$'000
Associates										
Peet Alkimos Pty Limited, WA	45	18,683	254,989	6,232	76,219	191,222	85,194	17,055	503	200
Peet Caboolture Syndicate Limited, QLD	20	11,577	27,551	12,216	1,900	25,013	5,376	17,500	2,931	528
Peet Werribee Land Syndicate, VIC	17	6,126	15,094	4,366	304	16,549	2,839	26,713	6,318	1,083
Joint Ventures*										
Peet No.1895 Pty Limited, VIC	50	4,279	136,100	5,085	107,738	27,555	14,996	84,843	13,191	10,214
Peet Golden Bay Pty Limited, WA	50	5,537	14,708	1,230	–	19,015	9,507	8,251	1,459	727
Peet Mt Barker Pty Limited, SA	50	5,818	16,564	4,468	382	17,532	8,766	18,038	1,155	577
Googong Township Unit Trust, NSW	50	4,196	155,699	9,711	20,000	130,185	65,093	173,211	59,625	29,811
Peet Brabham Pty Ltd, WA	50	25,148	48,211	25,273	45,780	2,306	1,153	5,431	1,570	798
Other associates and JVs							1,429			837
Total							**194,353**			**44,775**
As at 30 June 2022										
Associates										
Peet Alkimos Pty Limited, WA	45	8,479	296,495	79,267	34,986	190,721	84,971	19,349	(2,514)	(1,093)
Peet Caboolture Syndicate Limited, QLD	20	7,445	28,380	12,643	696	22,486	4,870	21,271	1,346	269
Peet Werribee Land Syndicate, VIC	17	11,249	14,460	10,318	1,157	14,234	2,700	47,330	8,082	1,387
Joint Ventures*										
Peet No.1895 Pty Limited, VIC	50	21,931	149,947	83,100	64,420	24,358	14,500	52,174	7,291	3,653
Peet Golden Bay Pty Limited, WA	50	5,771	15,520	1,731	–	19,560	9,780	10,262	1,151	576
Peet Mt Barker Pty Limited, SA	50	6,998	15,497	3,121	476	18,898	9,449	22,164	1,647	824
Googong Township Unit Trust, NSW	50	6,536	175,897	6,869	54,000	121,564	60,782	96,485	27,587	13,794
Peet Brabham Pty Ltd, WA	50	16,720	43,660	197	59,472	711	355	4,262	431	216
Other associates and JVs							599			4,469
Total							**188,006**			**24,095**

* Refer to note 10(c) for further breakdown of financial information of joint ventures

The associates and joint ventures finance their operations through unitholder/shareholder contributions and also through external banking facilities. The Group also provides a loan facility to some of these entities as disclosed in note 11.

In FY22, Peet Limited provided a cash advance facility to a shareholder of Peet Alkimos Pty Ltd. At 30 June 2023, the liability is measured at fair value of $7.3 million (Current: $2.6 million, non-current: $4.7 million; 30 June 2022 non-current: $3.2 million) which is based on the net present value of all estimated cash inflows and outflows over the term of the facility.

10. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD continued

C. ADDITIONAL SUMMARISED INFORMATION IN RELATION TO AMOUNTS INCLUDED IN ASSETS, LIABILITIES AND PROFIT/(LOSS) OF JOINT VENTURES

As at 30 June 2023	Cash and cash equivalents $'000	Current financial liabilities[1] $'000	Non-current financial liabilities[1] $'000	Interest expense $'000	Income tax expense/ (benefit) $'000
Googong Township Unit Trust	4,055	–	20,000	–	(7)
Peet Golden Bay Pty Limited	5,483	–	–	–	621
Peet Mt Barker Pty Limited	4,998	–	–	–	492
Peet No. 1895 Pty Limited	4,223	–	97,962	–	5,653
Peet Brabham Pty Limited	43	25,254	42,570	61	(316)
As at 30 June 2022					
Googong Township Unit Trust	6,230	338	54,000	–	134
Peet Golden Bay Pty Limited	5,664	–	–	–	491
Peet Mt Barker Pty Limited	6,660	628	–	–	706
Peet No. 1895 Pty Limited	21,835	21,500	61,290	–	3,137
Peet Brabham Pty Limited	313	–	56,789	57	299

1 Excluding trade and other payables and provisions

11. RECEIVABLES

	2023 $'000	2022 $'000
Current		
Trade receivables at amortised cost[1]	8,218	7,314
Other receivables at amortised cost[1]	1,420	105
Loans to associates and joint ventures[2]		
– At amortised cost	3,522	8,022
– ECL allowance	(522)	(3,434)
– At fair value	6,897	11,039
	19,535	**23,046**
Non-current		
Loans to associates and joint ventures[2]		
– Amortised cost	23,832	19,124
– ECL allowance	(2,279)	(1,971)
– At fair value	24,326	24,824
	45,879	**41,977**
Total receivables	**65,414**	**65,023**

1. Trade and other receivables are non-interest bearing and generally have 30-60 day terms. There were no past due or impaired trade receivables at the end of the year (2022: $Nil).
2. The Group has entered into financing arrangements (including loans and equity contributions in cash) with certain associates and JVs of the Group on commercial terms. The loans provided to associates and JVs are unsecured with interest rates based on Bank Bill Swap Bid Rate (BBSY) plus a margin up to 8%.

Refer to note 27(a) for accounting policy on financial assets and note 21 for fair value disclosures.

KEY ESTIMATES

ECL allowance

ECL allowance is determined on a probability of default on a loan by loan basis.

Related party balances with associates and joint ventures included above:

	2023 $'000	2022 $'000
Current		
Trade receivables	582	648
Loans to associates and joint ventures		
– At amortised cost (net of ECL allowance)	3,000	4,588
– At fair value	6,897	11,039
Non-current		
Loans to associates and joint ventures		
– At amortised cost (net of ECL allowance)	21,553	17,153
– At fair value	24,326	24,824
Total	**56,358**	**58,252**

Movements in loans to associates and joint ventures:

	2023 $'000	2022 $'000
Carrying amount at 1 July	**57,604**	**64,300**
Loans advanced	5,000	650
Loan repayments	(15,052)	(4,975)
Other[1]	8,224	(2,371)
Carrying amount at 30 June	**55,776**	**57,604**

1. This includes movements in ECL allowance and fair value adjustments.

12. CONTRACT ASSETS

	2023 $'000	2022 $'000
Current		
Accrued income[1]	6,139	16,970
Total contract assets	**6,139**	**16,970**

1. These amounts represent project management and performance fees payable from associates and other managed entities for services provided. They are recognised for the earned consideration that is conditional under AASB 15. Refer to note 5 for revenue related accounting policies.

13. PAYABLES

	2023 $'000	2022 $'000
Current		
Trade payables and accruals	45,116	24,936
Advance from joint operators	3,617	2,743
Total payables	**48,733**	**27,679**

RECOGNITION AND MEASUREMENT

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. These amounts are unsecured and usually paid within 30 days of recognition.

Trade and other payables are presented as current liabilities unless payment is not due within 12 months from the reporting date. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

In some joint arrangement contracts, costs are reimbursed as incurred during development. As revenue is only recognised on settlements, reimbursements received are recognised as advance from joint operators until settlement.

Refer note 21 for fair value disclosures.

14. LAND VENDOR LIABILITIES

	2023 $'000	2022 $'000
Current		
Instalments for purchase of development property	8,841	14,808
	8,841	**14,808**
Non-current		
Instalments for purchase of development property	13,845	23,075
Future interest component of deferred payment[1]	(1,568)	(3,521)
	12,277	**19,554**
Total land vendor liabilities	**21,118**	**34,362**

1. Relating to the asset acquisition of Peet Flagstone City Pty Ltd in FY22.

RECOGNITION AND MEASUREMENT

Where the Group enters into unconditional contracts with land vendors to purchase properties for future development that contain deferred payment terms, these borrowings are initially measured at fair value and subsequently carried at amortised cost. The unwinding of the discount applied to the acquisition price is included in finance costs. Generally, the land vendor holds the title over the property until settlement has occurred.

Refer note 21 for fair value disclosures.

The below table analyses the maturity of the Group's land vendor liability obligation:

	2023 $'000	2022 $'000
0 – 1 years	9,230	15,197
1 – 2 years	13,845	9,230
2 – 5 years	–	13,845
Total contractual cash flows	**23,075**	**38,272**
Carrying amount of liabilities	**21,118**	**34,362**

15. PROVISIONS

	2023 $'000	2022 $'000
Current		
Rebates	3,162	3,165
Employee entitlements	4,070	3,947
Provision for development costs to complete	16,679	10,285
	23,911	**17,397**
Non-current		
Employee entitlements	242	149
Provision for development costs to complete	12,450	12,882
Provision – Other	500	–
	13,192	**13,031**
Total provisions	**37,103**	**30,428**

Movements in provisions during the financial year are set out below:

	2023 $'000	2022 $'000
Carrying amount at 1 July	**30,428**	**25,963**
– Additional provision recognised	17,216	13,730
– Paid during year	(6,997)	(7,888)
– Expired during the year	(3,544)	(1,377)
Carrying amount at 30 June	**37,103**	**30,428**

KEY ESTIMATES

Provision for development costs to complete

Costs not yet incurred for lots settled are taken into account in the cost of sales for these lots. The portion of cost of sales relating to these future costs are recognised as a provision in the Statement of Financial Position. The actual costs may vary from the estimated future costs due to variations in estimates.

RECOGNITION AND MEASUREMENT

Provisions are recognised when the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the balance date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

REBATES

The Group may be required under the terms of certain sale contracts to provide rebates for expenditures undertaken by land holders in respect of developments. These expenditures relate to landscaping and fencing and are generally payable where the land purchaser completes the construction of their dwelling within a specified period of time. This period is generally 12 to 18 months from the date of settlement. A liability is recorded for rebates at settlement and is measured at the amount of consideration receivable under the sales contract for which the Group does not expect to be entitled. The provision is updated at the end of each reporting period for changes in circumstances.

EMPLOYEE ENTITLEMENTS

The liability for long service leave and annual leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the balance date. Consideration is given to expected future wage and salary levels, experience of the employee, departures and periods of service. Expected future payments are discounted using market yields at the reporting date on high quality corporate bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

Liabilities for wages and salaries, including non-monetary benefits and accumulating sick leave expected to be settled within 12 months of the balance date are measured at the amounts expected to be paid when the liabilities are settled.

DEVELOPMENT COSTS TO COMPLETE

Provisions for development costs not yet incurred for lots settled are recognised at each reporting date based on the estimated costs to complete.

16. INTERESTS IN JOINT OPERATIONS

Details of aggregate share of assets, liabilities, revenue, expenses and results of joint operations.

	Total assets $'000	Total liabilities $'000	Revenue $'000	Expenses $'000
As at 30 June 2023				
The Village at Wellard, WA	6,533	1,935	5,679	4,009
Lightsview Joint Venture, SA	107	19	1	(469)
Redbank Plains Joint Venture, QLD	18,965	266	20,595	15,615
As at 30 June 2022				
The Village at Wellard, WA	7,615	2,176	7,815	6,659
Lightsview Joint Venture, SA	590	372	4,396	1,350
Redbank Plains Joint Venture, QLD	22,567	4,099	7,269	6,516

CAPITAL MANAGEMENT

This section outlines how the Group manages its capital and related financing costs.

For the purpose of the Group's capital management, capital includes:

- issued capital;
- debt facilities; and
- other equity reserves attributable to the equity holders of the parent.

The Group's objectives when managing capital are to:

- safeguard its ability to continue as a going concern;
- continue to provide returns to shareholders and benefits for other stakeholders;
- maintain an efficient capital structure to reduce the cost of capital; and
- ensure all covenants are complied with.

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

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as total interest-bearing liabilities (including deferred payment obligations) less cash, divided by total assets adjusted for market value, net of cash and cash equivalents less intangible assets. The market value is based on the latest independent mortgage valuations, adjusted for settlements, development costs and titled stock between the date of valuation and 30 June 2023. At 30 June 2023, the bank covenant gearing ratio was 26.4% (2022: 28.6%).

17. FINANCIAL LIABILITIES

NET DEBT

	2023 $'000	2022 $'000
Borrowings – Current	74,445	49,935
Borrowings – Non-current	217,656	250,683
Total borrowings*	292,101	300,618
Cash and cash equivalents	(38,790)	(55,380)
Net debt	**253,311**	**245,238**

* Excludes vendor financing. Refer note 14 for vendor financing on deferred payment terms.

RECOGNITION AND MEASUREMENT

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the statement of profit or loss over the period of the borrowings using the effective interest method.

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes 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, and bank overdrafts.

Refer note 21 for fair value disclosures.

DEBT FACILITIES

The following provides details of the loans and borrowings utilised as at 30 June 2023:

	Facility amount $'000	Utilised amount[2] $'000	Effective interest rate %
Bank loans[1] – note a	300,000	143,360	7.8

	Face value $'000	Carrying amount[3] $'000	Effective interest rate %
Peet notes – note b			
Peet notes 2019	75,000	74,445	7.2
Peet notes 2021	75,000	74,296	9.3
	150,000	**148,741**	

1. Secured. During the reporting period, the Group's main bank facility was increased from $175 million to $275 million and was extended to 1 October 2025. The bank loan in Peet Flagstone City Pty Ltd was repaid.
2. Excludes bank guarantees at 30 June 2023 of $36.7 million (30 June 2022 $33.7 million). Refer note 23 for bank guarantees information.
3. Net of transaction and finance costs.

A. BANK LOANS

The bank facilities are secured by a first registered fixed and floating charge over the assets and undertakings of the Group with a carrying amount of $835 million (2022: $807 million). Under these facilities the Group is required to meet bank covenants relating to interest cover, gearing ratio, real property ratio and minimum shareholders' equity. All bank covenants have been met during the reporting period and as at 30 June 2023.

The Group's main bank facility of $275 million expires on 1 October 2025. The Group also has bank facilities associated with Peet Yanchep Land Syndicate ($17 million, expires on 31 October 2024) and Peet R B Plains Pty Ltd ($6 million, expires on 30 June 2024). The table below analyses the maturity of the Group's bank loans based on the remaining period at reporting date to the contractual maturity date:

	2023 $'000	2022 $'000
0 – 1 years	11,117	6,011
1 – 2 years	23,795	32,414
2 – 5 years	132,524	76,725
Total contractual cash flows	**167,436**	**115,150**
Carrying amount of liabilities	**143,360**	**102,355**

B. PEET BONDS AND NOTES

Peet bonds Series 2, Tranche 1

FY22 borrowings included Peet issued 500,000 Bonds at a face value of $100 per bond with a maturity date of 5 October 2022. These bonds were unsecured and carry a floating interest rate of BBSW+4.65% margin. The bonds were fully repaid in October 2022.

Peet Notes 2019

On 4 April 2019, Peet issued 75,000 notes to eligible professional and sophisticated investors at a face value of $1,000 per note with a maturity date of 7 June 2024. These notes are unsecured and carry a fixed interest rate of 6.75%. These notes are classified as a current liability as at 30 June 2023. Refer to note 2(a) for the repayment of these notes.

Peet Notes 2021

On 4 June 2021, Peet issued 75,000 notes to eligible professional and sophisticated investors at a face value of $1,000 per note with a maturity date of 30 September 2026. These notes are unsecured and carry a floating interest rate of BBSW+4.85% margin.

The bonds and notes are presented in the balance sheet as follows:

	2023 $'000	2022 $'000
Face value of bonds and notes issued	150,000	200,000
Transaction costs	(2,504)	(3,499)
	147,496	196,501
Cumulative interest expense	32,537	36,179
Cumulative coupon payable	(31,292)	(34,417)
	1,245	**1,762**
Total bonds and notes liability	**148,741**	**198,263**

The bonds and notes are repayable as follows:

	2023 $'000	2022 $'000
0 – 1 years	86,199	59,523
1 – 2 years	6,424	83,579
2 – 5 years	83,043	83,583
Total contractual cash flows	**175,666**	**226,685**
Carrying amount of liabilities	**148,741**	**198,263**

C. LEASE LIABILITIES

	2023 $'000	2022 $'000
Current		
Office space leases	1,562	1,958
Non-current		
Office space leases	1,249	1,766
Total lease liabilities	**2,811**	**3,724**

During the year, total cash outflows for these leases is $2.2 million (2022: $2.1 million).

The below table analyses the maturity of the Group's lease liabilities based on the remaining period at reporting date to the contractual maturity date:

	2023 $'000	2022 $'000
0 – 1 years	1,811	2,149
1 – 2 years	642	1,465
2 – 5 years	1,199	385
Total contractual cash flows	**3,652**	**3,999**
Carrying amount of liabilities	**2,811**	**3,724**

17. FINANCIAL LIABILITIES continued

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Borrowings $'000	Lease liabilities $'000
1 July 2022	300,618	3,724
Cash flows	(9,229)	(1,978)
Lease renewal	–	1,065
Others	712	–
30 June 2023	292,101	2,811

LIQUIDITY RISK

Liquidity risk includes the risk that the Group, as a result of their operations:

- will not have sufficient funds to settle a transaction on its due date;
- will be forced to sell financial assets at a value which is less than what they are worth; or
- may be unable to settle or recover a financial asset at all.

Prudent liquidity risk management implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities to meet obligations when due, and the ability to close-out market positions. Due to the dynamic nature of the underlying business, the Group aims at maintaining flexibility in funding by keeping committed credit lines available, and regularly updating and reviewing its cash flow forecasts to assist in managing its liquidity.

The Group has unused borrowing facilities which can further reduce liquidity risk (refer to note 17 for analysis of maturities on borrowing facilities).

CREDIT RISK

The cash component of financial assets is considered to have low credit risk as the counterparties are banks with high credit ratings assigned by international credit-rating agencies. An expected credit loss provision of $2.8 million (2022: $5.4 million) has been recognised for loans measured at amortised cost of $27.3 million (2022: $27.1 million) (refer to note 11 and 27).

INTEREST RATE RISK

The Group's main interest rate risk arises from cash, loans to associates and joint ventures measured at fair value and long-term borrowings.

Borrowings issued at variable rates expose the Group to cash flow interest rate risk.

The Group manages its interest rate risk by both variable and fixed rate debt instruments.

The Group's fixed rate borrowings and certain loans to associates and joint ventures at fixed rate are not subject to interest rate risk.

INTEREST RATE SENSITIVITY

The sensitivity analysis below has been determined based on the exposure to interest rates in existence at balance date, and the stipulated change taking place at the beginning of the financial year and held constant throughout the reporting period. A 100 basis point increase and 50 basis point decrease used in the interest rate sensitivity analysis were determined based on the level of debt that was renewed and forecasters' economic expectations and represents management's assessment of the possible change in interest rates.

At 30 June 2023, the Group had the following mix of financial assets and liabilities exposed to variable interest rates:

	2023 $'000	2022 $'000
Financial assets		
Cash and cash equivalents (floating)	38,790	55,380
Loans to associates and joint ventures measured at fair value	31,223	35,863
Financial liabilities		
Borrowings (floating, unhedged)	(217,656)	(226,405)

The potential impact of a change in interest rates by +100/ -50 basis points on profit and equity has been tabulated below:

	Post-tax profits Increase/ (decrease)		Equity Increase/ (decrease)	
	2023 $'000	2022 $'000	2023 $'000	2022 $'000
–50 basis points	517	476	517	476
+100 basis points	(1,034)	(953)	(1,034)	(953)

18. CONTRIBUTED EQUITY AND RESERVES

A. MOVEMENTS IN ORDINARY SHARE CAPITAL

Date	Details	Number of shares	$'000
30 June 2021	**Closing balance**	**483,300,489**	**378,916**
	Share buyback	(4,167,796)	(4,183)
30 June 2022	**Closing balance**	**479,132,693**	**374,733**
	Share buyback	(7,791,331)	(8,317)
30 June 2023	**Closing balance**	**471,341,362**	**366,416**

THE NATURE OF THE GROUP'S CONTRIBUTED EQUITY

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares of options and/or performance rights are shown in equity as a deduction, net of tax, from the proceeds. Incremental costs directly attributable to the issue of new shares, options and/or performance rights for the acquisition of a business are not included in the cost of the acquisition as part of the purchase consideration. Ordinary shares entitle the holder to participate in dividends and the proceeds on winding up of the parent entity in proportion to the number of and amounts paid on the shares held. On a show of hands every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share held is entitled to one vote.

B. RESERVES

	Share-based payments reserve[1] $'000	Non-controlling interest reserve[2] $'000	Total $'000
At 1 July 2021	**13,998**	**(15,447)**	**(1,449)**
Share based payment	3,323	–	3,323
Buyback on vesting of performance rights[3]	(635)	–	(635)
Transactions with non-controlling interest	–	(655)	(655)
At 30 June 2022	**16,686**	**(16,102)**	**584**
At 1 July 2022	**16,686**	**(16,102)**	**584**
Share based payment	3,439	–	3,439
Buyback on vesting of performance rights[4]	(3,696)	–	(3,696)
At 30 June 2023	**16,429**	**(16,102)**	**327**

1. The share-based payments reserve is used to recognise the fair value of options and performance rights granted.
2. The non-controlling interest reserve is used to record the differences described in note 2(e) which may arise as a result of transactions with non-controlling interests that do not result in a loss of control.
3. In FY22, the Company purchased 540,660 shares to settle the vesting of FY16, FY18 and FY19 Performance Rights.
4. During the year, the Company purchased 3,756,353 shares to settle the vesting of FY16, FY17, FY18, FY19 and FY20 Performance Rights.

19. DIVIDENDS

	2023 $'000	2022 $'000
Declared and paid during the period		
Prior year fully franked dividend 4.0 cents, paid on 14 October 2022 (2022: 2.5 cents)	19,023	12,083
3.5 cents, paid on 13 April 2023 (2022: 2.25 cents)	16,502	10,874
	35,525	**22,957**

	2023 $'000	2022 $'000
Dividend not recognised at year end		
Final dividend 4.0 cents per share to be paid on 16 October 2023 (2022: 4.0 cents per share)	18,854	19,165
Franking credit balance		
Franking account balance as at the end of the financial year at 30% (2022: 30%)	70,331	63,239
Franking credits that will arise from the payment of income tax	12,332	10,028
Impact on the franking account of dividends proposed before the financial report was issued but not recognised as a distribution to equity holders during the period	(8,080)	(8,214)
	74,583	**65,053**

20. RECONCILIATION OF PROFIT AFTER INCOME TAX TO NET CASH INFLOW FROM OPERATING ACTIVITIES

	2023 $'000	2022 $'000
Profit after income tax	69,912	52,081
Adjustments to reconcile profit after tax to net operating cash flows:		
Depreciation	2,311	2,297
Amortisation of intangible assets	165	167
Net realisable value adjustments	–	1,941
Employee share-based payments	(257)	2,688
Equity accounting for investments in associates and joint ventures	(44,775)	(24,095)
Derivative instrument fair value adjustment	–	(1,529)
Interest received	234	160
Peet bonds and notes effective interest rate adjustment	479	608
Distributions and dividends from associates and joint ventures	36,903	16,210
Fair value adjustments an ECL provision	(3,547)	(67)
Loss on disposal of property, plant and equipment	–	721
Other	(41)	(57)
Change in operating assets and liabilities during the financial year		
Decrease in receivables	8,612	3,913
Increase in inventories	(61,562)	(7,538)
Increase in tax liabilities	2,304	3,657
Increase/(decrease) in payables	16,999	(9,677)
Increase in provisions	6,175	2,337
Increase in deferred tax liabilities	3,154	2,379
Net cash inflow from operating activities	**37,066**	**46,196**

21. FAIR VALUE MEASUREMENT

VALUATION OF FINANCIAL INSTRUMENTS

For financial assets and liabilities, the Group uses the following fair value measurement hierarchy:

- Level 1: the fair value is calculated using quoted prices in active markets for identical assets and liabilities.
- Level 2: the fair value is determined using inputs other than quoted prices included in level 1 that are observable for the asset or liability either directly (as prices) or indirectly (derived from prices).
- Level 3: the fair value is based on inputs for the asset or liability that are not based on observable market data.

There have been no transfers between levels during the period.

FINANCIAL ASSETS

Certain loans to associates and joint ventures are carried at fair value through profit or loss. The fair values of these financial assets have been estimated using discounted cashflows with significant unobservable inputs at each reporting date (level 3 of the fair value hierarchy).

At 30 June 2023, the fair value of these loans to associates and joint ventures is $31.2 million (30 June 2022: $35.9 million).

LAND VENDOR LIABILITIES

The Group measures its land vendor liabilities at fair value at each reporting date. The land vendor liability resulting from the acquisition of the remaining share of Peet Flagstone City Pty Ltd in FY22 is measured as the net present value of remaining contracted instalments with significant unobservable inputs (level 3 of the fair value hierarchy). The fair value as at 30 June 2023 for this liability is $21.1 million (30 June 2022: $28.4 million).

PEET BONDS AND NOTES

The fair value of Peet bonds and notes as at 30 June 2023 is detailed below.

	2023 $'000	2022 $'000
Peet bonds Series 2, Tranche 1	–	49,000
Peet Notes 2019	71,069	74,777
Peet Notes 2021	73,130	75,295
Total fair value	**144,200**	**199,072**
Total carrying value	**148,741**	**198,263**

For the above table, the fair value of Peet bonds is measured using quoted market value on ASX (level 1) and the fair value of Peet notes is measured using significant observable inputs (level 2).

OTHER FINANCIAL LIABILITIES

The financial liabilities are measured at fair value through profit or loss using discounted cashflows with significant unobservable inputs at each reporting date (level 3).

21. FAIR VALUE MEASUREMENT continued

KEY ESTIMATES

Fair value estimation

The fair value of financial instruments traded in active markets (such as publicly traded derivatives and trading and available for sale securities) is based on quoted market prices at the balance date. The quoted market price used for financial assets held by the Group is the current bid price; the appropriate quoted market price for financial liabilities is the current ask price. Fair value of the Peet bonds is based on price quotations at the reporting date.

The fair value of financial instruments that are not traded in an active market is determined using valuation techniques. The Group uses a variety of methods and makes assumptions that are based on market conditions existing at each balance date.

Receivables/borrowings are evaluated by the Group based on parameters such as interest rates and individual creditworthiness of the counter party. Based on this evaluation, allowances are taken into account for the expected losses of these receivables.

The carrying amount of trade receivables and payables less impairment provision of trade receivables are assumed to approximate their fair values. The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the Group for similar financial instruments.

OTHER NOTES

22. REMUNERATION OF AUDITORS

	2023 $	2022 $
Fees to Ernst & Young (Australia)		
Fees for auditing the statutory financial report of the parent covering the group and auditing the statutory financial reports of any controlled entities	385,357	393,000
Fees for assurance services that are required by legislation to be provided by the auditor		
– Compliance Plan & AFSL audits	8,346	7,800
Fees for other assurance and agreed-upon-procedures services under other legislation or contractual arrangements	54,222	51,406
Fees for other services		
– Tax compliance	92,501	97,479
– Tax advice	98,350	56,423
Total Fees to Ernst & Young (Australia)	**638,776**	**606,108**

23. CONTINGENCIES AND COMMITMENTS

Details of the estimated maximum amounts of contingent liabilities (for which no amounts are recognised in the financial statements) are as follows:

	2023 $'000	2022 $'000
Bank guarantees outstanding	36,716	33,713
Insurance bonds outstanding	27,789	20,082
	64,505	**53,795**

All contingent liabilities are expected to mature within 1 year.

The Directors are not aware of any circumstances or information, which would lead them to believe that these contingent liabilities will eventuate and consequently no provisions are included in the accounts in respect of these matters.

COMMITMENTS

On 30 June 2023, the Group had a commitment of $65.6 million (30 June 2022: $67.1 million) to pay for the acquisition of approximately 15 hectares of land from the University of Canberra in ACT. The purchase price is expected to be paid in instalments over six years commencing in 2023. A further $5.5 million collaboration payment is to be paid by the Group to the University of Canberra in equal instalments between 2023 and 2030. These payments are subject to settlement, which remains conditional at balance date, therefore no liability has been recognised at 30 June 2023.

24. PARENT ENTITY FINANCIAL INFORMATION AND SUBSIDIARIES

A. PARENT ENTITY FINANCIAL INFORMATION

SUMMARY FINANCIAL INFORMATION

The individual financial statements for the parent entity show the following aggregate amounts:

	2023 $'000	Restated 2022 $'000
Balance sheet		
Current assets	25,099	60,933
Total assets	860,278	556,625
Current liabilities	104,684	59,032
Total liabilities	209,970	121,557
Shareholders' equity		
Issued capital	366,416	374,732
Reserves		
Share-based payments reserve	16,429	16,686
Retained profits	267,463	43,650
Total equity	**650,308**	**435,068**
Profit for the year	259,338	10,788
Total comprehensive income	**259,338**	**10,788**

GUARANTEES ENTERED INTO BY THE PARENT ENTITY

Details of the estimated maximum amounts of contingent liabilities (for which no amounts are recognised in the financial statements) are as follows:

	2023 $'000	2022 $'000
Bank guarantees outstanding	1,837	923

B. SUBSIDIARIES

SIGNIFICANT INVESTMENTS IN SUBSIDIARIES

The consolidated financial statements incorporate the assets, liabilities and results of the following significant subsidiaries in accordance with the accounting policy described in note 2(a):

Name of Subsidiary	Holding 2023 %	Holding 2022 %
CIC Australia Pty Limited[1]	100	100
Peet Craigieburn Pty Limited[2]	100	100
Peet Southern JV Pty Limited[2]	100	100
Peet No. 108 Pty Limited[2]	100	100
Peet No. 112 Pty Limited[2]	100	100
Peet Treasury Pty Limited[2]	100	100
Peet Estates (VIC) Pty Limited[2]	100	100
Peet Development Management Pty Limited	100	100
Peet Estates (QLD) Pty Limited[2]	100	100
Peet Estates (WA) Pty Limited[2]	100	100
Peet Estates (SA) Pty Limited[1]	100	100
Peet Funds Management Limited[2]	100	100
Peet R B Plains Pty Limited[2]	100	100
Peet No. 73 Pty Limited[2]	100	100
Peet No. 127 Pty Limited[2]	100	100
Lightsview Apartments Pty Limited[1]	100	100
Peet Tonsley Pty Limited[2]	100	100
JTP Homes Pty Limited[2]	100	100
Peet Tonsley Apartments Pty Limited[2]	100	100
Peet Keysborough Pty Limited[2]	100	100
Peet Jumping Creek Pty Limited[2]	100	100
Peet 2018 No.2 Pty Limited[2]	100	100
Peet FL Pty Ltd[2]	100	100
Peet Flagstone City Pty Ltd[2]	100	100
Peet Yanchep Land Syndicate[2]	66.4	66.4

1. Incorporated in ACT.
2. Incorporated in WA.

24. PARENT ENTITY FINANCIAL INFORMATION AND SUBSIDIARIES continued

B. SUBSIDIARIES continued

MATERIAL PARTLY-OWNED SUBSIDIARIES

Financial information of subsidiaries that have material non-controlling interests is provided below. This information is based on amounts before inter-company eliminations.

	Peet Yanchep Land Syndicate	
	2023 $'000	2022 $'000
Current assets	8,867	1,802
Non-current assets	84,933	85,210
Current liabilities	1,319	1,423
Non-current liabilities	28,823	21,243
Non-controlling interest	21,388	21,619
Revenue	224	1,343
Loss after tax	(688)	(699)
Loss attributable to non-controlling interest	231	235

Summarised cash flow information:

	Peet Yanchep Land Syndicate	
	2023 $'000	2022 $'000
Operating	(7,829)	(3,710)
Investing	(46)	–
Financing	7,821	3,656
Net outflow	**(54)**	**(54)**

Peet Limited has provided a $2.4 million loan to Peet Yanchep Land Syndicate as at 30 June 2023 (30 June 2022: $2.4 million) and no loans to other partly-owned subsidiaries. Peet has granted a guarantee of $6.0 million to Peet Yanchep Land Syndicate as at 30 June 2023 (30 June 2022: $6.0 million). The Group has no further contractual obligations to provide ongoing financial support.

DEED OF CROSS GUARANTEE

Peet Limited and certain wholly-owned subsidiaries are parties to a deed of cross guarantee under which each company guarantees the debts of the other. By entering into the deed, the wholly-owned entities have been relieved from the requirements to prepare a financial report and directors' report under ASIC Corporations (Wholly-owned Companies) Instrument 2016/785 issued by the Australian Securities and Investments Commission.

The companies represent a 'closed group' for the purposes of the Class Order.

	2023 $'000	2022 $'000
Consolidated statement of profit or loss		
Revenue	318,236	235,507
Expenses	(260,652)	(192,398)
Finance costs	(6,678)	(3,085)
Share of net profit of associates accounted for using the equity method	44,319	23,579
Net realisable value adjustments	–	(4,129)
Profit before income tax	**95,225**	**59,474**
Income tax expense	(24,967)	(19,852)
Profit for the year	**70,258**	**39,622**
Total comprehensive income for the year	**70,258**	**39,622**
Summary of movement in consolidated retained profits		
Retained profits at the beginning of the financial year	152,775	136,110
Subsidiaries joining the deed of cross guarantee	12,586	–
Profit for the year	70,257	39,622
Dividends paid	(35,525)	(22,957)
Retained profits at the end of the financial year	**200,093**	**152,775**

CONSOLIDATED BALANCE SHEET

Set out below is a consolidated balance sheet at 30 June 2023 of the closed group consisting of Peet Limited and certain wholly owned subsidiaries.

	2023 $'000	Restated 2022 $'000
Current assets		
Cash and cash equivalents	38,731	51,887
Receivables	25,837	41,686
Inventories	172,591	182,366
Total current assets	**237,159**	**275,939**
Non-current assets		
Receivables	48,279	51,355
Inventories	453,355	227,200
Investments	236,623	343,484
Right-of-use assets	2,209	2,507
Property, plant and equipment	2,924	2,734
Intangible assets	1,778	1,922
Total non-current assets	**745,168**	**629,202**
Total assets	**982,327**	**905,141**
Current liabilities		
Payables	48,340	24,076
Land vendor liabilities	8,841	14,808
Borrowings	74,445	49,935
Lease liabilities	1,562	1,958
Other financial liabilities	2,650	–
Current tax liabilities	12,332	9,220
Provisions	23,325	13,378
Total current liabilities	**171,495**	**113,375**
Non-current liabilities		
Land vendor liabilities	12,277	19,554
Borrowings	204,296	221,143
Lease liabilities	1,249	1,766
Other financial liabilities	4,688	3,161
Deferred tax liabilities	19,962	17,120
Provisions	745	150
Total non-current liabilities	**243,217**	**262,894**
Total liabilities	**414,712**	**376,269**
Net assets	**567,615**	**528,872**
Equity		
Contributed equity	366,415	374,733
Reserves	1,107	1,364
Retained profits	200,093	152,775
Total equity	**567,615**	**528,872**

25. SHARE-BASED PAYMENTS

PEET EMPLOYEE SHARE OPTION PLAN (PESOP) AND PEET PERFORMANCE RIGHTS PLAN (PPRP)

The establishment of the PESOP was approved by the Board and shareholders during the 2004 financial year and the Peet Limited PPRP was approved by shareholders at the 2008 AGM. Employees of any Group Company (including Executive Directors) will be eligible to participate in the PESOP and/or PPRP at the discretion of the Board.

INVITATIONS TO APPLY FOR OPTIONS AND/OR PERFORMANCE RIGHTS

Eligible employees, at the discretion of the Board, may be invited to apply for options and/or performance rights on terms and conditions to be determined by the Board including as to:

- the method of calculation of the exercise price of each option;
- the number of options and/or performance rights being offered and the maximum number of shares over which each option and/or performance rights is granted;
- the period or periods during which any of the options and/or performance rights may be exercised;
- the dates and times when the options and/or performance rights lapse;
- the date and time by which the application for options and/or performance rights must be received by Peet;
- any applicable conditions which must be satisfied or circumstances which must exist before the options and/or performance rights may be exercised.

Eligible employees may apply for part of the options and/or performance rights offered to them, but only in specified multiples.

CONSIDERATION

Unless the Board determines otherwise, no payment will be required for a grant of options and/or performance rights under the PESOP and/or PPRP.

25. SHARE-BASED PAYMENTS continued

VESTING AND EXERCISE CONDITIONS

Under the plans, options and/or PRs only vest if the employees are still employed by the Group at the end of the vesting period, subject to the Board's discretion, and any set performance hurdles have been met.

Generally, as a pre-condition to exercise, any exercise conditions in respect of an option and/or performance right must be satisfied. However, the Board has the discretion to enable an option and/or performance right holder to exercise options and/or performance rights where the exercise conditions have not been met, including, for example, where a court orders a meeting to be held in relation to a proposed compromise or arrangement in respect of the Company, or a resolution is passed or an order is made for winding up the Company. Options granted under the PESOP and performance rights under the PPRP carry no dividend or voting rights.

LAPSE OF OPTIONS AND PERFORMANCE RIGHTS

Unexercised options and/or performance rights will lapse upon the earlier to occur of a variety of events specified in the rules of the PESOP and PPRP including, on the date or in circumstances specified by the Board in the invitation, failure to meet the options' or performance rights' exercise conditions in the prescribed period or on the expiry date of options and/ or performance rights, as determined by the Board.

FAIR VALUE OF OPTIONS AND PERFORMANCE RIGHTS GRANTED

The fair value of an option and PRs at grant date is determined using a Black-Scholes option pricing model and the value of a performance right at grant date is determined using a Binomial pricing model. The models take into account the exercise price, the term of the option and/or performance right, the vesting and performance criteria, the impact of dilution, the non-tradeable nature of the option or performance right, the share price at grant date and expected price volatility of the underlying share, the expected dividend yield and the risk free interest rate for the term of the option and/or performance right.

The inputs for assessing the fair value of the performance rights issued during the year under the PPRP were:

Grant Date	Exercise Price	Expiry date	Share price at grant date	Risk free interest rate	Assessed fair value
26 Oct 22	$0.00	26 Oct 37	$1.10	2.99%	$0.87

The expected price volatility is based on the historic volatility (based on the remaining life of the options and/or performance rights), adjusted for any expected changes to future volatility due to publicly available information.

Total expenses arising from share-based payment transactions recognised during the year as part of employee benefits expense is $3,439,209 (2022: $3,322,585).

Set out below are summaries of options and performance rights granted under the plans:

Grant value date	Expiry date	Exercise Price $	Assessed fair value $	Balance at 1 July	Granted during the year	Exercised during the year	Lapsed/ forfeited during the year	Balance at 30 June	Exercisable at 30 June
30 June 2023									
Options									
30 Nov 07	N/A	$4.10	$1.12	1,200,000	–	–	–	1,200,000	1,200,000
Performance rights									
21 Dec 15	21 Dec 30	–	$0.96	91,036	–	(91,036)	–	–	–
23 Nov 16	21 Dec 31	–	$0.80	1,065,114	–	(1,065,114)	–	–	–
21 Dec 16	21 Dec 31	–	$0.85	580,682	–	(580,682)	–	–	–
29 Nov 17	5 Dec 32	–	$1.33	349,739	–	(349,739)	–	–	–
5 Dec 17	5 Dec 32	–	$1.30	255,970	–	(255,970)	–	–	–
21 Nov 18	21 Nov 33	–	$0.94	904,344	–	(904,344)	–	–	–
21 Nov 19	21 Nov 34	–	$1.04	2,253,147	–	(509,468)	–	1,743,679	1,743,679
19 Nov 20	19 Nov 35	–	$0.94	3,243,407	–	–	(298,805)	2,944,602	–
16 Nov 21	16 Nov 36	–	$0.99	2,325,987	–	–	(214,286)	2,111,701	–
26 Oct 22	26 Oct 37	–	$0.87	–	3,193,501	–	–	3,193,501	–
				11,069,426	**3,193,501**	**(3,756,353)**	**(513,091)**	**9,993,483**	**1,743,679**
				12,269,426	**3,193,501**	**(3,756,353)**	**(513,091)**	**11,193,483**	**2,943,679**
30 June 2022									
Options									
30 Nov 07	N/A	$4.10	$1.12	1,200,000	–	–	–	1,200,000	1,200,000
Performance rights									
21 Dec 15	21 Dec 30	–	$0.96	269,103	–	(178,067)	–	91,036	91,036
23 Nov 16	21 Dec 31	–	$0.80	1,065,114	–	–	–	1,065,114	1,065,114
21 Dec 16	21 Dec 31	–	$0.85	580,682	–	–	–	580,682	580,682
29 Nov 17	5 Dec 32	–	$1.33	349,739	–	–	–	349,739	349,739
5 Dec 17	5 Dec 32	–	$1.30	264,590	–	(8,620)	–	255,970	255,970
21 Nov 18	21 Nov 33	–	$0.94	2,097,201	–	(353,974)	(838,883)	904,344	904,344
21 Nov 19	21 Nov 34	–	$1.04	2,253,147	–	–	–	2,253,147	–
19 Nov 20	19 Nov 35	–	$0.94	3,243,407	–	–	–	3,243,407	–
16 Nov 21	16 Nov 36	–	$0.99	–	2,325,987	–	–	2,325,987	–
				10,122,983	**2,325,987**	**(540,661)**	**(838,883)**	**11,069,426**	**3,246,885**
				11,322,983	**2,325,987**	**(540,661)**	**(838,883)**	**12,269,426**	**4,446,885**

26. MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

The Directors have declared a final fully franked dividend of 4.0 cents per share in respect to the year ended 30 June 2023. The dividend is to be paid on Monday, 16 October 2023, with a record date of Monday, 11 September 2023. No provision has been made for this dividend in the financial report as the dividend was not declared or determined by the directors on or before the end of the financial year.

27. OTHER ACCOUNTING POLICIES

A. FINANCIAL ASSETS

INITIAL RECOGNITION AND MEASUREMENT

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Group's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient, the Group initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Group has applied the practical expedient are measured at the transaction price determined under AASB 15.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

SUBSEQUENT MEASUREMENT

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortised cost (debt instruments)

This category is the most relevant to the Group. The Group measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Group's financial assets at amortised cost includes trade receivables, and loans to associates and JVs included under Receivables.

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments. Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in the statement of profit or loss.

This category includes loans to associates and joint ventures.

IMPAIRMENT

The Group recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables and contract assets, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Group has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

B. LEASES

For leases with a lease term greater than 12 months that are not considered low value leases (see below), right-of-use assets and associated lease liabilities are recognised at the commencement of the lease.

Right-of-use assets are measured at cost initially and then depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are subject to impairment.

The lease liability is initially measured at net present value of future lease payments using the Group's incremental borrowing rate. The lease payments include fixed payments less any lease incentives receivable and variable lease payments that depend on an index or a rate. The lease payments are allocated between repayment of lease liability and interest expense (charged to profit or loss over the lease period). In addition, the carrying amount of lease liabilities is remeasured if there is a modification or a change in the lease term.

For short-term leases and leases of low-value assets, lease payments are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 month or less. Low-value assets are generally small items of office equipment.

27. OTHER ACCOUNTING POLICIES continued

C. INTANGIBLE ASSETS

Intangible assets primarily consist of software and are shown at historical costs less depreciation.

Depreciation on intangible assets is calculated using the straight-line method over their estimated useful lives as below.

- Software – 5 years

Where costs incurred to configure or customise Software-as- a Service (SaaS) arrangements result in the creation of a resource which is identifiable, and where the company has the power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits, such costs are recognised as a separate intangible software asset and amortised over the useful life of the software on a straight-line basis. The amortisation is reviewed at least at the end of each reporting period and any changes are treated as changes in accounting estimates. Where costs incurred to configure or customise do not result in the recognition of an intangible software asset, then those costs that provide the Group with a distinct service (in addition to the SaaS access) are now recognised as expenses when the supplier provides the services.

D. PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are shown at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation on property, plant and equipment is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives, as follows:

- Fixtures and fittings – 3 to 10 years
- Leasehold improvements – 10 years

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount. Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the statement of profit or loss.

E. TERMINATION BENEFITS

Termination benefits are payable when employment is terminated before the normal retirement date, or when an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits when it is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or providing termination benefits because of an offer made to encourage voluntary redundancy. Benefits falling due more than 12 months after balance date are discounted to present value.

F. GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of 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 taxation authority is included with other receivables or payables in the balance sheet.

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 taxation authority, are presented as operating cash flows.

G. GOVERNMENT GRANTS

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs are expensed.

H. PARENT ENTITY FINANCIAL INFORMATION

TAX CONSOLIDATION LEGISLATION

Peet Limited and its wholly-owned Australian controlled entities have implemented the tax consolidation legislation as of 1 July 2003. Peet Limited is the head entity of the tax consolidated group. Members of the group are taxed as a single entity and the deferred tax assets and liabilities of the entities are set-off in the consolidated financial statements.

The entities in the tax consolidated group entered into a tax sharing agreement which limits the joint and several liability of the wholly-owned entities in the case of a default by the head entity, Peet Limited. At the balance sheet date the possibilities of default were remote.

Assets or liabilities arising under tax funding agreements with the tax consolidated entities are recognised as amounts receivable from or payable to other entities in the Group.

Any difference between the amount assumed and amounts receivable or payable under the tax funding agreement are recognised as a contribution to (or distribution from) the wholly-owned entity.

INVESTMENTS IN SUBSIDIARIES

Investments in subsidiaries are accounted for at cost in the separate financial statements of Peet Limited. Such investments include both investments in shares issued by the subsidiary and other parent entity interests that in substance form part of the parent entity's investment in the subsidiary. These include investments in the form of interest-free loans which have no fixed repayment terms and which have been provided to subsidiaries as an additional source of long-term capital.

I. NEW ACCOUNTING STANDARDS AND INTERPRETATIONS ISSUED BUT NOT YET EFFECTIVE

Other than below amendments, there are no new and amended accounting standards that are not yet effective and that are expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

AMENDMENTS TO IAS 1: CLASSIFICATION OF LIABILITIES AS CURRENT OR NON-CURRENT

In January 2020 and October 2022, the IASB issued amendments to paragraphs 69 to 76 of IAS 1 to specify the requirements for classifying liabilities as current or non-current. The amendments are effective for annual reporting periods beginning on or after 1 January 2024 and must be applied retrospectively. The Group is currently assessing the impact the amendments will have on current practice. However, the Group does not expect a material impact based on current arrangements and this will assessed at each balance date going forward.

Directors’ Declaration

Year ended 30 June 2023

In the Directors’ opinion:

a. the financial statements and notes set out on pages 59 to 95 are in accordance with the *Corporations Act 2001*, including:

   i. complying with Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements; and

   ii. giving 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

b. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and

c. at the date of this declaration, there are reasonable grounds to believe that the members of the extended closed group identified in note 24 will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee described in note 24.

Note 2 discloses that the financial statements and notes also comply with International Financial Reporting Standards.

The Directors have been given the declarations by the Chief Executive Officer and Chief Financial Officer required by section 295A of the *Corporations Act 2001*.

This declaration is made in accordance with a resolution of the Directors.

Brendan Gore
Managing Director and Chief Executive Officer
Perth, Western Australia

23 August 2023

Independent Auditor's Report

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Independent auditor's report to the members of Peet Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Peet Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated balance sheet as at 30 June 2023, the consolidated statement of profit or loss and other comprehensive Income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2023 and of its consolidated financial performance for the year ended on that date; and

b. 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 (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.

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial report of the current year. These matters were addressed in the context of our audit of the financial report as a whole, and in forming our opinion thereon, but we do not provide a separate opinion on these matters. For each matter below, our description of how our audit addressed the matter is provided in that context.

We have fulfilled the responsibilities described in the *Auditor's responsibilities for the audit of the financial report* section of our report, including in relation to these matters. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial report. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis for our audit opinion on the accompanying financial report.

Building a better working world

1. **Recoverability of inventories**

Why significant	How our audit addressed the key audit matter
Land held for development and resale is treated by the Group as inventories and is valued at the lower of cost and net realisable value. As at 30 June 2023, total inventories amounted to $718,654,000. The recoverability of inventory is considered a key audit matter as it represents approximately 70% of the Group's total assets and the determination of net realisable value is affected by judgments and estimates within the development models over the expected life of each development, including the remaining costs to develop and sell the land and the estimated sales value. These values are sensitive to changes in the underlying economic environment and market forces. Disclosure of inventories including significant judgments is included in Note 9 of the financial report.	Our audit procedures included the following: ▶ We assessed the effectiveness of controls over the Group's review process related to project monitoring, including the preparation and review of feasibility reports, independent property valuations and updates at the related executive and board level, including their assessment of recoverability. We also assessed controls over the process for the approval to commence or amend significant projects. ▶ We assessed the experience and industry expertise of management's internal experts in relation to the assumptions used in the development models. ▶ We evaluated all projects we considered significant, to understand project costs to date and estimated costs to complete, the progress of the development and expected sale prices for remaining lots. ▶ In conjunction with our real estate valuation specialists, we assessed the development models prepared by the Group for a sample of developments currently in progress and a sample of developments currently not in progress. This included evaluating the assumptions used in the development models by: ▪ Comparing project costs and sales values to the most recent historical or comparable sales transactions; and ▪ Agreeing forecast cost and other relevant data to the current development application submissions and/or approvals. ▶ We evaluated the qualifications, competence, and objectivity of the independent valuation experts.

Building a better working world

Why significant	How our audit addressed the key audit matter
	▶ We considered the assumptions and resultant valuations within a sample of independent property valuations and compared these to the assumptions used within management's development models. ▶ We tested the mathematical accuracy of the development models. ▶ We assessed the disclosure relating to inventories in accordance with Australian Accounting Standards.

2. Land and development costs expensed during the year

Why significant	How our audit addressed the key audit matter
The Group has expensed as cost of sales, land and development costs of $195,298,000 related to sold properties. Development costs includes estimates of future infrastructure costs which are incurred over the life of the development. The allocation and measurement of land and development costs applicable to lots sold was considered a key audit matter as it involves judgment and is affected by forecast development timing and estimates of future infrastructure costs on the specific property. Disclosure of land and development costs is included in Note 6 of the financial report.	Our audit procedures included the following: ▶ We evaluated the basis of estimation and allocation of total development costs and the allocation of costs to complete to properties sold in accordance with Australian Accounting Standards. ▶ We assessed the effectiveness of controls over the review and approval of cost calculations, including management's process around forecasting development costs. ▶ We selected a sample of cost calculations to assess whether they were mathematically accurate and appropriately allocated to specific property lots. ▶ We assessed the costs allocated to each property and the gross margin on the sales transactions. This included comparison to historical averages of similar projects, and to projections over the life of the project to identify and substantiate significant variations. ▶ We assessed the adequacy of the disclosures in the financial report in accordance with Australian Accounting Standards.

Building a better working world

3. Investments in and loans to associates and joint ventures

Why significant	How our audit addressed the key audit matter
The Group has interests in associates and joint ventures, involved in property investment or development, which are accounted for using the equity method, amounting to $194,353,000 and loans to associates and joint ventures of $55,776,000. Interests in associates and joint ventures comprise: a) The Group's equity-accounted investment in a number of associates and joint venture arrangements; and b) Loan facilities provided by the Group to certain associates and joint ventures. These unsecured loans are either recognised at amortised cost using the effective interest rate method, less an allowance for expected credit loss or, where appropriate, at fair value through the profit and loss. This was considered a key audit matter due to the following: ▶ The judgment involved in assessing whether the Group has joint control or significant influence over the investee. The Group's assessment is based on the relevant contractual agreements. ▶ The assessment of the recoverability of the carrying value of investments is subject to significant judgment as to the performance of the underlying developments. Significant changes in assumptions impacting project cash flows may give rise to impairment. ▶ The measurement of expected credit loss associated with the loans at amortised cost is subject to judgment with respect to the probability of default and credit rating applicable to each loan.	Our audit procedures included the following: ▶ For existing joint ventures and associates, we considered whether there had been any changes to the arrangements with respect to decision making power and exposure to variable returns. ▶ We assessed the financial performance and financial position of the associates and joint ventures, and the Group's going concern assessment of the relevant entities as one of the indicators of potential impairment. ▶ We evaluated the recoverability of interests in associates and joint ventures by assessing the feasibilities of the underlying development assets at the associate and joint venture level. We obtained an understanding of the status of the underlying developments, considered the historical accuracy of the forecast development outcomes and evaluated the assumptions adopted in light of current market evidence. We also evaluated a sample of independent property valuations. ▶ We considered the Group's assessment of the recoverability of the loans to associates and joint ventures, carried at amortised cost, including the inputs used in the expected credit loss calculation. ▶ We assessed the interest rates used to value loans to associates and joint ventures measured at fair value through the profit and loss against prevailing market rates and assessed the expected timing of loan repayments. ▶ We assessed the adequacy of the disclosures in the financial report in accordance with Australian Accounting Standards

Why significant	How our audit addressed the key audit matter
▶ The measurement of loans at fair value through the profit and loss is subject to judgment with respect to the appropriate interest rate applicable to each loan. Disclosure of investments in associates and joint ventures, including significant judgments is included in Notes 2, 10 and 11 of the financial report.	

Information other than the financial report and auditor's report thereon

The directors are responsible for the other information. The other information comprises the information included in the Company's 2023 annual report other than the financial report and our auditor's report thereon. We obtained the directors' report that is to be included in the annual report, prior to the date of this auditor's report, and we expect to obtain the remaining sections of the annual report after the date of this auditor's report.

Our opinion on the financial report does not cover the other information and we do not and will not express any form of assurance conclusion thereon, with the exception of the Remuneration Report and our related assurance opinion.

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 on the other information obtained prior to the date of this auditor's report, 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 Group's ability to continue as a going concern, disclosing, as applicable, matters relating 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.

Building a better working world

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 judgment 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 Group'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 Group'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 Group 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.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors 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 our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to the directors, we determine those matters that were of most significance in the audit of the financial report of the current year and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on the audit of the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2023.

In our opinion, the Remuneration Report of Peet Limited for the year ended 30 June 2023, complies with section 300A of the *Corporations Act 2001*.

Responsibilities

The directors of the Company are responsible for the preparation and presentation of the Remuneration Report in accordance with section 300A of the *Corporations Act 2001*. Our responsibility is to express an opinion on the Remuneration Report, based on our audit conducted in accordance with Australian Auditing Standards.

Ernst & Young

Ernst & Young

Gavin Buckingham

Gavin Buckingham
Partner
Perth
23 August 2023

Securityholder Information

DISTRIBUTION OF ORDINARY SHARES

As at 29 August 2023 there were 2,131 current holders of ordinary shares and these holdings were distributed in the following categories:

Size of Holding	Number of Shareholders	% of Issued Shares
1 – 1,000	561	0.03
1,001 – 5,000	582	0.37
5,001 – 10,000	317	0.52
10,001 – 100,000	592	3.75
100,001 and over	79	95.33
Total	2,131	100.00

There were 404 shareholdings of less than a marketable parcel of $500 (414 shares).

SHAREHOLDERS

The names of the 20 largest holders of ordinary shares as at 29 August 2023 are listed below.

Name	Number of Shares Held	% of Shares Held
Scorpio Nominees Pty Ltd <Gwenton A/C>	86,582,433	18.37
Citicorp Nominees Pty Limited	74,912,544	15.90
HSBC Custody Nominees (Australia) Limited	49,862,654	10.59
J P Morgan Nominees Australia Pty Limited	38,984,384	8.27
HSBC Custody Nominees (Australia) Limited – A/C 2	37,794,964	8.03
Hurose Pty Ltd	20,703,836	4.39
PM Nominees C Pty Ltd	18,913,127	4.01
Argo Investments Limited	18,152,705	3.85
Mr Warwick Donald Hemsley	17,459,881	3.70
Ian Murray Charles Palmer + Helen Christina Palmer	12,707,352	2.70
National Nominees Limited	11,927,977	2.53
Golden Years Holdings Pty Ltd <Peet Super Fund A/C>	8,656,230	1.84
UBS Nominees Pty Ltd	7,278,678	1.54
Mr Brendan David Gore <Gore Family A/C>	7,240,842	1.54
Mirrabooka Investments Limited	5,000,000	1.06
BNP Paribas Noms Pty Ltd <DRP>	4,543,295	0.96
Netwealth Investments Limited <Wrap Services A/C>	3,252,090	0.69
BNP Paribas Nominees Pty Ltd <IB Au Noms Retail Client DRP>	1,877,764	0.40
Neweconomy Com Au Nominees Pty Limited <900 Account>	1,872,758	0.40
Mr Julian Charles Peet	1,528,344	0.32
Total for 20 largest shareholders	429,251,858	91.09
Total other shareholders	42,011,568	8.91
Total ordinary shares on issue	471,263,426	100.00

SUBSTANTIAL SHAREHOLDERS

As disclosed in substantial holding notices lodged with ASX (as applicable) as at 29 August 2023:

Name	Date of Last Notice Received	Number of Shares Held	% of Issued Shares Held[1]
Scorpio Nominees Pty Ltd and its associates	13 November 2018	99,156,523	20.50
Allan Gray Australia Pty Ltd and its associates	14 August 2020	88,722,096	18.36
L1 Capital Pty Ltd	13 June 2023	39,277,916	8.33
Regal Funds Management Pty Ltd and its associates	7 June 2022	28,624,760	5.95
Retail Employees Superannuation Pty Limited as trustee for the Retail Employees Superannuation Trust	18 April 2023	24,159,122	5.12

1. Percentage of issued shares held as at the date notice provided.

VOTING RIGHTS OF ORDINARY SHARES

The constitution provides for votes to be cast:

- on a show of hands, one vote for each shareholder; and
- on a poll, one vote for each fully paid ordinary share.

SECURITIES EXCHANGE LISTINGS

Peet Limited's ordinary shares are listed on the Australian Securities Exchange ("ASX"). The Company's ASX code is PPC.

OPTIONS AND PERFORMANCE RIGHTS

As at 29 August 2023, Peet Limited had 1,200,000 options on issue, held by one key management person, as disclosed elsewhere in the Annual Report.

As at 29 August 2023, Peet Limited had 9,721,107 performance rights on issue, held by a total of nine KMP and other senior managers.

These options and performance rights, which are not listed, were issued under the PESOP and PPRP, respectively.

PEET BONDS

As at as at 29 August 2023, Peet Limited had 75,000 unsecured and unsubordinated, 6.75% fixed-rate bonds on issue, with a maturity date of 7 June 2024 and 75,000 unsecured and unsubordinated floating rate bonds on issue, with a maturity date of 30 September 2026. Bondholders are not entitled to vote at general meetings, however, are entitled to vote on certain matters that affect their rights under the bonds' Trust Deed. The bonds were issued to professional and sophisticated investors and are not listed.

WEBSITE ADDRESS

www.peet.com.au

The Peet Limited website offers the following features:

- investor relations page with the latest Company announcements;
- news service providing up to date information on the Company's activities and projects; and
- access to annual and half year reports.

Corporate Directory

PEET LIMITED

A.B.N. 56 008 665 834

Website Address – www.peet.com.au

DIRECTORS

Tony Lennon, FAICD, Non-executive Chairman

Brendan Gore, BComm, FAICD, FCPA, FCIS, FGIA, Managing Director and Chief Executive Officer

Anthony Lennon, BA, Grad Dip Bus Admin, Non-executive Director

Trevor Allen, BComm (Hons), CA, FF, FAICD, Non-executive Director

Vicki Krause, BJuris LLB W.Aust, GAICD, Non-executive Director (retiring on 25 October 2023)

Robert McKinnon, FCPA, FCIS, FGIA, MAICD, Non-executive Director (retiring on 25 October 2023)

Margaret Kennedy, BComm, GAICD, Non-executive Director

Michelle Tierney, B.Arts Journalism & Communication, Post Grad Dip. Bus Admin., MBA, GAICD, Non-executive Director

Greg Wall AM, MA, GAICD FFIN, Non-executive Director

GROUP COMPANY SECRETARY

Dom Scafetta, BComm, CA

REGISTERED OFFICE AND PRINCIPAL PLACE OF BUSINESS

7th Floor, 200 St Georges Terrace
Perth, Western Australia 6000
Tel. (08) 9420 1111

SHARE REGISTER

Computershare Investor Services Pty Limited
Level 17, 221 St Georges Terrace
Perth, Western Australia 6000
Tel: (08) 9323 2000

AUDITOR

Ernst & Young
Ernst & Young Building
11 Mounts Bay Road
Perth, Western Australia 6000

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