

A photograph of three women standing together at a night festival. They are all wearing gold-colored masks and costumes. The woman on the left is wearing a gold mask with a mustache and a gold heart on her chest. The woman in the middle is wearing a gold mask and a white t-shirt with a gold heart. The woman on the right is wearing a gold mask and a gold dress. They are all smiling. In the background, there is a building with a sign that says 'HOUSE' and a sign that says 'ACCOMMODATION'. There are also other people and lights in the background.

Community Bank
Maldon & District

 Bendigo Bank

Maldon & District Financial Services Ltd
Annual Report 2024–25

**Your community.
Your Community Bank.**

Your community in action

Mount Alexander Falcons
Sponsorship

Goldfields Music Club
Vibes on Broadway
– Dunolly Street Festival

Maldon Golf Club
Distribution board

Tarrangower Times
School page sponsorship

Maldon Folk Festival
Tubs for the reuseable cups

Maldon Pony Club
New horse yards

Maldon Petanque Club
Forster Cup 2025

Castlemaine Golf Club
“Get into Golf” family community day

Dunolly Golf Club
New stove

Made by Many Minds
Village Business Expo – Maldon

Welcome Record
IT update

Castlemaine Documentary
Film Festival
Sponsorship of Festival

Castlemaine Fringe Festival
Monster Mash party sponsorship

Laanecoorie Gold Bash
Sponsorship

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Maldon & District Financial Services Ltd acknowledge the Traditional Owners and Custodians of the land, the Dja Dja Wurrung People, and we pay our respects to their elders past, present and emerging.

The Dja Dja Wurrung People have been custodians of this land for many centuries and have performed age old ceremonies of celebration, ritual and renewal. We acknowledge their living culture and their unique role in the life of this region.

We express our gratitude that we share this land together, our sorrow for some of the cost of that sharing, and our hope and belief that we can move to a place of equity, justice and partnership together.

Your Community Bank.
Where **your** community profits.



CHAIRMAN'S REPORT FINANCIAL YEAR 2024/5

“ During the year 2024/5, our company continued its momentum to realise our vision: thriving, sustainable and connected communities. Many have contributed to another successful year for our Community Bank.

Our members: “pledge holders” are constantly recognised and appreciated for their foresight over 25 years ago to create a Community Bank. To this day they still maintain the original establishment finances and help to shape the company with voting rights.

Our customers: who choose to bank locally. This is what makes community banking work. Local customers create profits that we can then give back to the community through our Community Partnership Program. This year alone over \$100,000 has been invested in our community. It also generates funds for local employment.

Our branch staff: have continued to provide the valuable banking service vital to our community, the customers. They have continued to provide exemplary personal service, we know this as we are regularly informed by our customers. The team were led by our esteemed Branch Manager, Paul Simmons. During the year we said farewell to a great person and staff member, Lynne Hartley and we wish her luck for her future pursuits.

Our non-branch staff: Executive Officer, Nicole Funston, Community Partnership Lead, Sophie Guerin and Communications Officer, Nicki Renfrey. These three set up a trailblazing trio as Nicki provided great inspiration to the newcomers starting at the beginning of the financial year. Nicki completed her role mid-way through the financial year, and we thank her for her communication skills, wisdom, energy and company support. Nicole and Sophie have proven a formidable force in progressing board and community work including the BIG Project.

As a company we have had a stellar year actioning the many tasks set out from board and committee meetings. Board members– Kerryn Healy (Finance), Michael Annear (Community Investment), Helen Curran (Business Development) and Matt Gordon (Audit & Governance) took on extra responsibilities chairing these committees.

We said farewell to Jessica Clarke-Hong who supported the advancement of Audit and Governance and other board matters through her wise judgement and overall professionalism.

To our customers, members, staff and board who make up our united team, I express my genuine and heartfelt appreciation to you and thank you for playing a valuable role in making another profitable year.

I am pleased to report a net profit for the year of \$402,038 which included \$ 112,878 invested into our communities. The profit was down from last year by \$63,799 largely due to a reduction in revenue of \$45,662 to \$1,414,696. Our revenue, derived mainly from banking activities by our customers, was down by \$75,824 whilst expenses, before community investment, were \$32,085 more than the previous year.

We continue to strive towards our vision, grow our business, streamline our operations and invest into our community for maximum impact. Awarding BIG Project recipients, using funds accumulated over the years, will be a highlight. This will be my final Chair's report as my family are moving interstate. I am grateful for strong collaboration with fellow directors, Bendigo Bank's support in our franchise and community interaction and support.”

Ross Egleton
Chair



“ It is that time of the year again, annual report time and a time to review and reflect on the year that was. This year we finally saw a bit of relief from the RBA with two rate cuts. The cost of living in general is still very much at the front of customers minds though.

Interest rates settled this year, and we saw two rate cuts to the cash rate from the RBA in the second half of the financial year. Both rate cuts being 0.25% and both rate cuts were passed on in full to our customers. The RBA's official cash rate in May 2025, dropped to 3.85%, down from 4.35% when the financial year started.

Our team has shown a great ability to adapt to change in this ever-changing world of banking. As Bendigo Bank continue to strive to be the Bank of Choice, there are always changes and improvements to processes and procedures that keep the team on their toes, there is certainly something always happening. One of these changes is a new lending platform that will make the lending process faster and an overall smoother experience.

I've enjoyed working with our board which continues to grow and bring different skills and perspectives. Watch this space as we continue to work with the community for that BIG project that could be a game changer.



The current market conditions mentioned above have proved to be just as challenging as the previous year. The constant high interest rate has again had customers re-assessing their investment strategies with many deciding that it was best to simplify their commitments.

We had some customers selling off their investment properties to reduce their overall debt levels. This combined with a really slow real estate market, with customers very nervous about the cost of living led to a decline in our loan book of \$4.4 million.

With the interest rate cuts in the second half of 2025 financial year and a further rate cut into the new financial year we are predicting an improved lending result for the 2026 financial year.

The continued high interest rates have been a blessing for investors and therefore our deposit book. As investors looked to take advantage of the higher interest rates this has meant that our deposit book has grown by \$4.5 million overall. With the deposit growth and the lending decline our overall book size remained almost the same as it was for the previous financial year. Whilst we would have loved to continue to grow the book, a neutral result is still a good result.

There was an increase in overall customer numbers across our two branches by 5.58% which is almost two full percent up on last year's result. We had a net gain of 250 new deposit accounts which is up from last year's figure of 179, this is very pleasing to see. In-branch teller transactions continued to decline with the change in people's banking. We are seeing more customers adapt to internet banking and complete more transactions this way.



Our Community

While we appreciate and promote our various online, phone, app and internet banking options, we will always understand some customers prefer their banking face-to-face with a familiar face. This will always be important to us at Community Bank Maldon & District.

Our customers and community members are advocates for us due to our unique business model. This enables us to assist people achieve their financial goals and, in turn, assist in building stronger communities. We take a great level of satisfaction and reward when we see the benefit that our community enjoys as a result.

Our People

We have had minimal staff movements in the 2024-2025 financial year.

Lyn Hartley left us in April 2025 to help manage a family member's business where she is working as the Office Manager. Whilst we didn't have Lyn for all that long she certainly left an impression on the staff, and she was a great member of our team.

With Lyn leaving that opened the door for us to promote Emma Karst up to the Customer Relationship Officer position that Lyn had filled prior to leaving. This has allowed Emma to grow into her new role taking on personal lending for credit card and personal loan customers.

Linda Aitken started with us in June 2025 to take on the Customer Service Officer role that Emma vacated. Linda made the tree change to our area a couple of years ago and has fitted right in. Please drop in and say hi to Linda if you haven't already.

A huge thanks to Emma Karst, Narelle Rowland and Linda Crumpton who were our constants for the full year and for everything you have done this year. I am impressed with how resourceful you are

and appreciate all that you do to help each other out to ensure we can continue to deliver the best for our customers.

A big thanks to Ross and the board for all the support they give me and our team. It is great having such a supportive board.

Our Customers

Lastly, to our customers, without you we could not achieve what we do. It is because you choose to bank with Community Bank Maldon & District that our local communities enjoy the benefits – over \$4 million worth to date of profits been given back.

If you only hold a portion of your banking with us, we would love the opportunity to compare and strengthen the relationship we have with you.

If you don't currently bank with Community Bank Maldon & District, please ask yourself – “Does the bank I choose to bank with, support and better the local community in which I live and work?” If the answer is no, please give us a call. The more who choose to support the local Community Bank branches, the more we can give back to our local communities which is needed now more than ever.

We hope to see more of you in person over the next 12 months. Our staff will still be here to serve our loyal customers and as always, to give back to the communities we service.”

Paul Simmons
Branch Manager





The Maldon Gardening Club at the Maldon Easter Parade

COMMUNITY IMPACT REPORT

“ Our Community Bank model is simple. The more people who bank with us, the more funds we have to distribute to projects, events, and programs that help us achieve thriving, sustainable, and connected communities.

In 2024/25 we proudly partnered with 35 community groups to deliver a wide range of important community outcomes across recreation, music and community festivals, the arts, social support, the environment and wildlife protection. Each project was carefully selected to align with our values of sustainability, integrity, and connection. We want to send our heartfelt thanks to the dedicated volunteers whose passion and commitment made these projects possible.

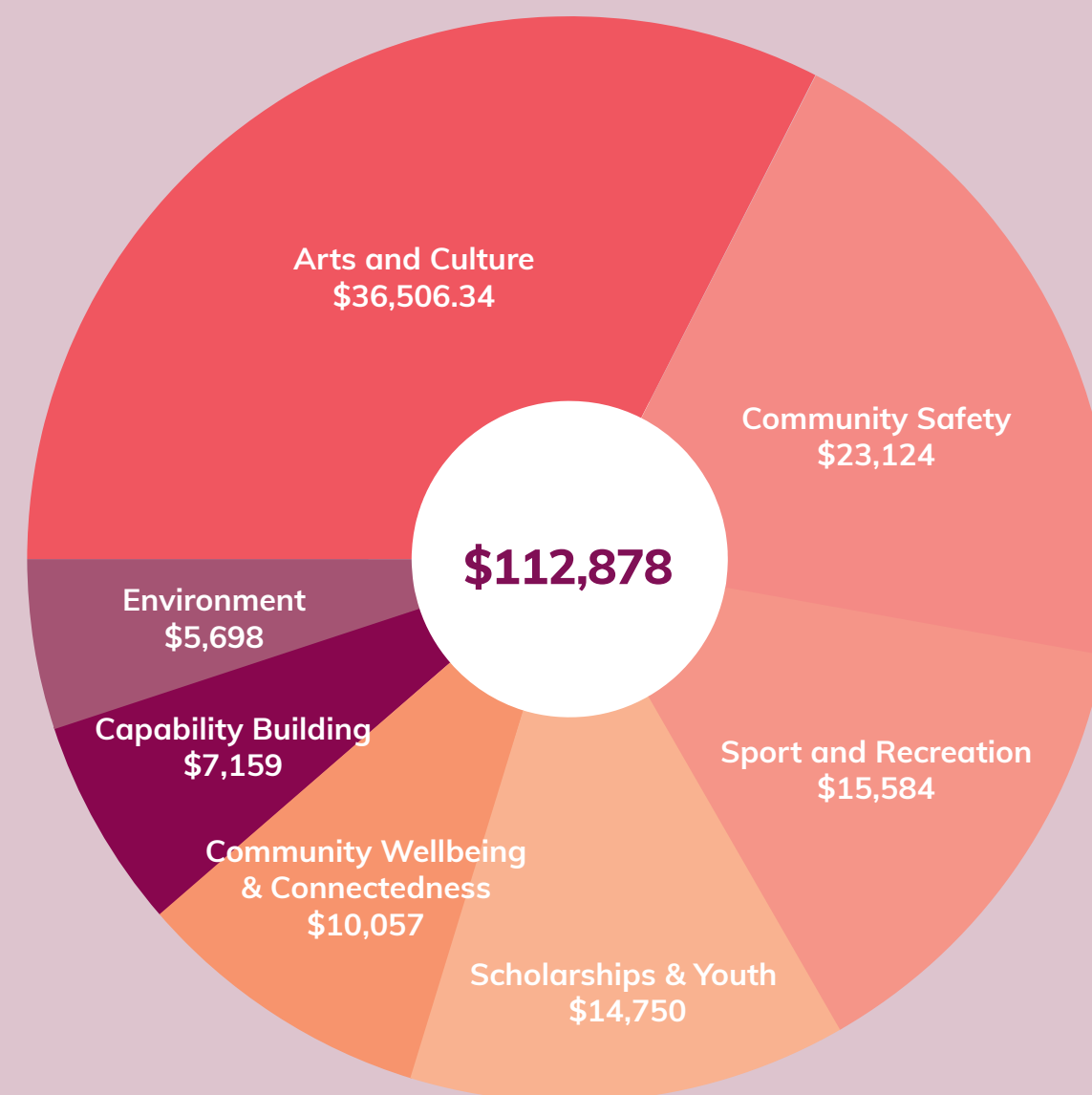
We also continued to support important programs like learner driver training, defibrillator supply and maintenance, subsidised first aid training and supported students to thrive via our scholarship program.

In total we contributed \$112,878 to community projects, positively impacting communities both locally and beyond. Please note that \$10,250 was funding from the Community Enterprise Foundation (CEF)

In 2025/26 we plan on strengthening our community impact even further through establishing a community investment strategy and impact measurement framework to lead us into the future.”

Michael Annear
Chair - Community Investment

COMMUNITY IMPACT REPORT



LIST OF RECIPIENTS

- Autistic-led Regional Culture
Arts Neurodiversity Education &
Employment

Castlemaine Documentary Festival

Castlemaine Golf Club

Castlemaine Secondary College

Central Goldfields Historic Machinery
Society Inc

Connecting Country (Mount
Alexander Region)

Dunolly Golf Club

Eddington Community Centre

Goldfields Music Club

Laanecoorie Gold Bash

Made by Many Minds

Maldon Artist Network (auspiced by
Maldon Neighbourhood Centre)

Maldon Athenaeum Library

Maldon Cemetry Trust (MCT)

Maldon Community Pantry (auspiced
by Maldon Neighbourhood Centre)

Maldon Easter Fair
- Maldon Folk Festival

Maldon Football Netball Club

Maldon Gardening Club

Maldon Golf Club

Maldon Inc

Maldon Lions Club

Maldon Petanque Club

Maldon Pony Club

Mount Alexander Falcons

Newstead Bowls Club

Newstead Live

Nuggetty Land Protection Group

Order of Australia Association Inc -
Victoria Branch - Loddon-Campaspe
Group

Red Box Wildlife Shelter

Tarrangower Times
- School Page Sponsorship

The Fringe Thing
(Castlemaine Fringe Festival)

VICSES Castlemaine Unit

Welcome Record



Volunteer Party —
Thank you to all our communiuty groups for all the work you do.

THANK YOU — Your community in action

Arts, Culture & Heritage

TWILIGHT DINNER

One of the town's fabulous annual events that brings people from far and wide and of course a favourite of the locals as well. This event show cases the amazing community we have with so many of our community groups pitching in to help with organising, setting up and packing down in the very early hours of the morning! It was great to be able to support this event.

This year the Maldon Inc Shop n Win competition was also announced at the dinner with the winner taking away a \$500 prize – just for shopping in Maldon!



Shop n Win winner receiving her prize

MONSTER MASH GARDEN PARTY — CASTLEMAINE FRINGE FESTIVAL

Castlemaine Fringe provides an important local platform for individuals and community groups within Mount Alexander Shire to showcase their work.

This year we sponsored the Monster Mash Garden Party. A day of celebration. It is a community led and delivered event for the people of Mount Alexander Shire and their friends and neighbours. It has a strong focus on children, young people and families.

The day was filled with live music, roving theatre, monster-themed costume making and dance workshops, come and try workshops and a youth artists market.



Monster Mash Garden Party. A community led & delivered event — a day of celebration.

Community Safety

DRIVER TRAINING PROGRAM

This program was one of the very first programs the Community Bank started in 2003. 22 years later and it is still one of our most loved and popular programs.

Whenever you talk to locals or our members this is the program they all mention. It takes learner drivers on a 5-day driving course with a qualified instructor in a range of different environments – including un-sealed roads, highways and defensive driving. Over 500 young people have learnt to drive through this program.

We continue to support our learner drivers by subsidising the cost of the training to each of the participants.



Sophie, Thomas Mulholland, Ethan Barbra, Arlen Hercott-Atkinson and Gary - January 2025



Christine Fitzgerald, Chair of the Maldon Cemetery Trust
Nicole Gleeson, Rhythm First Aid – July 2025

DEFIBRILLATOR – MALDON CEMETERY

In April this year we were able to accommodate the Maldon Cemetery Trust with their request for a defibrillator for the Maldon Cemetery. Rhythm First Aid, a local business in Maldon provided practical training on the device and general first aid for the cemetery staff.

We were able to provide full funding for the device and additional funding for a comprehensive first aid kit.

Youth & Education

SCHOLARSHIP PROGRAM

Each year we offer our Scholarship Program worth up to \$2000 each. The purpose of each scholarship is to foster opportunities for students in the Maldon, Newstead, Harcourt, Dunolly and the greater Mount Alexander region. Scholarships are awarded to cover costs associated with education, such as course fees, rent, purchasing computers, books, equipment and or expenses that may need to be met to enable them to undertake their course/training.

This year we awarded 5 scholarships to the value of \$8,000. The recipients came from Campbells Creek, Chewton, Lockwood South, Newstead and Maldon.



Beatrice, Tia and Jordan
with Paul Simmons, Branch Manager – Maldon and Dunolly



Our Branch staff in Maldon - Narelle, Emma, Paul and Lyn with scholarship recipients Beatrice Hercott Atkinson, Tia Davidge and Jordan Euler

Community Wellbeing

COMMUNITY PANTRY

The Community Pantry is inspiring. The Maldon Community Pantry (the Pantry) auspiced by Maldon Neighborhood Centre, is a safe, non-judgemental space where people can be welcomed and supported, and where everybody's experience is valued. The Pantry is there to assist members of the Maldon and wider community to access food and grocery items when needed. The service is free, and open to all.

This year we have been able to support this group with a freezer. The joy, happiness and inclusiveness of the pantry is amazing! Did you know all the local cafés contribute to a "cake and cuppa" voucher system where community members "pay it forward", enabling Pantry visitors to be able to access a café visit, facilitating both a relaxing interlude and community connection taken for granted by most of us.

A reason not only to continue to support the Pantry but also our wonderful businesses in town.



Sport & Recreation

MALDON PONY CLUB

The Maldon Pony Club is a very activity and growing club supporting riders from around the Maldon region with quality instruction and equestrian opportunities. The club had 50 members in 2024. To not only support the Pony Club but all the users of the Recreation Reserve, we were able to partner with the club to help them build new horse yards to increase their capacity to hold bigger events. Along with Maldon & Baringhup Show committee, Bendigo and District Family Equestrian Club, 12 new horses' yards have been installed at the Recreation Reserve.



The beautiful Maple & Jim enjoying the new yards at the Maldon & Baringhup Show



The new stove installed

MT ALEXANDER FALCONS

Over the last three years we have supporter the Mt Alexander Falcons. The funding has been used to keep the cost of membership low and therefore helping as many people as possible to participate, ensuring everyone has access to play.

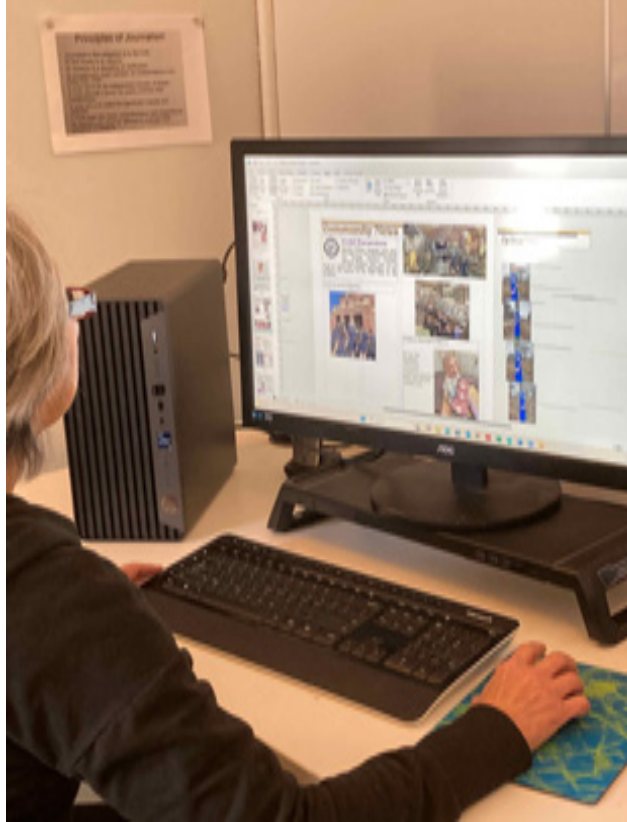
The Falcons are part of the Riddell District Football league and call Harcourt Recreation Reserve home. Their mission is to create a safe, respectful and inclusive environment where women and gender diverse people thrive through sport on and off the field.

DUNOLLY GOLF CLUB

As the one stop shop for so many of Dunolly's community groups – Ballroom dancing, Tai Chi, Table Tennis, Croquet, open mic, bands and of course golf, and with that number of groups using the kitchen, the stove was on its last legs and needed upgrading. The Golf Club had worked hard to raise funds to put in new benches, replace flooring, erected a new shed and installed an air conditioner, but they needed some help to purchase a new stove. We were more than happy to support this application and help keep these groups in hot yummy meals for all their activities.



The Falcons' mission is to create a safe, respectful & inclusive environment



Capability Building

WELCOME RECORD – DUNOLLY

Our local newspapers still play a vital role as trusted sources for news and keeping our communities connected. This year we supported the Dunolly Welcome Record with the purchase of a new hard drive for their computer to keep the stories being written and presses rolling. The paper is about the local community and dedicated to local news, local stories, local events and community achievements.

Environment

THE MALDON GARDENING CLUB

The competition was fierce, the judges very serious and costumes were amazing. We had the absolute pleasure of partnering with the Maldon Gardening Club earlier in the year to support their first Tomato Growing Competition.

Not only was this a great way to promote the Gardening Club, connect with the community but it was a great way to promote a joint value of sustainability. Gardening is a great way to help the environment, our own health and a way to deal with the increased cost of living.



Ross (Chair), Rebecca (Maldon Bakery) & Sonya (Porcupine Village) had a very hard job finding the 'best' tomatoes.

The Good Coat Drive



Any spare coats you can donate?

Community Bank Maldon & District, The Good Op Shop and Sac'O'Suds Launderette are partnering to collect, clean and distribute coats, jackets and blankets to those in our community in need of warm clothing this winter.

Please drop off any spare coats, jackets or blankets between 1st May - 30th June 2025 to any of the following collection points:
♥ Community Bank Maldon - 81 High St, Maldon
♥ Community Bank Dunolly - RTC, 109 Broadway, Dunolly
♥ The Good Op Shop - 4 Lewis Drive, Castlemaine

thank you!

Community Bank Maldon & District
Bendigo Bank

THE GOOD OP SHOP

CASTLEMAINE
SAC'O'SUDS
LAUNDERETTE

Where **your** community profits

GOOD COAT DRIVE

This event was once again so well received with donations of coats, jackets and blankets coming into our Maldon and Dunolly branches. With the support of The Good Op Shop and Sac'OSuds Laundermat we sorted, cleaned and distributed the garments through our Dunolly branch at the RTC in Dunolly, the Maldon Pantry and the Castlemaine Community House to those needing an extra piece of warmth through the winter months.

SCAM AWARENESS SESSIONS

As scams grow bigger and become more and more of a problem in our communities, we hosted two scam awareness sessions to help people understand more about scams and how to avoid them.

These sessions were held at the Maldon Neighbourhood Centre and the Dunolly Neighbourhood House. Bendigo Bank's resident Quality Protection Analyst - Financial Crime Risk, Jack Kennedy was able to attend both sessions and go through what types of scams are around now and how to avoid being scammed.

We hope to hold more of these sessions next year to keep us all up to date.

CONNECTING COUNTRY

This year we sponsored Connecting Country to organise National Tree planting day along the Campbells Creek Trail.

There is absolutely nothing better than planting trees and plants. Caring for our land is not only good for the environment but connecting to nature is so good for our own health – it's a win win.

3,000 trees and plants were planted which included some rare species – Dianella and Lomandra, plus Silver Banksia, Meleleucas and Bursarias. After the first attempt was washed out the second time around could not have been more beautiful!



Dunolly crew with Jack getting ready to start



Maldon & District Financial Services Limited
ABN 46 086 749 886
Financial Report 30 June 2025

Maldon & District Financial Services Limited
Directors' report
30 June 2025

The directors present their report, together with the financial statements, on the company for the year ended 30 June 2025.

Directors

The following persons were directors of the company during the whole of the financial year and up to the date of this report, unless otherwise stated:

Name: Ross Arthur Egleton
Title: Non-executive director
Experience and expertise: Bachelor of Commerce, Graduate Certificate - Human Resource Management & Mens Behaviour Change. Current Committee Member (Maldon Football Netball Club) and Program Coordinator, (Vic. Dept of Education). Ross has held leadership positions in international development, youth work, disability, housing, education, foster care, sustainability, renewable energy, correctional services, social enterprise and family violence.

Special responsibilities: Chair of MDFSL; Member of Audit & Governance, Business Development, Community Investment, Finance & Human Resources.

Name: Kerryn Margaret Healy
Title: Non-executive director
Experience and expertise: Retired. Bachelor of Business, CPA, Graduate Australian Institute of Company Directors (GAICD), Fellow HFMA formerly Australian Health Services Financial Management Association (FASM), Member of Women on Boards, Honorary Treasurer and member of the Committee of Management of the Maldon Golf Club Inc, Honorary Secretary - Tarrangower Village (since Dec 2021), 44 years in the public health sector with the last 23 years in senior financial management and executive roles.

Special responsibilities: Chair of Finance

Name: Matthew Edwin Gordon
Title: Non-executive director
Experience and expertise: Matthew is an experienced business executive and public servant whose career in public policy, project management, sales, start-up entrepreneurship and government has spanned 15 years. Matthew currently works at Capire – a specialist community engagement company and in his spare time is busy restoring an 1860's miners cottage in Maldon.

Special responsibilities: Chair of Audit and Governance

Name: Helen Jane Curran
Title: Non-executive director
Experience and expertise: Helen has global experience in corporate transformation, business design, strategy, consulting, project management, management accounting and operational management across Financial Services and Manufacturing. Helen currently works in Business Design at Bendigo Bank, and also in a local retail role, which along with this board position allows her to regularly connect with our wonderful Mount Alexander Shire community. Master of Mechanical Engineering (MEng); Agile Scrum Master; CIMA (Management Accounting); and Prince II (Project Management) qualified.

Special responsibilities: Appointed Deputy Chair July 2024. Chair of Business Development, Member of Community Investment

Name: Michael Peter Annear
Title: Non-executive director
Experience and expertise: Michael Annear is an experienced executive focused on delivering positive outcomes for communities within Australia and internationally. Michael is currently the Director of Infrastructure and Development at Mount Alexander Shire Council and is responsible for the delivery of statutory functions including land use planning, development and building control, environmental health and waste management. Michael holds a Masters Business Administration, Masters Social Science, Bachelor Civil Engineering, and is the Treasurer Campbells Creek Colts Cricket Club.

Special responsibilities: Chair of Community Investment, Member of Audit & Governance

Maldon & District Financial Services Limited
Directors' report
30 June 2025

Name: Kelly Michael Clapham
Title: Non-executive director
Experience and expertise: Kelly is a Senior Partner at Tesserent Cyber Services Pty Ltd. Key skills of Senior Leadership, Business Management and Strategy, Finance Management, and Sales. Crew member of the Victoria State Emergency Service.

Special responsibilities: Member of Finance

Name: Barry Kenneth Robinson
Title: Non-executive director (appointed 28 November 2024)
Experience and expertise: Harvard Business School, University of Melbourne (MBA). Creative strategist, writer-based brand creative director (100+ awards – from television and newspapers to major events and social media), “Specialist at being a generalist”, head lecturer Campaigns at RMIT, studied Behavioural Science, Ethical Leadership at Ormond College. Barry has run his brand/creative consultancy business (Activist Pty Ltd) for more than 15 years. He has been creative director for brands such as BMW, road safety campaigns, IOOF, Westpac, Bendigo Bank, Defence Bank, Southcorp, Western Australian Tourism Commission, and, locally, Warral Maldon. Six years ago he introduced himself to Maldonites as editor of the Tarrangower Times, and has been on local committees including president of Maldon Inc, and Tarrangower Tomorrow. He continues to run his creative consultancy from Maldon using a network of creative resources Australia wide.

Special responsibilities: Member of Business Development

Name: Jessica Jane Clarke-Hong
Title: Non-executive director (resigned 21 February 2025)
Experience and expertise: Governance Manager City of Greater Bendigo Council. Qualified Lawyer and experienced governance professional. Key areas of expertise are Governance Risk, Compliance, Law.

Special responsibilities: Member of Audit and Governance

Company secretary

There have been two company secretaries holding the position during the financial year:

- Nicole Elizabeth Funston was appointed company secretary on 30 July 2024.
- Jane Margaret Hoiting was appointed company secretary on 14 August 2023 and ceased on 29 July 2024.

Principal activity

The principal activities of the company during the financial year were facilitating Community Bank services under management rights to operate a franchised branch of Bendigo and Adelaide Bank Limited (Bendigo Bank) and distributing profits from this to support community development.

There have been no significant changes in the nature of these activities during the financial year.

Review of operations

The profit for the company amounted to \$402,038 (30 June 2024: \$465,837).

Operations have continued to perform in line with expectations.

Significant changes in the state of affairs

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

Matters subsequent to the end of the financial year

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Likely developments

No matter, circumstance or likely development in operations has arisen during or since the end of the financial year that has significantly affected or may significantly affect the operations of the company, the results of those operations or the state of affairs of the company.

Maldon & District Financial Services Limited
Directors' report
30 June 2025

Environmental regulation
The company is not subject to any significant environmental regulation.

Meetings of directors
The number of directors meetings (including meetings of committees of directors') attended by each of the directors of the company during the financial year were:

	Board		Community Investment Portfolio		Finance Portfolio	
	Eligible	Attended	Eligible	Attended	Eligible	Attended
Ross Arthur Egleton	11	10	5	5	10	8
Kerryn Margaret Healy	11	10	2	2	10	10
Matthew Edwin Gordon	11	7	-	-	-	-
Helen Jane Curran	11	10	5	4	-	-
Michael Peter Annear	11	7	5	5	-	-
Kelly Michael Clapham	11	9	-	-	10	9
Barry Kenneth Robinson	6	5	-	-	-	-
Jessica Jane Clarke-Hong	6	3	-	-	-	-

	Business Development Portfolio		Audit & Governance Portfolio	
	Eligible	Attended	Eligible	Attended
Ross Arthur Egleton	3	2	4	4
Kerryn Margaret Healy	3	2	-	-
Matthew Edwin Gordon	3	1	4	4
Helen Jane Curran	3	3	-	-
Michael Peter Annear	-	-	4	4
Kelly Michael Clapham	3	2	-	-
Barry Kenneth Robinson	2	2	-	-
Jessica Jane Clarke-Hong	-	-	2	2

Directors' benefits
No director has received or become entitled to receive, during or since the financial year, a benefit because of a contract made by the company, controlled entity or related body corporate with a director, a firm which a director is a member or an entity in which a director has a substantial financial interest except as disclosed in note 18 to the financial statements. This statement excludes a benefit included in the aggregate amount of emoluments received or due and receivable by directors shown in the company's accounts, or the fixed salary of a full-time employee of the company, controlled entity or related body corporate.

Indemnity and insurance of directors and officers
The company has indemnified all directors and management in respect of liabilities to other persons (other than the company or related body corporate) that may arise from their position as directors or management of the company except where the liability arises out of conduct involving the lack of good faith.

Disclosure of the nature of the liability and the amount of the premium is prohibited by the confidentiality clause of the contract of insurance.

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

No proceedings have been brought or intervened in on behalf of the company with leave of the Court under section 237 of the *Corporations Act 2001*.

Maldon & District Financial Services Limited
Directors' report
30 June 2025

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

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

Non-audit services
The company may decide to employ the auditor on assignments additional to their statutory duties where the auditor's expertise and experience with the company are important. Details of the amounts paid or payable to the auditor (Andrew Frewin Stewart) for audit and non-audit services provided during the year are set out in note 20 to the accounts.

The board has considered the non-audit services provided during the year by the auditor and is satisfied that the provision of the non-audit services is compatible with, and 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 & Governance Portfolio to ensure they do not impact on the impartiality, integrity and objectivity of the auditor
- the non-audit services provided do not undermine the general principles relating to auditor independence as set out in *APES 110 Code of Ethics for Professional Accountants*, as they did not involve reviewing or auditing the auditor's own work, acting in a management or decision making capacity for the company, acting as an advocate for the company or jointly sharing risks and rewards.

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

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

On behalf of the directors



Ross Arthur Egleton
Chair

23 September 2025



Andrew Frewin Stewart
61 Bull Street Bendigo VIC 3550
ABN 65 684 604 390
afs@afsbendigo.com.au
03 5443 0344

Independent auditor's independence declaration under section 307C of the *Corporations Act 2001* to the Directors of Maldon & District Financial Services Limited

As lead auditor for the audit of Maldon & District Financial Services Limited for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

- i) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Andrew Frewin Stewart
61 Bull Street, Bendigo, Vic, 3550
Dated: 23 September 2025

Adrian Downing
Lead Auditor

Maldon & District Financial Services Limited Statement of profit or loss and other comprehensive income For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Revenue from contracts with customers	6	1,338,265	1,414,089
Other revenue		330	306
Finance revenue		76,101	45,963
Total revenue		<u>1,414,696</u>	<u>1,460,358</u>
Employee benefits expense	7	(681,904)	(624,426)
Advertising and marketing costs		(13,398)	(19,720)
Occupancy and associated costs		(37,844)	(57,184)
System costs		(38,418)	(38,280)
Depreciation and amortisation expense	7	(39,665)	(34,668)
Interest paid to members	7	(16,272)	(16,889)
Loss on disposal of assets		(111)	(653)
Finance costs		(1)	(1)
General administration expenses		(82,725)	(86,432)
Total expenses before community contributions and income tax expense		<u>(910,338)</u>	<u>(878,253)</u>
Profit before community contributions and income tax expense		504,358	582,105
Charitable donations and sponsorships expense	7	<u>(102,320)</u>	<u>(116,268)</u>
Profit before income tax expense		402,038	465,837
Income tax expense	8	<u>-</u>	<u>-</u>
Profit after income tax expense for the year		402,038	465,837
Other comprehensive income for the year, net of tax		<u>-</u>	<u>-</u>
Total comprehensive income for the year		<u><u>402,038</u></u>	<u><u>465,837</u></u>

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

Maldon & District Financial Services Limited
Statement of financial position
As at 30 June 2025

	Note	2025 \$	2024 \$
Assets			
Current assets			
Cash and cash equivalents	9	962,200	1,099,165
Trade and other receivables	10	135,428	147,284
Investments	11	1,000,000	421,911
Total current assets		<u>2,097,628</u>	<u>1,668,360</u>
Non-current assets			
Property, plant and equipment	12	622,652	633,668
Intangible assets	13	49,411	67,962
Total non-current assets		<u>672,063</u>	<u>701,630</u>
Total assets		<u>2,769,691</u>	<u>2,369,990</u>
Liabilities			
Current liabilities			
Trade and other payables	14	118,800	106,302
Employee benefits		42,001	35,919
Member funds	15	233,760	241,760
Total current liabilities		<u>394,561</u>	<u>383,981</u>
Non-current liabilities			
Trade and other payables	14	30,935	46,402
Borrowings		1	8
Employee benefits		9,090	6,533
Provisions		1,430	1,430
Total non-current liabilities		<u>41,456</u>	<u>54,373</u>
Total liabilities		<u>436,017</u>	<u>438,354</u>
Net assets		<u>2,333,674</u>	<u>1,931,636</u>
Equity			
Retained earnings		<u>2,333,674</u>	<u>1,931,636</u>
Total equity		<u>2,333,674</u>	<u>1,931,636</u>

The above statement of financial position should be read in conjunction with the accompanying notes

Maldon & District Financial Services Limited
Statement of changes in equity
For the year ended 30 June 2025

	Retained earnings \$	Total equity \$
Balance at 1 July 2023	<u>1,465,799</u>	<u>1,465,799</u>
Total comprehensive income	<u>465,837</u>	<u>465,837</u>
Balance at 30 June 2024	<u>1,931,636</u>	<u>1,931,636</u>
Balance at 1 July 2024	<u>1,931,636</u>	<u>1,931,636</u>
Total comprehensive income	<u>402,038</u>	<u>402,038</u>
Balance at 30 June 2025	<u>2,333,674</u>	<u>2,333,674</u>

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

Maldon & District Financial Services Limited
Statement of cash flows
For the year ended 30 June 2025

	Note	2025 \$	2024 \$
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		1,493,215	1,575,085
Payments to suppliers and employees (inclusive of GST)		(1,076,592)	(1,108,872)
Interest received		65,044	38,529
Interest and other finance costs paid	7	(16,273)	(16,890)
Net cash provided by operating activities	21	465,394	487,852
Cash flows from investing activities			
Investment in term deposits		(578,089)	(18,919)
Payments for property, plant and equipment		(10,209)	(8,807)
Payments for intangible assets		(14,061)	(14,061)
Net cash used in investing activities		(602,359)	(41,787)
Net cash provided by financing activities		-	-
Net increase/(decrease) in cash and cash equivalents		(136,965)	446,065
Cash and cash equivalents at the beginning of the financial year		1,099,165	653,100
Cash and cash equivalents at the end of the financial year	9	962,200	1,099,165

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

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 1. Reporting entity

The financial statements cover Maldon & District Financial Services Limited (the company) as an individual entity.

The entity is a not for profit company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business is:

Registered office	Principal place of business
93 High Street, Maldon VIC 3463	81 High Street, Maldon VIC 3463

A description of the nature of the company's operations and its principal activity is included in the directors' report, which is not part of the financial statements.

Note 2. Basis of preparation and statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with Australian Accounting Standards and Interpretations adopted by the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The financial statements comply with International Financial Reporting Standards (IFRS) adopted by the International Accounting Standards Board (IASB). The financial statements have been prepared on an accrual and historical cost basis and are presented in Australian dollars, which is the company's functional and presentation currency.

The directors have a reasonable expectation that the company has adequate resources to pay its debts as and when they fall due for the foreseeable future. For these reasons, the directors continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The financial statements were authorised for issue, in accordance with a resolution of directors, on 23 September 2025. The directors have the power to amend and reissue the financial statements.

Note 3. Material accounting policy information

The accounting policies that are material to the company are set out either in the respective notes or below. The accounting policies adopted are consistent with those of the previous financial year, unless otherwise stated.

Adoption of new and revised accounting standards

The company has adopted all of the new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. The company has assessed and concluded there are no material impacts.

Accounting standards issued but not yet effective

Australian Accounting Standards and Interpretations that have been issued or amended but are not yet mandatory, have not been early adopted by the company for the annual reporting period ended 30 June 2025. The company has not yet assessed the impact of these new or amended Accounting Standards and Interpretations.

Current and non-current classification

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

Investments

Investments includes non-derivative financial assets with fixed or determinable payments and fixed maturities where the company has the positive intention and ability to hold the financial asset to maturity. This category excludes financial assets that are held for an undefined period. Investments are carried at amortised cost using the effective interest rate method adjusted for any principal repayments. Gains and losses are recognised in profit or loss when the asset is derecognised or impaired.

Impairment of non-financial assets

At each reporting date, the company reviews the carrying amounts of its tangible assets and intangible assets to determine whether there is any indication those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of any impairment loss.

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 3. Material accounting policy information (continued)

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised in profit or loss immediately.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Note 4. Critical accounting judgements, estimates and assumptions

The preparation of the financial statements requires the directors to make judgements, estimates and assumptions that affect the reported amounts in the financial statements. The directors continually evaluate their judgements and estimates in relation to assets, liabilities, contingent liabilities, revenue and expenses.

The directors base their judgements, estimates and assumptions on historical experience and on other various factors, including expectations of future events that it believes to be reasonable under the circumstances. Differences between the accounting judgements and estimates and actual results and outcomes are accounted for in future reporting periods. The judgements, estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities (refer to the respective notes) within the next financial year are discussed below.

Judgements

Timing of revenue recognition associated with trail commission

The company receives trailing commission from Bendigo Bank for products and services sold. Ongoing trailing commission payments are recognised on a monthly basis when earned as there is insufficient detail readily available to estimate the most likely amount of revenue without a high probability of significant reversal in a subsequent reporting period. The receipt of ongoing trailing commission revenue is outside the control of the company.

Allowance for expected credit losses on trade and other receivables

The allowance for expected credit losses assessment requires a degree of estimation and judgement. It is based on the lifetime expected credit loss, grouped based on days overdue, and makes assumptions to allocate an overall expected credit loss rate for each group. These assumptions include recent sales experience and historical collection rates.

The company has not recognised an allowance for expected credit losses in relation to trade and other receivables for the following reasons:

- The company's trade receivables are limited to the monthly profit share distribution from Bendigo Bank, which is received 10 business days post month end.
- The credit risk (i.e. the risk that a customer will not make repayments) is for Bendigo Bank to bear as long as the company has complied with the appropriate procedures and relevant obligations and has not exercised a discretion in granting or extending credit. The directors are not aware of any such non-compliance at balance date.
- The company has reviewed credit ratings provided by Standard & Poors, Moody's and Fitch Ratings to determine the level of credit exposure to the company.
- The company has not experienced any instances of default in relation to receivables owed to the company from Bendigo Bank.

Impairment of non-financial assets

The company assesses impairment of non-financial assets other than goodwill and other indefinite life intangible assets at each reporting date by evaluating conditions specific to the company and to the particular asset that may lead to impairment. If an impairment trigger exists, the recoverable amount of the asset is determined. This involves fair value less costs of disposal or value-in-use calculations, which incorporate a number of key estimates and assumptions. The directors did not identify any impairment indications during the financial year.

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 4. Critical accounting judgements, estimates and assumptions (continued)

Estimates and assumptions

Estimation of useful lives of assets

The company determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives or assets that have been abandoned or sold will be written off or written down.

Employee benefits provision

The liability for employee benefits expected to be settled more than 12 months from the reporting date are recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and inflation have been taken into account.

The company uses historical employee attrition rates in determining the probability of an employee, at a given date, achieving continuous employment to be eligible for entitlement in accordance with long service leave legislation.

In the absence of sufficient historical employee attrition rates, the company applies a benchmark probability rate from across the Community Bank network to factor in estimating the probability of an employee, at a given date, achieving continuous employment to be eligible for entitlement in accordance with legislation.

Note 5. Economic dependency

The company has entered into a franchise agreement with Bendigo Bank that governs the management of the Community Bank. The company is economically dependent on the ongoing receipt of income under the franchise agreement with Bendigo Bank. The directors have no reason to believe a new franchise arrangement under mutually acceptable terms will not be forthcoming following expiry in April 2029.

The company operates as a franchise of Bendigo Bank, using the name "Bendigo Bank" and the logo and system of operations of Bendigo Bank. The company manages the Community Bank on behalf of Bendigo Bank, however all transactions with customers conducted through the Community Bank are effectively conducted between the customers and Bendigo Bank.

All deposits are made with Bendigo Bank, and all personal and investment products are products of Bendigo Bank, with the company facilitating the provision of those products. All loans, leases or hire purchase transactions, issues of new credit or debit cards, temporary or bridging finance and any other transaction that involves creating a new debt, or increasing or changing the terms of an existing debt owed to Bendigo Bank, must be approved by Bendigo Bank. All credit transactions are made with Bendigo Bank, and all credit products are products of Bendigo Bank.

The company promotes and sells the products and services, but is not a party to the transaction.

The credit risk (i.e. the risk that a customer will not make repayments) is for Bendigo Bank to bear as long as the company has complied with the appropriate procedures and relevant obligations and has not exercised a discretion in granting or extending credit.

Bendigo Bank provides significant assistance in establishing and maintaining the Community Bank franchise operations. It also continues to provide ongoing management and operational support and other assistance and guidance in relation to all aspects of the franchise operation, including advice and assistance in relation to:

- the design, layout and fit out of the Community Bank premises
- training for the branch manager and other employees in banking, management systems and interface protocol
- methods and procedures for the sale of products and provision of services
- security and cash logistic controls
- calculation of company revenue and payment of many operating and administrative expenses
- the formulation and implementation of advertising and promotional programs
- sales techniques and proper customer relations
- providing payroll services.

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 6. Revenue from contracts with customers

	2025 \$	2024 \$
Margin income	1,199,805	1,276,341
Fee income	63,584	62,953
Commission income	74,876	74,795
	<u>1,338,265</u>	<u>1,414,089</u>

Accounting policy for revenue from contracts with customers

The company has entered into a franchise agreement with Bendigo Bank. The company delivers banking and financial services of Bendigo Bank to its community. The franchise agreement provides for a share of interest, fee, and commission revenue earned by the company. Interest margin share is based on a funds transfer pricing methodology which recognises that income is derived from deposits held, and that loans granted incur a funding cost. Fees are based on the company's current fee schedule and commissions are based on the agreements in place. All margin revenue is recorded as non-interest income when the company's right to receive the payment is established.

The company acts as an agent under the franchise agreement and revenue arises from the rendering of services through its franchise agreement.

Revenue is recognised on an accruals basis, at the fair value of consideration specified in the franchise agreement, as follows:

Revenue stream	Includes	Performance obligation	Timing of recognition
Franchise agreement profit share	Margin, commission, and fee income	When the company satisfies its obligation to arrange for the services to be provided to the customer by the supplier (Bendigo Bank as franchisor).	On completion of the provision of the relevant service. Revenue is accrued monthly and paid within 10 business days after the end of each month.

All revenue is stated net of the amount of GST. There was no revenue from contracts with customers recognised over time during the financial year.

Revenue calculation

The franchise agreement provides that three forms of revenue may be earned by the company which are margin, commission and fee income. Bendigo Bank decides the form of revenue the company earns on different types of products and services. The revenue earned by the company is dependent on the business that it generates, interest rates and funds transfer pricing and other factors, such as economic and local conditions.

Margin income

Margin income on core banking products is arrived at through the following calculation:

	Interest paid by customers on loans less interest paid to customers on deposits
plus:	any deposit returns i.e. interest return applied by Bendigo Bank for a deposit
minus:	any costs of funds i.e. interest applied by Bendigo Bank to fund a loan.

The company is entitled to a share of the margin earned by Bendigo Bank. If this reflects a loss, the company incurs a share of that loss.

Commission income

Commission income is generated from the sale of products and services. This commission is recognised at a point in time which reflects when the company has fulfilled its performance obligation. Refer to note 4 for further information regarding key judgements applied by the directors in relation to the timing of revenue recognition from trail commission.

Fee income

Fee income is a share of what is commonly referred to as 'bank fees and charges' charged to customers by Bendigo Bank including fees for loan applications and account transactions.

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 6. Revenue from contracts with customers (continued)

Core banking products

Bendigo Bank has identified some products and services as 'core banking products'. It may change the products and services which are identified as core banking products by giving the company at least 30 days notice. Core banking products currently include Bendigo Bank branded home loans, term deposits and at call deposits.

Ability to change financial return

Under the franchise agreement, Bendigo Bank may change the form and amount of financial return the company receives. The reasons it may make a change include changes in industry or economic conditions or changes in the way Bendigo Bank earns revenue.

The change may be to the method of calculation of margin, the amount of margin, commission and fee income or a change of a margin to a commission or vice versa. This may affect the amount of revenue the company receives on a particular product or service.

Bendigo Bank must not reduce the margin and commission the company receives on core banking products and services to less than 50% (on an aggregate basis) of Bendigo Bank's margin at that time. For other products and services, there is no restriction on the change Bendigo Bank may make.

Note 7. Expenses

Employee benefits expense

	2025 \$	2024 \$
Wages and salaries	523,384	472,952
Superannuation contributions	65,404	60,633
Expenses related to long service leave	4,121	(2,544)
Other expenses	88,995	93,385
	<u>681,904</u>	<u>624,426</u>

Depreciation and amortisation expense

	2025 \$	2024 \$
Depreciation of non-current assets		
Buildings	15,874	15,807
Leasehold improvements	1,149	2,524
Plant and equipment	1,625	753
Furniture and fittings	937	492
Computer equipment	1,529	1,759
	<u>21,114</u>	<u>21,335</u>
Amortisation of intangible assets		
Franchise fee	3,636	2,223
Franchise renewal fee	14,915	11,110
	<u>18,551</u>	<u>13,333</u>
	<u>39,665</u>	<u>34,668</u>

Interest paid to members

	2025 \$	2024 \$
Interest paid to members	<u>16,272</u>	<u>16,889</u>

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 7. Expenses (continued)

The constitution allows the payment of interest to members at a rate not exceeding interest at the rate for the time being charged by Bendigo Bank for overdrawn accounts as at the end of the preceding financial year on money borrowed from a member.

Leases recognition exemption

	2025 \$	2024 \$
Expenses relating to low-value leases	11,424	11,520
Expenses relating to short-term leases	19,315	22,954
	<u>30,739</u>	<u>34,474</u>

The company has elected not to recognise right-of-use assets and lease liabilities for leases of short-term leases and low-value assets. The company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

The company pays for the right to use information technology equipment. The underlying assets have been assessed as low value and exempted from recognition under *AASB 16 Leases*. Expenses relating to low-value exempt leases are included in system costs expenses.

The company pays for the right to use the Dunolly Customer Service Centre and the Executive Office. The lease agreements are either 12 months or less or have expired and continue on existing terms on a month-by-month basis with no significant penalty for termination. As such the lease has been assessed as short term and exempted from recognition under *AASB 16 Leases*. Expenses relating to short term exempt leases are included in occupancy and associated costs expenses.

Charitable donations, sponsorships and grants

	2025 \$	2024 \$
Direct donation, sponsorship and grant payments	102,320	116,268

The overarching philosophy of the Community Bank model, is to support the local community in which the company operates. This is achieved by circulating the flow of financial capital into the local economy through community contributions (such as donations, sponsorships and grants).

Note 8. Income tax

These accounts have been prepared on a tax-exempt basis as per the Australian Taxation Office Ruling on 22 October 2012 declaring that the company is entitled to income tax exemption under item 2.1 of the *Income Tax Assessment Act 1997*.

Note 9. Cash and cash equivalents

	2025 \$	2024 \$
Cash at bank and on hand	<u>962,200</u>	<u>1,099,165</u>

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 10. Trade and other receivables

	2025 \$	2024 \$
Trade receivables	103,556	124,317
Accrued income	21,027	9,970
Prepayments	10,845	12,997
	<u>31,872</u>	<u>22,967</u>
	<u>135,428</u>	<u>147,284</u>

Accounting policy for trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses. The company's trade receivables are limited to the monthly profit share distribution from Bendigo Bank, which is received 10 business days post month end.

Note 11. Investments

	2025 \$	2024 \$
<i>Current assets</i>		
Term deposits	<u>1,000,000</u>	<u>421,911</u>

Note 12. Property, plant and equipment

	2025 \$	2024 \$
Land - at cost	199,387	199,387
Buildings - at cost	594,121	590,838
Less: Accumulated depreciation	(191,146)	(177,072)
	<u>402,975</u>	<u>413,766</u>
Leasehold improvements - at cost	16,222	24,869
Less: Accumulated depreciation	(8,321)	(17,102)
	<u>7,901</u>	<u>7,767</u>
Plant and equipment - at cost	25,757	25,100
Less: Accumulated depreciation	(18,705)	(18,635)
	<u>7,052</u>	<u>6,465</u>
Furniture and fittings - at cost	4,685	4,685
Less: Accumulated depreciation	(1,185)	(248)
	<u>3,500</u>	<u>4,437</u>
Computer equipment - at cost	6,788	5,268
Less: Accumulated depreciation	(4,951)	(3,422)
	<u>1,837</u>	<u>1,846</u>
	<u>622,652</u>	<u>633,668</u>

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 12. Property, plant and equipment (continued)

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

	Land \$	Buildings \$	Leasehold improvements \$	Plant and equipment \$	Furniture and fittings \$	Computer equipment \$	Total \$
Balance at 1 July 2023	199,387	429,573	10,334	4,884	338	2,333	646,849
Additions	-	-	-	2,850	4,685	1,272	8,807
Disposals	-	-	(43)	(516)	(94)	-	(653)
Depreciation	-	(15,807)	(2,524)	(753)	(492)	(1,759)	(21,335)
Balance at 30 June 2024	199,387	413,766	7,767	6,465	4,437	1,846	633,668
Additions	-	5,083	1,324	2,282	-	1,520	10,209
Disposals	-	-	(41)	(70)	-	-	(111)
Depreciation	-	(15,874)	(1,149)	(1,625)	(937)	(1,529)	(21,114)
Balance at 30 June 2025	199,387	402,975	7,901	7,052	3,500	1,837	622,652

Accounting policy for property, plant and equipment

Property, plant and equipment are measured at cost or fair value as applicable, less accumulated depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

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

Building	6.5 to 40 years
Leasehold improvements	5 to 40 years
Plant and equipment	5 to 20 years
Furniture and fittings	5 years
Computer equipment	2.5 to 5 years

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

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

An item of property, plant and equipment is derecognised upon disposal or when there is no future economic benefit to the company. Gains and losses between the carrying amount and the disposal proceeds are taken to profit or loss.

Note 13. Intangible assets

	2025 \$	2024 \$
Franchise fee	104,157	104,157
Less: Accumulated amortisation	(95,368)	(91,732)
	8,789	12,425
Franchise renewal fee	170,782	170,782
Less: Accumulated amortisation	(130,160)	(115,245)
	40,622	55,537
	49,411	67,962

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 13. Intangible assets (continued)

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

	Franchise fee \$	Franchise renewal fee \$	Total \$
Balance at 1 July 2023	2,930	8,058	10,988
Additions	11,718	58,589	70,307
Amortisation expense	(2,223)	(11,110)	(13,333)
Balance at 30 June 2024	12,425	55,537	67,962
Amortisation expense	(3,636)	(14,915)	(18,551)
Balance at 30 June 2025	8,789	40,622	49,411

Accounting policy for intangible assets

Intangible assets of the company relate to the franchise fees paid to Bendigo Bank which conveys the right to operate the Community Bank franchise.

Intangible assets are measured on initial recognition at cost. Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates.

The franchise fees paid by the company are amortised over their useful life and assessed for impairment whenever impairment indicators are present.

The estimated useful life and amortisation method for the current and comparative periods are as follows:

Asset class	Method	Useful life	Expiry/renewal date
Franchise fee	Straight-line	Over the franchise term (5 years)	April 2029
Franchise Renewal Fee	Straight-line	Over the franchise term (5 years)	April 2029

Amortisation methods, useful life, and residual values are reviewed and adjusted, if appropriate, at each reporting date.

Note 14. Trade and other payables

	2025 \$	2024 \$
Current liabilities		
Trade payables	29,602	27,184
Other payables and accruals	89,198	79,118
	118,800	106,302
Non-current liabilities		
Other payables and accruals	30,935	46,402
	2025 \$	2024 \$
Financial liabilities at amortised cost classified as trade and other payables		
Total trade and other payables	149,735	152,704
Less GST payable to the ATO, included in trade and other payables	(25,364)	(21,837)
	124,371	130,867

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 15. Member funds

	2025 \$	2024 \$
<i>Current liabilities</i>		
Member - pledge holder funds	233,760	241,760

Member Funds
Member funds are monies loaned by members to the company on foundation.

The Company's Constitution allows for interest to be paid on monies borrowed from members at an interest rate no greater than the percentage charged by Bendigo and Adelaide Bank on overdrawn accounts.

Note 16. Members Guarantee

In accordance with the Association's Memorandum and Articles of Association, Maldon & District Financial Services Limited is limited by guarantee and does not have share capital. Each member is required to contribute a maximum of \$10 towards meeting any outstanding obligations of the Company.

As at 30 June 2025 the number of members was 161 (2024: 163).

Note 17. Financial risk management

The company's financial instruments include trade receivables and payables, cash and cash equivalents, investments and lease liabilities. The company does not have any derivatives.

The directors are responsible for monitoring and managing the financial risk exposure of the company, to which end it monitors the financial risk management policies and exposures and approves financial transactions within the scope of its authority.

The directors have identified that the only significant financial risk exposures of the company are liquidity and market (price) risk. Other financial risks are not significant to the company due to the following factors:

- The company has no foreign exchange risk as all of its account balances and transactions are in Australian Dollars.
- The company's franchise agreement limits the company's credit exposure to one financial institution, being Bendigo Bank. The company monitors credit worthiness through review of credit ratings, Bendigo Bank is rated A- on Standard & Poor's credit ratings.
- The company has no direct exposure to movements in commodity prices.
- The company's interest-bearing instruments are held at amortised cost which have fair values that approximate their carrying value since all cash and payables have maturity dates within 12 months.

Further details regarding the categories of financial instruments held by the company that hold such exposure are detailed below.

	2025 \$	2024 \$
Financial assets at amortised cost		
Trade and other receivables (note 10)	124,583	134,287
Cash and cash equivalents (note 9)	962,200	1,099,165
Investments (note 11)	1,000,000	421,911
	2,086,783	1,655,363
Financial liabilities at amortised cost		
Trade and other payables (note 14)	124,371	130,867
Bank loans	1	8
Member funds (note 15)	233,760	241,760
	358,132	372,635

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 17. Financial risk management (continued)

At balance date, the fair value of financial instruments approximated their carrying values.

Accounting policy for financial instruments

Financial assets

Classification
The company classifies its financial assets at amortised cost.

Financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial asset.

The company's financial assets measured at amortised cost comprise trade and other receivables, cash and cash equivalents and investments in term deposits.

Derecognition
A financial asset is derecognised when the company's contractual right to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

Impairment of trade and other receivables
Impairment of trade receivables is determined using the simplified approach which uses an estimation of lifetime expected credit losses. The company has not recognised an allowance for expected credit losses in relation to trade and other receivables. Refer to note 4 for further information.

Financial liabilities

Classification
The company classifies its financial liabilities at amortised cost.

Derecognition
A financial liability is derecognised when it is extinguished, cancelled or expires.

Market risk
Market risk is the risk that changes in market prices - e.g. foreign exchange rates, interest rates, and equity prices - will affect the company's income or the value of its holdings in financial instruments.

Interest-bearing liabilities are held with Bendigo Bank and earnings on those are subject to movements in market interest rates. Interest-rate risk could also arise from long-term borrowings. Borrowings issued at variable rates expose the company to cash flow interest-rate risk. The company held borrowings of \$1 at 30 June 2025 (2024: \$8).

Interest-bearing assets are held with Bendigo Bank and earnings on those are subject to movements in market interest rates. The company held cash and cash equivalents of \$962,200 and term deposits of \$1,000,000 at 30 June 2025 (2024: \$1,099,165 and \$421,911).

Price risk
The company is not exposed to equity securities price risk as it does not hold investments for sale or at fair value. The company is not exposed to commodity price risk.

Liquidity risk
Liquidity risk is the risk that the company will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset. The company's approach to managing liquidity is to ensure, as far as possible, that it will have sufficient liquidity to meet its liabilities when they are due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the company's reputation.

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 17. Financial risk management (continued)

The following are the company's remaining contractual maturities of financial liabilities. The contractual cash flow amounts are gross and undiscounted and therefore may differ from their carrying amount in the statement of financial position.

	1 year or less \$	Between 1 and 5 years \$	Over 5 years \$	Remaining contractual maturities \$
2025				
Trade and other payables	93,436	30,935	-	124,371
Total non-derivatives	93,436	30,935	-	124,371
	1 year or less \$	Between 1 and 5 years \$	Over 5 years \$	Remaining contractual maturities \$
2024				
Trade and other payables	84,465	46,402	-	130,867
Total non-derivatives	84,465	46,402	-	130,867

Note 18. Key management personnel disclosures

Remuneration report

This Report discloses the basis of the remuneration paid by Maldon & District Financial Services Limited to:

- (a) Key Management Personnel (KMP): at Maldon & District Financial Services Limited this is the Branch Manager and Executive Officer
- (b) Directors: all of whom are non-executive directors.

KMP Remuneration Policy

The remuneration policy of the company is to enter into an employment agreement with key management personnel. The agreement includes:

- a base salary: based on factors such as length of service and experience
- superannuation: required by the government, which is currently 11.5%. KMP do not receive any other retirement benefits. KMP have the choice to sacrifice part of their salary to increase payments towards superannuation.
- a performance incentive: the performance incentive is a bonus (refer to section on performance-based remuneration below).

The contracts for service between the company and key management personnel are on a continuing basis, the terms of which are not expected to change in the immediate future. Upon retirement key management personnel are paid employee benefit entitlements accrued to date of retirement.

KMP Remuneration Policy

All directors are independent non-executive Directors and are paid Directors' fees as disclosed below.

The board's policy is to remunerate non-executive directors a nominal amount as a substitute for the reimbursement by the company of ordinary expenses. Ordinary expenses include applicable travel and home office costs. The Chair, Deputy Chair, Treasurer and Assistant Treasurer are paid additional fees on top of their Director fee, to assist in compensating for additional time and duties involved in holding these roles.

The board determines payments to the non-executive directors and regularly reviews the amount of fees paid, based on duties and accountability. The board believe that current payments are below market rates for time and responsibility. The maximum aggregate amount of fees that can be paid to non-executive Directors requires approval by members as required by the *Corporations Act 2001*.

Fees for non-executive Directors are not linked to the performance of the company.

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 18. Key management personnel disclosures (continued)

Performance Based Remuneration

Performance based remuneration can be paid to Key Management Personnel. The key performance indicators (KPIs) are set annually, with a certain level of consultation with key management personnel to ensure buy-in. The measures are specifically tailored to the area each individual is involved in and has a level of control over. The KPIs target areas the Board believes hold greater potential for expansion and profit, covering financial and non financial as well as short and long-term goals. The level set for each KPI is based on budgeted figures for the company and respective industry standards.

Performance in relation to the KPIs is assessed annually, with bonuses being awarded depending on the number and deemed difficulty of the KPIs achieved. Following the assessment, the KPIs are reviewed by the board in light of the desired and actual outcomes, and their efficiency is assessed in relation to the company's goals and member wealth, before the KPIs are set for the following year.

Relationship between Remuneration Policy and Company Performance

The remuneration policy has been tailored to align the goals of members, directors and key management personnel. Performance-based bonus is based on key performance indicators as disclosed above.

Compensation

Key management personnel compensation comprised the following.

	2025 \$	2024 \$
Directors	55,750	58,830
Executives	173,754	197,965
	<u>229,504</u>	<u>256,795</u>

Compensation of the company's key management personnel includes salaries and contributions to a post-employment superannuation fund.

Note 19. Related party transactions

Key management personnel

Disclosures relating to key management personnel are set out in note 18.

Receivable from and payable to related parties

There were no trade receivables from or trade payables to related parties at the current and previous reporting date.

Terms and conditions of transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

Transactions with related parties

The following transactions occurred with related parties:

	2025 \$	2024 \$
The company provided sponsorship and grants to Maldon Golf Club. The total benefit received was:	6,000	2,000
The company sponsored Maldon Football Club in the form of anniversary booklets. The total benefit received was:	4,400	2,000
The company provided grants to Maldon Inc. The total benefit received was:	3,650	-

Maldon & District Financial Services Limited
Notes to the financial statements
30 June 2025

Note 20. Remuneration of auditors

During the financial year the following fees were paid or payable for services provided by Andrew Frewin Stewart, the auditor of the company:

	2025 \$	2024 \$
<i>Audit services</i>		
Audit or review of the financial statements	6,580	5,200
<i>Other services</i>		
General advisory services	1,440	1,315
	8,020	6,515

Note 21. Reconciliation of profit after income tax to net cash provided by operating activities

	2025 \$	2024 \$
Profit after income tax expense for the year	402,038	465,837
Adjustments for:		
Depreciation and amortisation	39,665	34,668
Net loss on disposal of non-current assets	111	653
Change in operating assets and liabilities:		
Decrease in trade and other receivables	11,856	15,285
Increase/(decrease) in trade and other payables	3,085	(12,111)
Increase/(decrease) in employee benefits	8,639	(16,480)
Net cash provided by operating activities	465,394	487,852

Note 22. Commitments

The company has no commitments contracted for which would be provided for in future reporting periods.

Note 23. Contingencies

There were no contingent liabilities or contingent assets at the date of this report.

Note 24. Events after the reporting period

No matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the company's operations, the results of those operations, or the company's state of affairs in future financial years.

Maldon & District Financial Services Limited
Directors' declaration
30 June 2025

In the directors' opinion:

- the attached financial statements and notes comply with the *Corporations Act 2001*, the Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
- the attached financial statements and notes comply with International Financial Reporting Standards as issued by the International Accounting Standards Board as described in the notes to the financial statements;
- the attached financial statements and notes give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the financial year ended on that date;
- 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
- the company does not have any controlled entities and is not required by the Accounting Standards to prepare consolidated financial statements. Therefore, a consolidated entity disclosure statement has not been included as section 295(3A)(a) of the *Corporations Act 2001* does not apply to the entity.

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

On behalf of the directors



Ross Arthur Egleton
Chair

23 September 2025



Andrew Frewin Stewart
61 Bull Street Bendigo VIC 3550
ABN: 65 684 604 390
afsbendigo.com.au
03 5443 0344

Independent auditor's report to the Directors of Maldon & District Financial Services Limited

Report on the audit of the financial report

Our opinion

In our opinion, the accompanying financial report of Maldon & District Financial Services Limited, is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the company's financial position as at 30 June 2025 and of its financial performance for the year ended on that date; and
- complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

What we have audited

We have audited the financial report of Maldon & District Financial Services Limited (the company), which comprises the:

- Statement of financial position as at 30 June 2025
- Statement of profit or loss and other comprehensive income
- Statement of changes in equity
- Statement of cash flows
- Notes to the financial statements, including material accounting policies, and the
- Directors' declaration.

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

Other information

The directors are responsible for the other information. The other information comprises the information included in the company's annual report for the year ended 30 June 2025, but does not include the financial report and our auditor's report thereon.

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

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



Andrew Frewin Stewart
61 Bull Street Bendigo VIC 3550
ABN: 65 684 604 390
afsbendigo.com.au
03 5443 0344

Independence

We are independent of the company 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.

Responsibilities of the directors for the financial report

The directors of the company are responsible for the preparation of the financial report that it 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 is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

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

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

Andrew Frewin Stewart
61 Bull Street, Bendigo, Vic, 3550
Dated: 23 September 2025

Adrian Downing
Lead Auditor



Your community in action

Newstead Bowls Club
5-a-side Tournament

Maldon Lions Club
Twilight Dinner

Newstead Live
Live n Local stage

Connecting Country
MAS Region - National Tree Day '25

Maldon Community Pantry
A freezer

Nuggetty Land Protection Group
Event equipment

Maldon Cemetery Trust (MCT)
A defibrillator

Maldon Athenaeum Library
Roof repair

Maldon Gardening Club
Maldon Tomato Competition

Maldon Inc
Shop 'N' Win

Red Box Wildlife Shelter
The Pod

148th Maldon Easter Fair
Festival

Autistic-led Regional Culture
Arts Neurodiversity Education &
Employment
Neurokin Arts Festival

Your Community Bank.
Where **your** community profits.



Thank **You.**
For supporting **your** community.

Maldon & District Financial Services Limited
1/93 High Street, Maldon VIC 3463

ABN 46 086 749 886

Community Bank
Maldon & District

 **Bendigo Bank**