

HASTINGS CO-OPERATIVE LIMITED

Annual Report

Fuel · Retail · Property | Community owned since 1916

Contents

1. About Hastings Co-op 4
2. The Year at a Glance 5
3. Chair's Message 6
4. CEO's Report 8
5. Our Businesses 10
6. Our Members 12
7. People and Safety 13
8. Governance and Risk 16
9. Financial Overview 18
10. Looking Ahead: 2026/27 20
11. Financial Report 21

1. About Hastings Co-op

Hastings Co-operative Limited is a community-owned co-operative that has served Wauchope and the wider Hastings region since 1916. We are owned by our member-shareholders and operate under the Co-operatives National Law (NSW). In 2026 the Co-op marks 110 years of trading.

Following the sale of our IGA supermarkets to Ritchies and our exit from hardware, rural supplies, and the department store, the Co-op now operates across three areas: Fuel, Retail and Property.

Area	What we do
Fuel	Our Energy Division supplies bulk fuel across the region from our depot (229 High Street, Wauchope) and runs two Ampol-supplied service stations: Cedar Service Station (4 High Street, Wauchope) and Ampol Bolwarra (Port Macquarie).
Retail	Cedar Local Liquor Drive Thru, convenience retail at our service stations, RedSpot Car Hire, and oil and lube sales through our bulk fuel depot.
Property	A commercial property portfolio in Wauchope, including 36–42 Hastings Street and 22 High Street, plus development land at 229 High Street (Lots 37–39).

Our purpose

To be a forward-thinking leader, enhancing the lives of our members and community. Our job is to run strong, well-managed businesses that deliver real value to members and keep our community-owned organisation thriving in the Hastings for the next hundred years.

How we are approaching the change

Management is working to a simple four-step framework: Listen, Stabilise, Strengthen, Grow. This approach guided the work described throughout this report, from the member survey through to the Board's 2026/27 plans.

2. The Year at a Glance

Measure	2025/26
Revenue and other income	$28,539,495
Net profit / (loss) before tax	($136,397)
Net profit / (loss) after tax	($141,848)
Net assets at 30 June 2026	$26,739,695
Cash at 30 June 2026	$3,692,197
Fuel moved through the business	24.5 million litres
Fuel delivered and sold	12.3 million litres
Borrowings at 30 June 2026	$1,176,324 (down from $2,288,258)
Employees at 30 June 2026	26
Shareholders on the register	5,962
Member and Co-op 100 survey responses	196
Special General Meeting, 15 June 2026	34 shareholders attended; Special Resolution 1 passed 33–1

Highlights

- Completed the move to a Fuel, Retail and Property business following the sale of the IGA supermarkets and other assets.
- Leadership transition, with Daniel Becker commencing as full-time CEO and Co-operative Secretary on 1 May 2026.
- The largest member consultation in recent years, with 196 responses to the member and Co-op 100 surveys.
- Members approved a lower active membership threshold of $100 per year, plus new ways to stay active through events, surveys and online forums.
- The Board Strategy Day on 26 June 2026 set the direction for 2026/27 and commissioned a 10-year Master Plan (2026–2036).
- A new fuel pricing and margin framework was developed and approved for testing from July 2026.
- The diesel tank at Cedar re-lined to ensure environmental protection.
- New Mercedes Benz prime mover and tanker trailer purchased, increasing our bulk transport capacity by 43,000 litres.
- Cedar re-brand and drive through liquor partnership established with Local Liquor-Independent Liquor Retailers.
- Governance strengthened with new or updated Cyber Security, Financial Delegations and Risk Management policies.
- Xero selected as our new finance system, with an estimated annual saving of around $41,500 per annum once live in Oct 2026.

3. Chair's Message

Dear Members,

The 2025/26 year has been one of the most significant in our Co-op's 110-year history. Having sold our IGA supermarkets and stepped away from hardware, rural supplies and the Department Store, we spent this year settling into a new normal built around three core areas: Fuel, Retail and Property.

This change has not been easy and could not have been achieved without the support of you, our members. Many of you told us through this year's survey how much you miss businesses that were part of Wauchope life for generations. The Board hears that. These decisions were made to protect the Co-op's financial position and its future. Our task now is to make sure the businesses we have kept are strong, well run and continue to focus on where and how we can deliver value for our members for another 110 years.

Leadership

In December 2025, Nick de Groot left the Co-op after more than three years as Chief Executive Officer and Company Secretary. On behalf of the Board, I thank Nick for leading the Co-op through a demanding period, including the divestment program. I also thank Matthew Lumsden, who was the acting CEO and his impact is still seen across the business, especially at Cedar.

In May 2026, the Board welcomed Daniel Becker as our full-time Chief Executive Officer and Co-operative Secretary. Daniel has made an energetic start: listening to members, staff and partners, and bringing clear structure to our planning, reporting and decision making. As a Board, on behalf of members, we have seen Daniel's commitment to our staff, members and the community.

Listening to members

This year the Co-op asked members to share what is on your mind, and 196 of you answered. At our Special General Meeting on 15 June 2026, members strongly supported Special Resolution 1, which lowers the active membership threshold to $100 and adds new ways to stay involved. Special Resolution 2, which proposed moving contested director elections from postal ballots to the AGM, was not supported. The Board respects that outcome and has taken on board the reasons members gave.

Setting our direction

In June, the Board held a full Strategy Day. We agreed to test the 2026/27 budget over the first quarter before confirming it, adopted a disciplined fuel pricing framework, decided not to continue car hire beyond the current franchise term, and committed to further reducing debt. We also endorsed the development of a 10-year Master Plan so that members can see where the Co-op is heading, and the relocation of the Co-op Head Office to Hastings Street to a more fit for purpose location and to be closer to the community.

Our year-end financial result

The Co-op recorded a statutory net loss before tax of $136,397 and a net loss after tax of $141,848 for the year. However, the balance sheet behind it remains strong: net assets of $26.7 million, cash of $3.7 million at year end, and borrowings reduced from $2.29 million to $1.18 million. 2025/26 was a transitional year, and the figures reflect that. Section 9 sets out the detail, and the full audited financial report follows at Section 11.

Board renewal

This will be my final report as Chair, as I will not be standing for re-election at this year's AGM. Having seen the financial stability of the Co-op restored, and the onboarding of Daniel Becker as CEO, it is time for me to step off the board. I would also like to take this opportunity to thank Rod Barnaby who stepped down as a director earlier this year after nearly nine years of service.

I would also like to thank Director Bauer for her service to the Co-op as a director. Leesa brought a strong commitment to governance, technology and systems expertise and a focus on innovation.

With an eye to the future, I will ensure that through our current cycle of director recruitment the Co-op is well placed from a governance position and I look forward to staying connected to the Co-op both as an active shareholder and contributing to the team in any way I can going forward.

Thank you

Thank you to my fellow directors Ben, Stephen, Leesa and Craig for their commitment, to our staff for their loyalty through a period of real change, and to our members, customers, tenants and partners for sticking with us.

The Co-op has been part of this community for 110 years. With your support, it can be part of it for many more.



Louise Eyres

Chair

4. CEO's Report

Dear Members,

It has been a privilege to join Hastings Co-op as your Chief Executive Officer. I started in May 2026, knowing I was joining an organisation with a proud history and a business that had changed dramatically in a short time. My first months have been guided by four words: Listen, Stabilise, Strengthen, Grow.

Listen

I spent my first week's meeting staff at every site, our tenants, Ampol, the Chamber of Commerce, Business NSW and as many members as I could. Our member and Co-op 100 surveys drew 196 responses. The themes were clear and, at times, hard to hear: a sense of loss for the supermarkets and department store, questions about what the Co-op now stands for, a strong wish for competitive fuel prices, concern about gaps in local services, and frustration with how we have communicated. There was also cautious goodwill, and a willingness to give the Co-op a fair go. We will earn that.

Stabilise

My immediate priority was financial discipline. We introduced a spending approval process through the weekly leaders meeting, monthly results by the 15th of the following month, and weekly fuel pricing reviews between the CEO, Energy Division Manager and CFO. The Board has adopted the 2026/27 budget as an interim budget for the September quarter so that its assumptions can be tested against real trading before the full year is confirmed.

We also dealt with risk. Long-standing concerns about the forecourt canopy at Cedar Service Station were brought to the Board with updated engineering advice, and the Board approved refreshed Cyber Security, Financial Delegations and Risk Management policies.

Strengthen

Fuel is the core of our business. With the Energy Division team, we built a new pricing and margin framework based on 12 months of our own trading data, benchmarked against competitors and national data. We have strengthened our relationship with Ampol, whose supply security has been a real advantage during a period of global market volatility.

Behind the scenes, we reviewed our systems and chose Xero as our new finance platform, with lower running costs and better reporting. We are moving our member records onto HubSpot so we can communicate properly with members, and we completed a full workforce review covering capability, succession and roster efficiency.

Grow

Growth has to be sustainable, and it has to be planned. The Board has asked me to prepare a 10-year Master Plan for 2026–2036, supported by rolling two-to-three-year plans. Early work is under way on our property holdings, including concepts for 229 High Street, on the future of Bolwarra as a fuel hub, and on a member value proposition that makes membership worth having again.

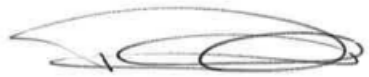
Being straight about the result

The year closed with an audited loss before tax of $136,397 and a loss after tax of $141,848. The business carried the costs of a year of structural change, and car hire traded at a loss. Car hire has proven financially challenging against large multinational competitors, and the member survey highlighted that members did not see it as a strong benefit, so we are exiting this sector at the end of the franchise term (March 2027). What gives me confidence is the balance sheet beneath the result: the Co-op finished the year with net assets of $26.7 million, $3.7 million in cash, and borrowings halved from $2,288,258 to $1,176,324.

Thank you

Thank you to Louise Eyres and the Board for their confidence and support, to Craig Wearne for holding the fort before I arrived, and to our 26 staff, who have kept our sites running through a lot of change.

Most of all, thank you to our members. This is your Co-op, and my job is to make sure it is here, and relevant, for the long term.



Daniel Becker

Chief Executive Officer and Co-operative Secretary

5. Our Businesses

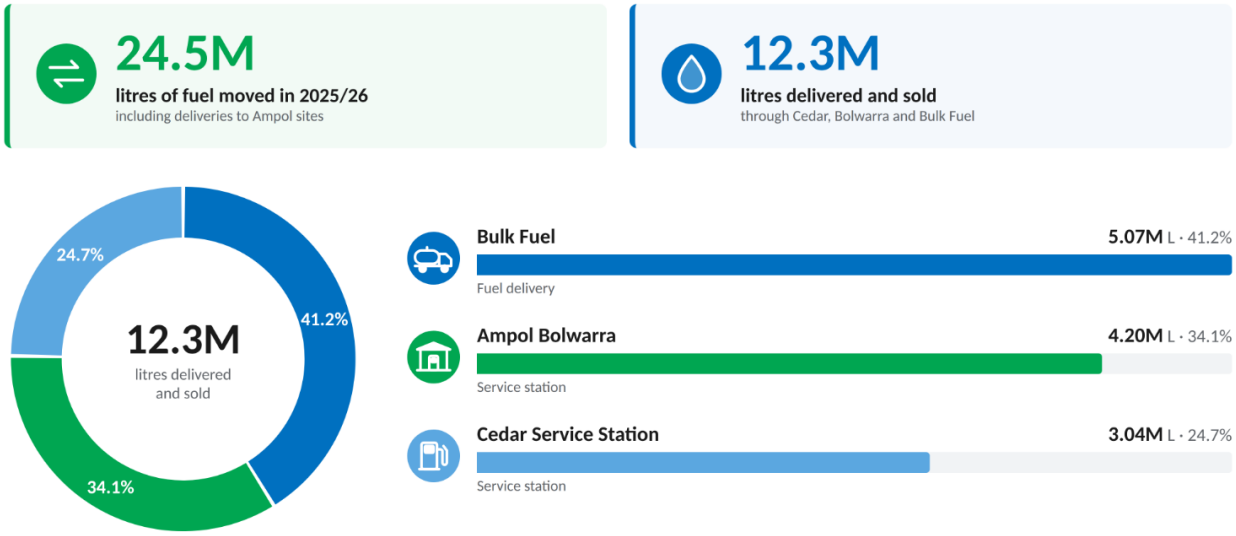
Fuel: the Energy Division

Fuel is now the Co-op's largest business. The Energy Division, led by Andrew Baker, sells Ampol-supplied fuel through two service stations and our bulk fuel depot in Wauchope.

- **Bulk Fuel** supplies farm and commercial customers across the region from our Wauchope depot. It runs its own fleet of dangerous goods tankers with skilled, experienced drivers. The depot also supplies and delivers Mobil oils and lubricants.
- **Cedar Service Station** sells four fuel grades (Premium Diesel, ULP 91, and 95 and 98 octane premium unleaded), together with convenience retail and the Cedar Local Liquor drive-thru.
- **Ampol Bolwarra**, in Port Macquarie, is on an Ampol-owned site rented by Hastings Co-op and sells Premium Diesel and ULP 91.

In 2025/26 the Co-op moved a total of 24.5 million litres of fuel through its long-haul bulk distribution. Across the three parts of the Energy Division, we sold 12.3 million litres of fuel. Of that, Bulk Fuel's short-haul deliveries to farms and commercial sites made up around 5.07 million litres, helping to keep our region moving.

Key work this year included a comprehensive Fuel Pricing and Supply Chain Strategy, daily tracking of competitor prices and a new margin framework. In June 2026, management met with Ampol to discuss a longer-term supply agreement. Ampol also gave in-principle support for a future bulk fuel hub at the Bolwarra site, subject to planning approval.



Retail

Cedar Local Liquor Drive Thru continues to serve Wauchope customers as a member of the Independent Liquor Retailers group, along with fuel convenience retail at Cedar and Bolwarra service stations.

Car Hire, operating from Port Macquarie Airport and Bolwarra, did not perform to expectations during the year. The Board has resolved not to continue beyond the franchise term ending 31 March 2027.

Property

Property remains a cornerstone of the Co-op's balance sheet. Our two investment properties are carried at $19.75 million in the audited accounts and generated rental income of $1,081,434 during the year, up from $363,365 in 2024/25 as the Co-op moved from retailer to landlord across parts of its portfolio. Holdings include 36–42 Hastings Street and 22 High Street in Wauchope, the Cedar site at 4 High Street, and development land at 229 High Street (Lots 37–39).

- Tenancy strategy was reviewed, including not renewing the Baptist Care lease to make way for a new head office at 42 Hastings Street, reducing overheads (see Section 10).
- Early concepts were discussed for 229 High Street, combining a commercial site with affordable rental housing.

Our Partners

The Co-op works alongside partners whose support shaped the year. We thank Ampol for the security of supply behind our fuel business through a volatile market, the Independent Liquor Retailers group and Local Liquor for their support of Cedar Local Liquor Drive Thru, and Redspot for their cooperation as we prepare to bring our car hire operation to an orderly close in March 2027.

We also thank our tenants, suppliers, contractors and the local businesses we work with across the Hastings.

6. Our Members

Hearing from members

In May and June 2026, the Co-op ran its member and Co-op 100 surveys, receiving 196 responses. Results were presented to members at the Special General Meeting and to the Board at its Strategy Day.

Eight themes emerged:

What members told us	
Grief over businesses the Co-op has sold or closed	Uncertainty about what the Co-op now stands for
Fuel prices need to be competitive	Gaps in local services in Wauchope
Views on where the Co-op should invest	What member benefits should look like
Communication needs to improve	Cautious goodwill toward new leadership

Constructive progress has been made against these themes including fuel price analysis, member engagement, member benefits and a ten-year Master Plan strategy.

Special General Meeting

On 15 June 2026, 34 shareholders attended the Special General Meeting at Wauchope RSL and online. Both proposed rule changes had first been approved by NSW Fair Trading.

Resolution	For / Against	Outcome
Special Resolution 1: Rule 4, Primary Activity and Active Membership	33 / 1	Passed
Special Resolution 2: Rule 52, Election of Directors	4 / 30	Not passed

Staying an active member

Under the amended Rule 4, members remain active by spending at least $100 a year with the Co-op, or by taking part in an online forum, completing a member survey, or attending a Co-op event or meeting. This recognises that the Co-op no longer operates supermarkets, where most member spending previously occurred.

Active member testing showed that members who met the ‘active test’ for 24/25 and 25/26 had fallen significantly to ~1100 active members. After advice from the national Co-op Federation the Board approved an extension of the active member test for a further 12-months, with the expansion of Rule 4 now allowing members more avenues to remain active.

Member Consultation Group

The Member Consultation Group met three times during the year, in January, March and June 2026, giving members a direct line to the Chief Executive Officer.

We thank Marie Winter, Coralie Hindmarch, Cathy Wright, David Johnson, Vicki Grant, Jeannette Rainbow, Bruce Byron and Jaci Fisher for giving their time and their dedication.

7. People and Safety

At 30 June 2026, the Co-op employed 26 people across Bulk Fuel, Cedar, Bolwarra, Local Liquor, Red Spot Car Hire and our corporate team. Many have given long service to the Co-op, and their experience has been invaluable through a year of change.

Workforce by gender

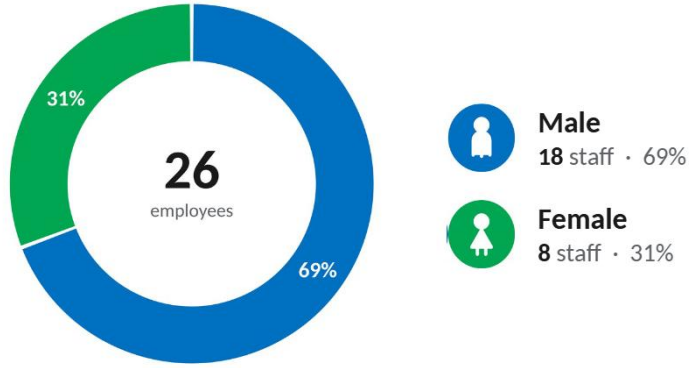


Figure 1: Workforce by gender.

Workforce by employment type

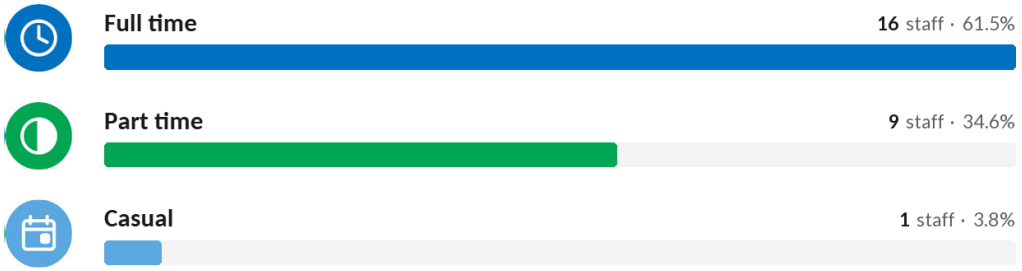
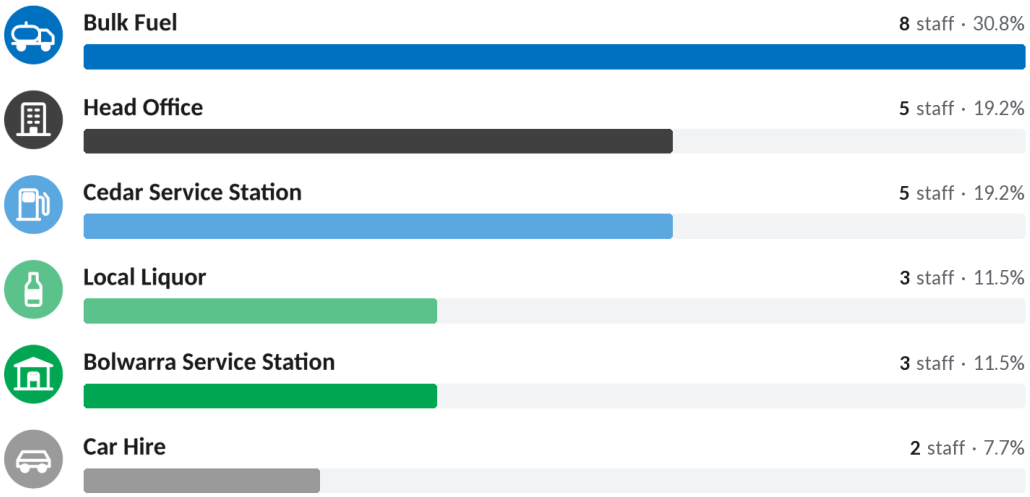


Figure 2: Workforce by employment type.

Workforce by location



Workforce review

In June 2026 the Board received a workforce review covering capability, capacity and succession planning. It identified key-person risks, succession priorities and training needs, and set out roster

changes at Cedar and Bolwarra, moving from three shifts to two, with an estimated saving of around $93,500 a year.

Building capability

Finance and payroll

- Jenni Pike was appointed Finance Manager in July, strengthening monthly reporting and leading the move to Xero, with a planned transition into the CFO role from October 2026.
- A new Leave Liability Management Policy was introduced to manage annual and long service leave balances responsibly.
- Payroll will be brought in-house from October 2026, using Xero and Deputy software.

Safety

Safety has been a major focus of the year. Under our People and Safety Manager, Rob North, the Co-op has rebuilt the systems, training and compliance work that keep our people, contractors and customers safe, in many cases catching up on work that had been outstanding for some time.

Safety systems and reporting

- Safety Champion was reinstated as the Co-op's central safety reporting system, with training and ongoing support for staff.
- The WHS Committee was re-established and now meets every two months.
- Hazard and incident reporting improved through education, regular communication and a clear expectation that every event is reported, however minor.
- Emergency preparedness was strengthened with updated procedures, evacuation planning, incident-response guidance and clearer escalation.

Training

- Critical training was delivered, including Fire Warden training, high-risk fire response training for our fuel truck drivers, and First Aid and CPR.
- A broader program of WHS training, employee training and risk assessment was coordinated across the business.

Assets, buildings and compliance

- Fire compliance works were coordinated at Circle of Friends and The Red Door.
- Spill response was upgraded across our operational sites, with new spill kits, floor bunding, signage and training.

Injury management and culture

- A strong working relationship with EML has given the Co-op a dedicated workers compensation case manager.
- Contractor compliance improved, with insurance, safety responsibilities and required controls checked before any work begins.
- Relationships with employees and operational teams were rebuilt, improving trust, consultation and engagement with the People and Safety function and supporting a more positive, consultative safety culture.

Thank you

We thank every member of our team for their hard work and loyalty this year!

8. Governance and Risk

Board of Directors (current)

- Louise Eyres (Director & Chairperson)
- Ben Ismay (Director & Chair - Finance, Risk & Audit Committee)
- Leesa Beauer (Director)
- Stephen Mitchell (Director)
- Craig Wearne (Casual Director)

Strategic Planning

In June 2026, the Board held a dedicated Strategy Day with newly appointed CEO Daniel Becker to review the Co-op's position following the sale of the IGA supermarkets and other assets, and to set direction for its next chapter. Guided by the CEO's "Listen, Stabilise, Strengthen, Grow" approach, the Board agreed four strategic pillars: grow the Fuel business, maximise the value of the Property portfolio, optimise and exit Car Hire, and enhance value for Members. From this work, management has developed a Strategy on a Page for 2026/27, supported by a Quarter 1 budget stress test with monthly reporting to the Board, to guide priorities for the year ahead. This will form the foundation of a 10-year Master Plan (2026–2036), to be delivered through rolling two-to-three-year strategic plans, with a draft Master Plan scheduled for Board review in early 2027.

Policy and framework updates

- Cyber Security Policy (approved June 2026).
- Financial Delegations of Authority Policy (amended and approved June 2026).
- Risk Management Framework (amended and approved June 2026).

External audit

The 2025/26 financial statements have been audited by NorthCorp Audit Services Pty Ltd, who issued an unmodified (clean) audit opinion. The financial report was authorised for issue by the Board on 16 October 2026. Audit and related fees for the year were $53,000, comprising $46,000 for the financial report audit and $7,000 for other services. In June 2026 the Board approved the scope for a selective tender for external audit services, consistent with good governance practice.

Directors’ remuneration

Directors are paid for their time and their expertise. Total remuneration paid to key management personnel — which covers directors together with the Co-op’s senior executives — was $930,641 for 2025/26, down from $1,708,136, reflecting the smaller organisation following the divestments. The Board approved a CPI increase to director remuneration from 1 July 2026 (the first increase in three years), with the total director’s remuneration pool (inclusive of superannuation and director related expenses) remaining unchanged from 2025/26.

Key obligations and contingent items

As part of the IGA sale, the Co-op agreed to a five-year restraint of trade across the Port Macquarie-Hastings local government area and underwrote part of the rent for the Sovereign Place

supermarket tenancy. Where quarterly rent exceeds 3 per cent of that store's gross trading revenue, the Co-op reimburses two-thirds of the excess; $104,394 was paid under this arrangement during 2025/26. The Co-op also holds a $50,000 bank guarantee in favour of Redspot Franchising Pty Ltd, and Ampol Australia Petroleum Pty Ltd holds a fixed and floating charge over the Co-op's petroleum assets. These obligations are set out in full at Note 26 of the financial report and are monitored by the Board.

Directors during 2025/26

The Board met seven times during the year, supported by two committees. The Finance, Risk and Audit Committee, chaired by Ben Ismay, oversees financial reporting, internal audit and work health and safety. The Governance Committee, chaired by Rod Barnaby, oversaw the Co-op's governance structures. Attendance below counts only meetings held while each director was in office.

Director	Period in office during 2025/26	Board meetings	Committee meetings
Louise Eyres (Chair)	Full year	7 / 7	3 / 3
Leesa Bauer	Full year	7 / 7	7 / 7
Ben Ismay	Appointed 14 November 2025	6 / 6	4 / 4
Stephen Mitchell	Appointed 14 November 2025	4 / 6	2 / 3
Craig Wearne (casual)	Appointed 1 May 2026	1 / 1	1 / 1
Rodney Barnaby	Resigned 20 January 2026	3 / 3	3 / 3
Nick de Groot	Resigned 25 November 2025	3 / 3	4 / 4
Louise Clarke	Resigned 14 November 2025	1 / 3	1 / 1

After the 2026 AGM, the newly elected Board will elect a new Board chairperson and directors for both the Finance, Risk and Audit and Governance Committees.

9. Financial Overview

The audited result

Statement of Comprehensive Income	Note	2026 $	2025 $
Sale of goods	3	25,922,847	18,940,527
Other income	3	2,616,648	4,621,388
		28,539,495	**23,561,915**
Changes in inventories	4	373,816	60,475
Inventory purchases	4	(22,423,743)	(16,011,807)
Bad and doubtful debts expense	4	(11,189)	33,860
Depreciation and amortisation expense	4	(462,508)	(372,503)
Employee benefits expense		(2,783,157)	(3,199,135)
Finance costs	4	(90,350)	(365,055)
Other expenses		(3,278,761)	(3,452,694)
		(28,675,892)	**(23,306,859)**
Profit/(loss) before income tax		**(136,397)**	**255,056**
Income tax (expense) / benefit	6	(5,451)	(27,683)
Profit/(loss) from continuing operations		**(141,848)**	**227,373**
Profit/(loss) from discontinued operations after tax	5	–	9,129,790
Profit/(loss) attributable to members of the Co-operative		**(141,848)**	**9,357,163**
Other comprehensive income for the year			
Net gain/(loss) on revaluation of land and buildings, net of tax		–	6,433,454
Total other comprehensive income for the year		**–**	**6,433,454**
Total comprehensive income for the year		**(141,848)**	**15,790,617**

Understanding the result

The table above reproduces the Statement of Comprehensive Income from the financial report at Section 11, line for line, with the note references the auditors use. The 2024/25 comparatives are for continuing operations until the final lines: the $9,357,163 result for 2024/25 includes $9,129,790 from the discontinued supermarket businesses (Note 5), which is why the two years are not directly comparable.

- Revenue of $28,539,495 came mostly from the Energy Division ($24,651,569), with the Liquor Division contributing $1,271,278. Other income of $2,616,648 was mainly rent of $1,081,434 and rebates, commissions and other revenue of $1,359,857 (Note 3).
- Cost of sales was $22,049,927, giving a gross profit of $3,872,920 (Note 4). Employee benefits expense fell from $3,199,135 to $2,783,157, reflecting the smaller organisation that followed the divestments.
- Car hire traded at a loss, and the Board has resolved to exit that business at the end of the franchise term. A $50,000 bank guarantee in favour of the franchisor remains in place (Note 26).
- Finance costs fell from $365,055 to $90,350 as borrowings were repaid (Note 4, Note 17), and the Co-op generated $654,226 in net cash from operating activities, against an outflow of $3.49 million the year before.

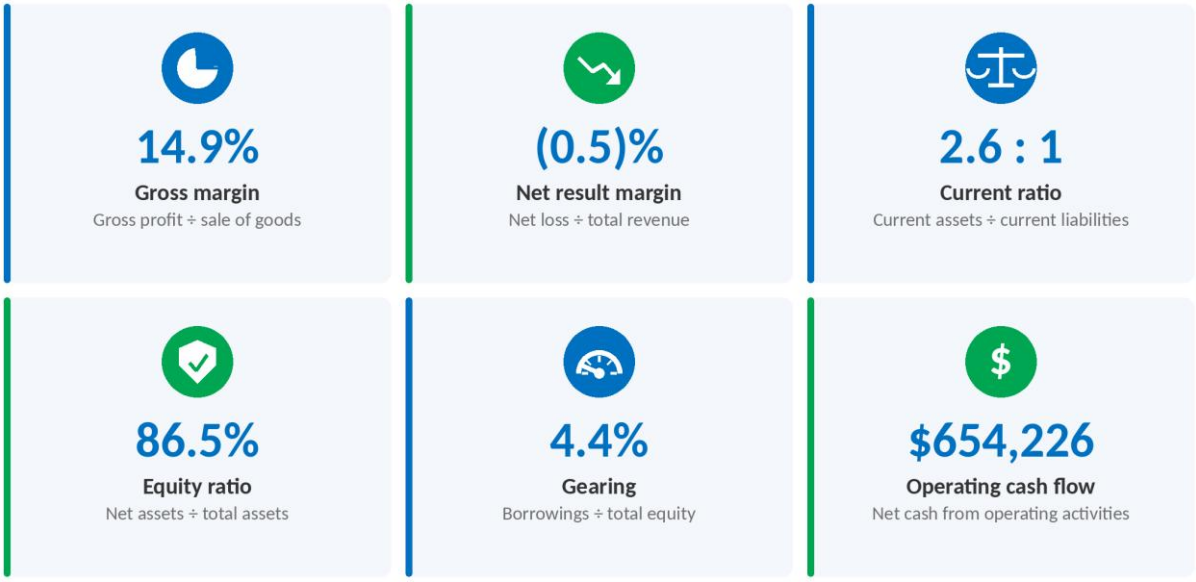
- Auditor's remuneration for the year was $53,000 (Note 23), and remuneration of key management personnel — directors together with senior executives — was $930,641 (Note 27).

The Co-op took on the operation of the Port Macquarie fuel business from Ampol during the year, which lifted Energy Division revenue and is reflected in the higher sale of goods figure.

Key financial figures

	2025/26	2024/25
Revenue and other income	$28,539,495	$23,561,915
Gross profit	$3,872,920	$2,989,195
Net profit / (loss) before tax	($136,397)	$255,056
Income tax (expense) / benefit	($5,451)	($27,683)
Net profit / (loss) after tax	($141,848)	$227,373
Total assets	$30,930,250	$31,910,378
Net assets	$26,739,695	$26,881,543
Cash at year end	$3,692,197	$4,933,804

Key financial ratios



All ratios are calculated from the audited financial statements for the year ended 30 June 2026.

Balance sheet

The Co-op's balance sheet is underpinned by its property portfolio. Total assets at 30 June 2026 were $30,930,250 and total liabilities $4,190,555, leaving net assets of $26,739,695. The two investment properties are carried at $19,750,000 (Note 11) and cash at year end was $3,692,197 (Note 7). Total borrowings fell from $2,288,258 to $1,176,324, being the $1,000,000 commercial facility and $176,324 of equipment finance (Note 17); with lease liabilities of $62,487 (Note 20) that is about $1.24 million of loans and leases in total. Members' shares stood at $1,017,848 (Note 18).

10. Looking Ahead: 2026/27

The Board's direction for 2026/27 is built around four strategic pillars:

Pillar	Focus
Grow: Fuel	Competitive, disciplined pricing; a secure long-term supply agreement with Ampol; building Bolwarra as a future bulk fuel hub.
Maximise: Property	Lift returns from the portfolio and progress development opportunities, including 229 High Street.
Optimise, then exit: Car Hire	Manage the business responsibly to the end of the franchise term on 31 March 2027.
Enhance: Members	A clear member value proposition, better communication and a genuine co-operative model.

Priorities for the year

- Test the 2026/27 budget over the September quarter, with a full review at the October 2026 Board meeting.
- Finalise a longer-term fuel supply arrangement with Ampol.
- Go live on Xero on 1 October 2026, with payroll brought in-house.
- Relocate head office to Suite 1 & 2, 42 Hastings Street, Wauchope, from September 2026.
- Establish a revised member consultation group model, member positioning and offering and continue re-engaging inactive members.
- Deliver a true co-operative model framework and draft 10-year Master Plan for Board review (January 2027).

11. Financial Report

The audited financial report of Hastings Co-operative Limited for the year ended 30 June 2026 is reproduced in full on the following pages, as issued by NorthCorp Audit Services Pty Ltd.

Hastings Co-operative Limited

ABN: 86 601 035 121

Financial Report

For the Year Ended 30 June 2026

Hastings Co-operative Limited

ABN: 86 601 035 121

30 June 2026

CONTENTS

	Page
DIRECTORS' REPORT	1
AUDITOR'S INDEPENDENCE DECLARATION	7
STATEMENT OF COMPREHENSIVE INCOME	8
STATEMENT OF FINANCIAL POSITION	9
STATEMENT OF CHANGES IN EQUITY	11
STATEMENT OF CASH FLOWS	12
NOTES TO THE FINANCIAL STATEMENTS	13
DIRECTORS' DECLARATION	35
INDEPENDENT AUDITOR'S REPORT	36

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' REPORT

30 June 2026

Your Directors present their report on Hastings Co-operative Limited (the Co-operative) for the financial year ended 30 June 2026.

Directors

The names of the Directors in office at any time during, or since the end of, the year are:

Louise Eyres	
Leesa Bauer	
Ben Ismay	(Appointed 14/11/2025)
Stephen Mitchell	(Appointed 14/11/2025)
Craig Wearne (casual)	(Appointed 01/05/2026)
Rodney Barnaby	(Resigned 20/01/2026)
Nick de Groot	(Resigned 25/11/2025)
Louise Clarke	(Resigned 14/11/2025)

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

Co-operative Secretary

Daniel Becker was appointed Co-operative Secretary on 1 May 2026 and is Chief Executive Officer of Hastings Co-operative Limited.

Principal Activities

The principal activities of the Co-operative during the financial year were retail operations, liquor, fuel, bulk fuel, and rental vehicles.

No significant change in the nature of these principal activities occurred during the financial year.

Operating Results

The total revenue and other income for the Co-operative was $28,539,495 for the current financial year as compared to $87,698,388 the previous financial year. The loss of the Co-operative for the financial year after providing for income tax amounted to $141,848 compared to a profit of $9,357,163 in the previous financial year. The 2025 result included $12,625,000 recorded to gain on sale from the sale of the Co-operatives four IGA supermarket businesses and was included in profit of discontinued operations.

Dividends

No dividend is recommended to be paid for the financial year ended 30 June 2026.

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' REPORT

30 June 2026

Review of Operations

During the 2026 financial year, the Co-operative continued its principal activities of operating fuel retail businesses, a rental vehicle business and managing its investment property portfolio.

The Co-operative operated two fuel retail sites and its bulk fuel business during the year. During the year, the Co-operative assumed responsibility for the operation of the Port Macquarie fuel business from Ampol, further expanding its fuel retail operations and strengthening its presence in the region.

In addition, the Co-operative continued to derive significant rental income from its two investment properties. These properties remained an important component of the Co-operative's asset portfolio and provided a recurring source of income during the year.

The Directors remain committed to the prudent management of the Co-operative's trading and investment activities, with a focus on maintaining the financial strength, sustainability and long-term interests of the Co-operative and its members.

Significant Changes in State of Affairs

There were no significant changes in the state of affairs of the Co-operative during the financial year.

Events After the Reporting Period

There were no events subsequent to year end which are likely to have a significant impact on the financial performance of the Hastings Co-operative Limited.

Future Developments

Likely developments in the operations of the Co-operative and the expected results of those operations in future financial years have not been included in this report, as the inclusion of such information is likely to result in unreasonable prejudice to the Co-operative.

Environmental Regulations

The Co-operative's operations are not subject to any significant environmental regulation under a law of the Commonwealth or of a State or Territory.

The Board believes that the Co-operative has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Co-operative.

Indemnifying Officers or Auditor

During the financial year the Co-operative had a Directors and Officers Insurance Policy. The policy has an exclusion clause which precludes any further disclosure.

No indemnities have been given or agreed to be given or insurance premiums paid or agreed to be paid, during or since the end of the financial year, for any person who is or has been an auditor of the Co-operative.

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' REPORT

30 June 2026

Proceedings on Behalf of Co-operative

No person has applied for leave of Court to bring proceedings on behalf of the Co-operative or intervene in any proceedings to which the Co-operative is a party for the purpose of taking responsibility on behalf of the Co-operative for all or any part of those proceedings.

The Co-operative was not a party to any such proceedings during the year.

Auditor's Independence Declaration

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 has been received and is included in this financial report.

Meetings of Directors

In addition to regular Board meetings, the Board had two committees active during the year. The Finance, Risk and Audit Committee oversees the integrity of financial reporting, internal audit and work health and safety functions. Its key members during the year were Ben Ismay (Chair), Louise Eyres, Leesa Bauer and Stephen Mitchell. The Governance Committee oversees the Co-operative's governance structures. Its key members during the year were Rodney Barnaby (Chair), Louise Eyres and Leesa Bauer.

The number of meetings of directors (including meetings of committees of directors) held during the year, and the number attended by each director, were as follows. For directors who held office for only part of the year, the number of meetings held reflects the meetings held while they were in office.

	Directors' Meetings		Committee Meetings	
	Number eligible to attend	Number attended	Number eligible to attend	Number attended
Louise Eyres	7	7	3	3
Leesa Bauer	7	7	7	7
Ben Ismay	6	6	4	4
Stephen Mitchell	6	4	3	2
Craig Wearne	1	1	1	1
Rodney Barnaby	3	3	3	3
Nick de Groot	3	3	4	4
Louise Clarke	3	1	1	1

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' REPORT

30 June 2026

Information on Current Directors

Louise Eyres (Chair)

	Independent Non - Executive Director
Qualifications	Bachelor of Business (Mktg), Graduate Diploma International Trade, Master of Business Administration, GAICD
Experience	With a decade of service in board director and advisor roles across numerous sectors including resources, manufacturing, financial services, sport, retail, and start-up accelerators, Louise offers a broad perspective on strategic decision-making. Louise also holds positions as a Non-Executive Director of Australian Ethical Superannuation, Hunter Water Corporation, Netball Australia, Garden Village, Afford and Netball World Cup 27. She is also an advisory board to NSW Government's Rural Assistance Authority and advisor through C3C Advisory

Leesa Bauer

	Independent Non - Executive Director
Qualifications	Bachelor of Science, Diploma of Education, Masters in Business Information technology
Experience	Prior to her work as a non-executive director, Leesa spent over 20 years in the banking and finance sector, where she led large-scale technology infrastructure projects and managed complex business operations. She is now a nonexecutive director on two other boards, bringing strategic insight and governance expertise. Leesa's expertise spans digital transformation, cybersecurity, data privacy, risk management, and digital marketing - skills that drive her commitment to enhancing the lives of the people and communities she serves.

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' REPORT

30 June 2026

Information on Current Directors (continued)

Ben Ismay

	Independent Non - Executive Director
Qualifications	Bachelor of Actuarial Studies, Bachelor of Commerce (Finance and Accounting), Graduate Diploma of Chartered Accounting, Certificate of Public Practice (CAANZ).
Experience	After beginning his career in Canberra as a policy advisor in the Department of Finance and the Australian National Audit Office, Ben transitioned to the private sector in 2005 and has spent the last 2 decades working in the field of business reconstruction and turnaround. Throughout his career, Ben has advised a diverse portfolio of clients from small enterprises to large corporations across industries such as construction, hospitality, transport, retail, and professional services, with much of his work involving complex stakeholder negotiations, forensic financial analysis and strategic planning. Ben is a Chartered Accountant, a professional member of the Australian Restructuring, Insolvency and Turnaround Association and is a Registered Liquidator.

Stephen Mitchell

	Independent Non - Executive Director
Qualifications	Bachelor of Commerce (Accounting), Member of Chartered Accountants Australia and New Zealand (CA)
Experience	Steve is an executive leader with experience across a number of industry sectors including education, local government, health, energy, telecommunications and fast-moving consumer goods. Steve is currently the Business Manager at St Columba Anglican School, and also serves as the Board Chair of the Hastings River Cricket Association and is a member of the Anglican Diocese of Grafton Finance Committee. In addition to his strong finance background, Steve possesses strong strategic business planning, commercial management and stakeholder and community engagement skills.

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' REPORT

30 June 2026

Information on Current Directors (continued)

Craig Wearne

	Casual Non-Executive Director
Qualifications	MBA and Master of Risk Management Graduate of the AICD Company Directors Course
Experience	Craig joined the Hastings Co-Operative Board in May 2026 and serves on the Finance, Risk and Audit Committee. He brings extensive governance and executive leadership experience from the aged care and community sectors, including nine years as CEO of Garden Village Port Macquarie. Craig also serves on the boards of Northern Coalfields Community Care and St Andrews Aged Care.

Acknowledgements

The Board of Directors wishes to extend to all shareholder members their appreciation for the support given to the Co-operative during the year.

Shareholder members' support, and that of the community is appreciated and remains a crucial factor for the success of the Co-operative.

To the executive and all staff, we offer our sincere thanks for your loyalty and co-operation throughout the past year.

Signed in accordance with a resolution of the Board of Directors:

Chairperson:.....

Director:.....

Ben Ismay

Dated: 16 October 2026

NorthCorp
Audit services

AUDITOR'S INDEPENDENCE DECLARATION

Under Section 307C of the Corporations Act 2001

To the Directors of Hastings Co-operative Limited

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2026 there have been no contraventions of:

(i) the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and

(ii) any applicable code of professional conduct in relation to the audit.

NORTHCORP ACCOUNTANTS

Darren Johnson
Lead Auditor
Registered Company Auditor

3/80 High Street
WAUCHOPE NSW 2446

Dated: 16 October 2026

NorthCorp Audit Services Pty Ltd ABN 31 695 284 514
T 02 6588 4444 | F 02 6583 4527 | E northcorp@northcorp.com.au | www.northcorp.com.au
Suites 1-3 Bourne House, 10-12 Short Street, Port Macquarie NSW 2444
3/80 High Street, Wauchope NSW 2446 | PO Box 166, Port Macquarie NSW 2444
Liability limited by a scheme approved under Professional Standards Legislation

CHARTERED ACCOUNTANTS
AUSTRALIA + NEW ZEALAND

Hastings Co-operative Limited

ABN: 86 601 035 121

STATEMENT OF COMPREHENSIVE INCOME

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
Sale of goods	3	**25,922,847**	18,940,527
Other income	3	**2,616,648**	4,621,388
		28,539,495	23,561,915
Changes in inventories	4	**373,816**	60,475
Inventory purchases	4	**(22,423,743)**	(16,011,807)
Bad and doubtful debts expense	4	**(11,189)**	33,860
Depreciation and amortisation expense	4	**(462,508)**	(372,503)
Employee benefits expense		**(2,783,157)**	(3,199,135)
Finance costs	4	**(90,350)**	(365,055)
Other expenses		**(3,278,761)**	(3,452,694)
		(28,675,892)	(23,306,859)
Profit/(loss) before income tax		**(136,397)**	255,056
Income tax (expense) / benefit	6	**(5,451)**	(27,683)
Profit/(loss) from continuing operations		**(141,848)**	227,373
Profit/(loss) from discontinued operations after tax	5	**-**	9,129,790
Profit/(loss) attributable to members of the Co-operative		**(141,848)**	9,357,163
Other comprehensive income for the year			
Net gain/(loss) on revaluation of land and buildings, net of tax		**-**	6,433,454
Total other comprehensive income for the year		**-**	6,433,454
Total comprehensive income for the year		**(141,848)**	15,790,617

The accompanying notes form part ot these financial statements.

Hastings Co-operative Limited

ABN: 86 601 035 121

STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

	Note	2026 $	2025 $
ASSETS			
Current Assets			
Cash and cash equivalents	7	**3,692,197**	4,933,804
Trade and other receivables	8	**576,473**	633,974
Inventories	9	**960,656**	586,838
Other assets	10	**16,605**	346,275
Total Current Assets		**5,245,931**	6,500,891
Non-Current Assets			
Investment property	11	**19,750,000**	19,750,000
Property, plant and equipment	12	**5,517,368**	5,183,280
Right-of-use assets	13	**48,114**	99,777
Intangible assets	14	**234,391**	236,533
Deferred tax assets	15	**134,446**	139,897
Total Non-Current Assets		**25,684,319**	25,409,487
TOTAL ASSETS		**30,930,250**	31,910,378
LIABILITIES			
Current Liabilities			
Trade and other payables	16	**1,582,154**	1,204,485
Borrowings	17	**105,185**	123,688
Short-term provisions	19	**220,183**	216,619
Lease liabilities	20	**31,725**	58,388
Other liabilities	21	**47,846**	51,027
Total Current Liabilities		**1,987,093**	1,654,207

The accompanying notes form part ot these financial statements.

Hastings Co-operative Limited

ABN: 86 601 035 121

STATEMENT OF FINANCIAL POSITION

As at 30 June 2026

	Note	2026 $	2025 $
Non-Current Liabilities			
Borrowings	17	**1,071,139**	2,164,570
Members' shares	18	**1,017,848**	1,046,511
Long-term provisions	19	**83,713**	116,552
Lease liabilities	20	**30,762**	46,995
Total Non-Current Liabilities		**2,203,462**	3,374,628
Total Liabilities		**4,190,555**	5,028,835
NET ASSETS		**26,739,695**	26,881,543
EQUITY			
Reserves	22	**18,240,060**	18,240,060
Retained earnings		**8,499,635**	8,641,483
TOTAL EQUITY		**26,739,695**	26,881,543

The accompanying notes form part ot these financial statements.

Hastings Co-operative Limited

ABN: 86 601 035 121

STATEMENT OF CHANGES IN EQUITY

For the Year Ended 30 June 2026

2026

	Retained Earnings	Asset Revaluation Reserve	Total
	$	$	$
Balance at 1 July 2025	**8,641,483**	**18,240,060**	**26,881,543**
Profit / (loss) attributable to members of the Co-operative	**(141,848)**	**-**	**(141,848)**
Other comprehensive income	**-**	**-**	**-**
Total comprehensive income for the year	**(141,848)**	**-**	**(141,848)**
Balance at 30 June 2026	**8,499,635**	**18,240,060**	**26,739,695**

2025

	Retained Earnings	Asset Revaluation Reserve	Total
	$	$	$
Balance at 1 July 2024	(975,367)	12,066,293	11,090,926
Profit / (loss) attributable to members of the Co-operative	9,357,163	-	9,357,163
Other comprehensive income	-	6,433,454	6,433,454
Total comprehensive income for the year	9,357,163	6,433,454	15,790,617
Transfers to retained earnings from reserve	259,687	(259,687)	-
Balance at 30 June 2025	8,641,483	18,240,060	26,881,543

The accompanying notes form part ot these financial statements.

Hastings Co-operative Limited

ABN: 86 601 035 121

STATEMENT OF CASH FLOWS

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
Cash flows from operating activities:			
Receipts from customers		**31,300,957**	74,214,455
Payments to suppliers and employees		**(30,674,367)**	(79,850,960)
Other income		**-**	2,982,871
Interest received		**117,986**	19,719
Finance costs		**(90,350)**	(855,196)
Net cash provided by (used in) operating activities		**654,226**	(3,489,111)
Cash flows from investing activities:			
Proceeds from sale of property, plant and equipment		**114,146**	14,999,127
Proceeds from sale of intangible assets		**-**	311,147
Purchase of property, plant and equipment		**(826,486)**	(208,000)
Net cash provided by (used in) investing activities		**(712,340)**	15,102,274
Cash flows from financing activities:			
Proceeds from lease incentivies		**(28,663)**	(55,124)
Repayment of borrowings		**(1,111,934)**	(3,900,000)
Payment of principal portion of lease liabilities		**(42,896)**	(3,357,119)
Net cash provided by (used in) financing activities		**(1,183,493)**	(7,312,243)
Net increase (decrease) in cash and cash equivalents		**(1,241,607)**	4,300,920
Cash and cash equivalents at beginning of financial year		**4,933,804**	632,884
Cash and cash equivalents at end of financial year	7	**3,692,197**	4,933,804

The accompanying notes form part ot these financial statements.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 1 General Information and Basis of Preparation

General Information

The financial statements are for Hastings Co-operative Limited (the Co-operative) as an individual entity. The Cooperative is a for-profit Co-operative under the Co-operatives National Law (NSW), incorporated and domiciled in Australia.

The financial report was authorised for issue by the Board of Directors on 16 October 2026.

Registered Office

Level 1, 9-13 High Street in Wauchope NSW 2446.

Basis of Preparation

The Financial Report of the Co-operative:

- Is a general purpose financial report;
- Has been prepared in accordance with the Co-operatives National Law (NSW);
- Has been prepared in accordance with the Australian Accounting Standards – Simplified Disclosures issued by the Australian Accounting Standards Board (AASB), including AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities;
- Is presented in Australian dollars, with all values rounded to the nearest dollar;
- Has been prepared on a going concern and accruals basis and is based on historical costs, except for certain assets and liabilities measured at fair value;
- Has amended comparative figures when required by Australian Accounting Standards; and
- Contains material accounting policy information that has been consistently applied to all periods presented, unless otherwise stated.

Current versus Non-Current Classification

The Co-operative presents assets and liabilities in the Balance Sheet based on current / non-current classification.

Assets

An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period; or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

Liabilities

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 1 General Information and Basis of Preparation (continued)

General Information (continued)

Current versus Non-Current Classification (continued)

- It is due to be settled within twelve months after the reporting period; or
- There is no substantive right to defer the settlement of the liability for at least twelve months after the
- reporting period.

The Co-operative classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current.

Adoption of New and Revised Accounting Standards

First-time Adoption of AASB 1060 Simplified Disclosures

For the year ended 30 June 2026 the Co-operative has adopted AASB 1060 for the first time. In prior reporting periods, the Co-operative prepared general purpose financial statements in accordance with Australian Accounting Standards with full disclosure requirements (Tier 1).

The adoption of AASB 1060 represents a change in the financial reporting framework relating only to disclosure requirements. The Co-operative continues to apply the same recognition and measurement requirements of Australian Accounting Standards that were applied in previous reporting periods.

Accordingly***:***

- there has been no change to the recognition or measurement of the Co-operative's assets, liabilities, equity, income or expenses;
- comparative financial information has not been restated other than where necessary to comply with the presentation and disclosure requirements of AASB 1060; and
- the transition to AASB 1060 has had no impact on the reported financial position, financial performance or cash flows of the Co-operative.

The principal effect of adopting AASB 1060 has been a reduction in the volume of disclosures included in the financial statements while continuing to provide information considered relevant to users.

The accounting policies adopted in these financial statements are consistent with those applied in the previous reporting period unless otherwise stated.

Critical Accounting Estimates and Judgements

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

Key estimates - Impairment

The Co-operative assesses impairment at the end of each reporting period by evaluating conditions specific to the Cooperative that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 2 Correction of Prior Period Error

Corrections to opening balances in the 2026 financial report were required, as a result of the subsequent identification of prior year errors, mainly in connection with the an overestimate of tax payable to the Australian Taxation Office in relation to the Co-operative's fuel business unit.

The correction of these prior period errors resulted in the following restatements of opening balances and comparative figures in the 2026 financial report.

	Balance as per 2025 Financial Report	2026 Adjustments	Restated 2025 Comparative Balances in 2026 Financial Report
	$	$	$
Statement of Financial Position			
Current tax liability	**510,606**	**(510,606)**	**-**
Retained earnings as at 1 July 2025	**8,130,877**	**510,606**	**8,641,483**
Statement of Comprehensive Income			
Income tax expense (continued)	**40,047**	**(12,364)**	**27,683**
Income tax expense (discontinued)	**1,613,850**	**(498,242)**	**1,115,608**

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 3 Revenue and Other Income

The Co-operative derives revenue from the transfer of goods and services at a point in time in the following major product lines:

	Note	2026 $	2025 $
Continued operations			
Revenue from sales of goods and services	3(a)	**25,922,847**	18,940,527
Other income	3(b)	**2,616,648**	4,621,388
Total Revenue		**28,539,495**	23,561,915
(a) Revenue Disaggregation			
The revenue is disaggregated by business divisions:			
Liquor Division		**1,271,278**	1,428,327
Energy Division		**24,651,569**	17,512,200
		25,922,847	18,940,527
Timing of revenue recognition			
Goods and services transferred to customers:			
- at a point in time		**25,922,847**	18,940,527
(b) Other Income			
Interest received		**117,986**	19,719
Rent received		**1,081,434**	363,365
Rebates, commissions and other revenue		**1,359,857**	4,030,688
Gain on disposal of non-current assets		**57,371**	207,616
		2,616,648	4,621,388
(c) Revenue and other income from discontinued operations			
- Supermarkets and Liquor		**-**	51,413,481
- Other Sales		**-**	98,021
- Gain on disposal of non-current assets		**-**	12,624,511
- Rural		**-**	460
Total revenue and other income from discontinuing operations	5	**-**	64,136,473

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 3 Revenue and Other Income (continued)

Accounting Policy

Sale of goods - retail

Revenue from the sale of goods is recognised at the time when the Co-operative sells a product or delivers a service to the customer.

Interest received

Interest income is recognised using the effective interest method.

Rent received

Investment properties are leased to tenants under operating leases with rentals payable weekly.

Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO), in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item.

Note 4 Profit / (Loss) for the Year

(a) Expenses

Profit / (loss) before income tax from continuing operations includes the following specific expenses:

	2026 $	2025 $
Cost of Sales	**22,049,927**	15,951,332
Finance Costs		
Interest on borrowings	**85,007**	358,060
Interest on lease liabilities	**5,343**	6,995
Total finance costs	**90,350**	365,055
Depreciation and Amortisation Expense		
Depreciation		
Property, plant and equipment	**407,810**	318,259
Amortisation		
Computer software	**2,142**	4,750
Right-of-Use Assets	**52,556**	49,494
	54,698	54,244
Total depreciation and amortisation expense	**462,508**	372,503

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 4 Profit / (Loss) for the Year (continued)

Expenses (continued)

	2026 $	2025 $
Bad and Doubtful Debts		
Trade receivables	**11,189**	(33,860)
Total bad and doubtful debts expense	**11,189**	(33,860)
Loss on Disposal of Property, Plant and Equipment	**28,549**	30,755

Note 5 Discontinued Operations

The financial performance of the discontinued operation to the date of closure, which is included in the profit/(loss) from discontinued operations per the statement of comprehensive income, is as follows:

	2026 $	2025 $
Revenue	-	64,136,473
Expenses	-	(53,891,075)
	-	10,245,398
Income tax (expense) / benefit	-	(1,115,608)
Profit / (loss) attributable to members of the Co-operative	-	9,129,790

In March 2025 the Co-operative sold its four IGA Supermarket businesses to Ritchies Group. The sale was effected after the Co-operative entered into a Memorandum of Understanding with Ritchies in June 2024 and the sale was approved by the members of the Co-operative in October 2024. The sale was necessary as the lease of the Sovereign Place IGA was not financially sustainable. As part of the contract of sale the Co-operative has committed to Ritchies to underwrite two-thirds of the rent payable by Ritchies in respect of the Sovereign Place IGA for the ten years to March 2035 to the extent that it exceeds 3% of Ritchies revenue at that location, capped at $2.4M over ten years.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 6 Income Tax Expense

(a) The components of tax expense comprise:

	2026	2025
	$	$
Current tax expense / (income)	-	-
Deferred tax arising from the origination and reversal of temporary differences	**5,451**	27,683
	5,451	27,683

(b) The prima facie tax on profit / (loss) before income tax expense is reconciled to the income tax expense as follows:

Prime facie tax on profit / (loss) before income tax expense at 30% (2025: 30%)	**(40,919)**	76,517
Add:		
Tax effect of:		
- other non-allowable items	**161**	186
	(40,758)	76,703
Less:		
Tax effect of:		
- movement in deferred tax liabilities relating to property, plant and equipment not accounted for	**70,950**	13,594
- recoupment of prior year tax losses not previously brought to account	**(24,741)**	(62,614)
	46,209	(49,020)
Income tax (benefit) / expense attributable to the Co-operative	**5,451**	27,683

Note 7 Cash and Cash Equivalents

Cash at bank and on hand	**3,692,197**	4,933,804

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 8 Trade and Other Receivables

	Note	2026 $	2025 $
Current			
Trade receivables		**576,479**	568,508
Allowance for expected credit losses		**(14,134)**	(10,391)
		562,345	558,117
Other receivables		**14,128**	75,857
Total current trade and other receivables		**576,473**	633,974

Accounting Policy

Trade Receivables

A receivable is recognised if an amount of consideration that is unconditional is due from the customer. Accounts receivable are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected credit losses (ECLs).

Expected Credit Losses

For trade receivables, the Co-operative applies a simplified approach in calculating ECLs.

Note 9 Inventories

Current			
Finished goods at cost		**960,656**	586,838

Accounting Policy

Inventories are measured at the 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.

Note 10 Other Assets

Current			
Prepayments		**16,605**	346,275

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 11 Investment Property

	2026	2025
	$	$
Investment property at valuation	**19,750,000**	19,750,000
Movement in Carrying Amount		
Balance at beginning of year	**19,750,000**	-
Transfer from property, plant and equipment	**-**	19,750,000
Net gain (loss) from fair-value adjustment	**-**	-
Balance at end of year	**19,750,000**	19,750,000

Accounting Policy

Investment property, comprising retail property, is held to generate long-term rental yields. All tenant leases are on an arm's length basis. Investment property is carried at valuation. The fair value of investment property is based on periodic valuations performed by independent external valuers at least once in every five years. Increases and decreases in the carrying amount arising on revaluation of investment property is recognised as income or expense.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 12 Property, Plant and Equipment

	2026 $	2025 $
Land and Buildings		
Freehold land		
Freehold land at independent valuation	**2,375,000**	2,375,000
Buildings		
Buildings and improvements at independent valuation	**925,000**	925,000
Less accumulated depreciation	**(23,125)**	-
Total buildings	**901,875**	925,000
Total land and buildings	**3,276,875**	3,300,000
Plant and equipment		
Plant and equipment at cost	**4,696,646**	4,172,311
Less accumulated depreciation	**(2,456,153)**	(2,289,031)
Total plant and equipment	**2,240,493**	1,883,280
Total property, plant and equipment	**5,517,368**	5,183,280

(a) Movements in Carrying Amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Freehold land $	Buildings and improvements $	Plant and equipment $	Total $
Balance at 1 July 2025	**2,375,000**	**925,000**	**1,883,280**	**5,183,280**
Additions	**-**	**-**	**826,486**	**826,486**
Disposals	**-**	**-**	**(84,588)**	**(84,588)**
Revaluation increment (decrement)	**-**	**-**	**-**	**-**
Depreciation expense	**-**	**(23,125)**	**(384,685)**	**(407,810)**
Balance at 30 June 2026	**2,375,000**	**901,875**	**2,240,493**	**5,517,368**

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 12 Property, Plant and Equipment (continued)

Historical Cost

If the Co-operative were to use the cost model, the carrying amounts of land buildings would be as follows:

	2026	2025
	$	$
Cost	**1,143,000**	1,143,000
Accumulated depreciation	**(66,575)**	(38,000)
Net book value	**1,076,425**	1,105,000

Accounting Policy

Each class of property, plant and equipment is carried at cost or fair value as indicated less, where applicable, accumulated depreciation and any impairment losses.

Property

Freehold land and buildings are shown at their fair value (being the amount for which an asset could be exchanged between knowledgeable willing parties in an arm's length transaction) less accumulated impairment losses and accumulated depreciation for buildings. The fair value of freehold land and buildings is based on periodic valuations performed by independent external valuers at least once in every five years.

Plant and equipment

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Buildings and improvements	40 years
Plant and equipment	2 to 20 years

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year and adjusted prospectively, if appropriate.

Impairment

The Co-operative assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Co-operative estimates the asset’s recoverable amount.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 13 Right of Use Assets

Non-Current

	2026	2025
	$	$
Leased buildings	**279,668**	277,528
Accumulated amortisation	**(231,554)**	(177,751)
Net carrying amount	**48,114**	99,777

(a) Movement in carrying amounts

	Leased Buildings	Leased Plant and Equipment	Total
	$	$	$
Year ended 30 June 2026			
Balance at beginning of year	**99,777**	**-**	**99,777**
Adjustments to right-of-use assets	**893**	**-**	**893**
Amortisation charge	**(52,556)**	**-**	**(52,556)**
Balance at end of year	**48,114**	**-**	**48,114**

Terms and conditions of leases

Buildings

The Co-operative leases its corporate office and 1 commercial building to operate its business divisions. The leases are generally between 3 - 10 years and some of the leases include a renewal option to allow the Co-operative to renew for up to twice the non-cancellable lease term. The commercial lease generally contain an annual pricing mechanism based on CPI movements at the anniversary of each lease inception.

Accounting Policy

The Co-operative assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Co-operative as a lessee

The Co-operative applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 13 Right of Use Assets (continued)

Right-of-use assets

The Co-operative recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. 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 depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Buildings	25 years
Plant and equipment	5 years

(b) Amounts recognised in the statement of comprehensive income

The amounts recognised in the statement of comprehensive income relating to leases where the Co-operative is the lessee in the lease transaction are disclosed in accordance with AASB 16 as follows:

	Note	2026 $	2025 $
Interest expense on lease liabilities	4(a)	**(5,343)**	(6,995)
Depreciation of right-of-use assets	4(a)	**(52,556)**	(49,494)
		(57,899)	(56,489)

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 14 Intangible Assets

	2026 $	2025 $
Goodwill		
Cost	**234,033**	234,033
Accumulated impairment losses	**-**	-
Net carrying amount	**234,033**	234,033
Computer software		
Cost	**183,323**	183,323
Accumulated amortisation and impairment	**(183,323)**	(183,323)
Net carrying value	**-**	-
Other intangible assets		
Cost	**15,000**	15,000
Accumulated amortisation and impairment	**(14,642)**	(12,500)
Net carrying amount	**358**	2,500
Total intangible assets	**234,391**	236,533

Goodwill is allocated to the Co-operative's Enterprise Car Rental business which has been identified as a cash generating unit.

(a) Movements in Carrying Amounts

	Computer software $	Other intangible Assets $	Goodwill $	Total $
Year ended 30 June 2026				
Balance at the beginning of year	**-**	**2,500**	**234,033**	**236,533**
Amortisation charge	**-**	**(2,142)**	**-**	**(2,142)**
Balance at 30 June 2026	**-**	**358**	**234,033**	**234,391**

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 14 Intangible Assets (continued)

Accounting Policy

Goodwill

Goodwill is initially measured at cost (being the excess of the aggregate of the consideration transferred and the amount recognised for non-controlling interests and any previous interest held over the net identifiable assets acquired and liabilities assumed).

After initial recognition, goodwill is measured at cost less any accumulated impairment losses. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Co-operative's CGUs that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those units.

Where goodwill has been allocated to a CGU and part of the operation within that unit is disposed of, the goodwill associated with the disposed operation is included in the carrying amount of the operation when determining the gain or loss on disposal. Goodwill disposed in these circumstances is measured based on the relative values of the disposed operation and the portion of the CGU retained.

Impairment

Goodwill is tested for impairment annually and when circumstances indicate that the carrying value may be impaired. Impairment is determined for goodwill by assessing the recoverable amount of each CGU (or group of CGUs) to which the goodwill relates. When the recoverable amount of the CGU is less than its carrying amount, an impairment loss is recognised. Impairment losses relating to goodwill cannot be reversed in future periods.

Note 15 Tax

(a) Assets

Non-Current

Deferred Tax Assets	Opening Balance $	Charged to Income $	Charged Directly to Equity $	Closing Balance $
2026				
Provisions	108,726	(15,732)	-	92,994
Allowance for expected credit losses	3,117	1,123	-	4,240
Lease liabilities and right of use assets	1,682	2,631	-	4,313
Other	26,372	6,527	-	32,899
Balance at 30 June 2026	139,897	(5,451)	-	134,446

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 16 Trade and Other Payables

	Note	2026 $	2025 $
Current			
Unsecured liabilities			
Trade payables		**1,457,507**	1,037,315
Other payables and accrued expenses		**124,647**	167,170
		1,582,154	1,204,485

Accounting Policy

Trade payables are generally on 30 day terms. Trade and other payables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method. The carrying value of trade and other payables approximates their fair value.

Note 17 Borrowings

Current			
Secured liabilities			
Commercial loans		**105,185**	123,688
Total current borrowings		**105,185**	123,688
Non-Current			
Secured liabilities			
Commercial loans		**1,071,139**	2,164,570
Total non-current borrowings		**1,071,139**	2,164,570
Total borrowings		**1,176,324**	2,288,258
Total current and non-current secured liabilities			
Commercial loans		**1,000,000**	2,000,000
Equipment loans		**176,324**	288,258
		1,176,324	2,288,258

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 17 Borrowings (continued)

Security Details

The bank loan is secured by registered first mortgage over freehold land and buildings of the Co-operative and a fixed and floating charge over all the assets of the Co-operative.

The carrying amount of non-current assets pledged as security for interest-bearing loans and borrowings are:

The carrying amounts of non-current assets pledged as security are:

	2026	2025
	$	$
Freehold land and buildings	**3,276,875**	3,300,000
Investment property	**19,750,000**	19,750,000
Plant and equipment	**2,240,493**	1,883,280
	25,267,368	24,933,280

Financial assets pledged as security

Cash and cash equivalents	**3,692,197**	4,933,804
Trade and other receivables	**576,473**	633,974
	4,268,670	5,567,778

Financial Covenants

Covenants within the Co-operative's business finance agreement with its banker, and letters of variations to borrowings, require compliance with the following financial undertakings:

- Yearly management accounts to be provided to the bank within 90 days of the close of each year.
- Audited financial reports to be provided to the bank within 140 days of the close of each year.
- Debt Service Cover (DSC) of not less than 1.25 times

Accounting Policy

Financial liabilities at amortised cost (loans and borrowings)

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest (EIR) method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 17 Borrowings (continued)

Accounting Policy (continued)

Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of an asset that necessarily takes a substantial period of time to get ready for its intended use or sale are capitalised as part of the cost of the asset. All other borrowing costs are expensed in the period in which they occur. Borrowing costs consist of interest and other costs that the Co-operative incurs in connection with the borrowing of funds.

Note 18 Members' Shares

	2026 $	2025 $
Non Current		
Fully paid ordinary shares	**1,017,848**	1,046,511
Ordinary Shares		
Balance at the beginning of the financial year	**1,046,511**	1,101,635
Allotment of shares	**40**	55
Shares bought back during the year	**(27,910)**	(55,445)
Shares forfeited	**(793)**	-
Shares previously forfeited, reinstated	**-**	266
Balance at the end of the financial year	**1,017,848**	1,046,511

Accounting Policy

Members' Shares

Members' shares were initially recognised in equity. In accordance with the requirements of International Financial Reporting Standards, members' shares were reclassified as non-current liabilities in the Statement of Financial Position. In accordance with UIG Interpretation 2, dividends relating to members' shares are recognised as an expense in profit or loss.

Note 19 Provisions

	Employee benefits $	Total $
Opening balance at 1 July 2025	**333,171**	**333,171**
Provisions used	**(29,275)**	**(29,275)**
Balance at 30 June 2026	**303,896**	**303,896**

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 19 Provisions (continued)

Analysis of Total Provisions

	2026	2025
	$	$
Current	**220,183**	216,619
Non-current	**83,713**	116,552
	303,896	333,171

Accounting Policy

Employee Benefits

Provision is made for the Co-operative's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on-costs. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to the probability that the employee may not satisfy vesting requirements.

Superannuation

Contributions are made by the Co-operative to employee superannuation funds and are charged as expenses when incurred.

Note 20 Lease Liabilities

Lease liabilities accounted for in accordance with AASB 16 as disclosed in Note 13.

Current		
Lease liabilities	**31,725**	58,388
Non-Current		
Lease liabilities	**30,762**	46,995
Total Lease Liabilities	**62,487**	105,383

Note 21 Other liabilities

Current		
Income in advance	**47,846**	51,027

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 22 Reserves

Asset Revaluation Reserve

The asset revaluation reserve records revaluations of non-current assets.

Note 23 Auditor's Remuneration

	2026	2025
	$	$
Remuneration of the auditor of the Co-operative for:		
Auditing the financial report	**46,000**	66,070
Internal audit services	**-**	8,500
Taxation services	**-**	32,350
Other services	**7,000**	-
	53,000	106,920

Note 24 Capital Risk Management

The Directors and management ensure there is sufficient capital for the Co-operative to fund its operations and continue as a going concern. The Co-operative relies on debt finance and working capital for its sources of funds. The Board of Directors and management review working capital requirements on a regular monthly basis.

Note 25 Capital Commitments

(a) Capital Expenditure Commitments

Capital expenditure commitments contracted for:		
Property, plant and equipment	**31,706**	-
	31,706	-
Payable:		
- not later than 1 year	**31,706**	-

Note 26 Contingent Liabilities

(a) Ampol Australia Petroleum Pty Ltd

Ampol Australia Petroleum Pty Ltd has a fixed and floating charge over the petroleum assets of the Co-operative.

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 26 Contingent Liabilities (continued)

(b) Redspot Franchising Pty Ltd

The Co-operative has a banker's guarantee in favour of Redspot Franchising Pty Ltd totalling $50,000. The guarantee is secured over the Co-operative's assets. The guarantee is only payable in the event of economic loss caused to Redspot Franchising Pty Ltd by the Co-operative and its staff. To date there has been no event or events that would require the guarantee to be called upon.

(c) Ritchies Stores Pty Limited

As part of the sale of its supermarket and liquor businesses to Ritchies Stores Pty Ltd (Ritchies), the Co-operative entered into an underwriting arrangement in respect of the Sovereign Place Shopping Centre supermarket tenancy.

Under this arrangement, the Co-operative has agreed to underwrite a portion of the rental cost incurred by Ritchies for the Sovereign Place premises. If, in any quarter, the rent payable by Ritchies exceeds 3 per cent of the store's gross trading revenue, the Co-operative is required to reimburse two-thirds of the excess amount. Payments, where required, are made on a quarterly basis and are contingent upon the store's operating performance.

During the current financial year, an amount of $104,394 was paid under this arrangement. No provision has been recognised at reporting date, as the obligation to make future payments is dependent on the store's future revenue performance and therefore cannot be reliably measured. Any future payments will be recognised as an expense in the period in which the contingency is resolved.

Note 27 Related Party Transactions

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of the Co-operative, directly or indirectly, including any Director (whether executive or otherwise) of that entity. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The remuneration paid to key management personnel of the Co-operative is $ 930,641 (2025: $ 1,708,136).

Sales to KMP

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

Purchases from KMP

During the year ended 30 June 2026 no amounts (2025: $Nil) were paid to any director-related entity.

Shares held and acquired by KMP

	2026 No.	2025 No.
Aggregate number of shares held	**71**	50
Aggregate number of shares acquired/(redeemed)	**21**	(359)

Hastings Co-operative Limited

ABN: 86 601 035 121

NOTES TO THE FINANCIAL STATEMENTS

For the Year Ended 30 June 2026

Note 28 Financial Risk Management

Financial Risk Management Policies

The Co-operative's financial instruments consist mainly of cash and cash equivalents, accounts receivable and payable, bank overdraft facility and commercial loans.

The Directors of the Co-operative meet on a regular basis to analyse financial performance and to evaluate management strategies in the context of the most recent economic conditions and forecasts. Monthly financial management reports are reviewed by the Directors to assist in the evaluation of management strategies.

	Note	2026 $	2025 $
Financial assets			
Financial assets held at amortised cost			
Cash and cash equivalents	7	**3,692,197**	4,933,804
Trade and other receivables	8	**576,473**	633,974
Total financial assets		**4,268,670**	5,567,778
Financial liabilities			
Financial liabilities at amortised cost			
Trade and other payables	16	**1,582,154**	1,204,485
Bank loan	17	**1,000,000**	2,000,000
Equipment loan	17	**176,324**	288,258
Members' Shares	18	**1,017,848**	1,046,511
Lease liabilities	20	**62,487**	105,383
Total financial liabilities		**3,838,813**	4,644,637

Hastings Co-operative Limited

ABN: 86 601 035 121

DIRECTORS' DECLARATION

The Directors of the Co-operative declare that:

1. The financial statements, comprising the Statement of Comprehensive Income, Statement of Financial Position, Statement of Changes in Equity, Statement of Cash Flows and notes to and forming part of the financial statements, are in accordance with the *Co-operatives National Law (NSW)* and the *Corporations Act 2001* and:

   (a) comply with Australian Accounting Standards which, as stated in Accounting Policy Note 1 to the financial statements; and

   (b) give a true and fair view of the financial position of the Co-operative as at 30 June 2026 and of its performance for the year ended on that date.

2. In the Directors' opinion, there are reasonable grounds to believe that the Co-operative will be able to pay its debts as and when they become due and payable.

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

Chairperson:.....
Louise Eyres

Director:.....
Ben Ismay

Dated: 16 October 2026

NorthCorp
Audit services

INDEPENDENT AUDITOR'S REPORT

To the members of Hastings Co-operative Limited

Opinion

We have audited the accompanying financial report of Hastings Co-operative Limited, which comprises the Statement of Financial Position as at 30 June 2026, the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information, and the Directors' Declaration.

In our opinion:

(a) the financial report of Hastings Co-operative Limited is in accordance with the Co-operatives National Law (NSW) and the Corporations Act 2001, including:

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

(ii) complying with Australian Accounting Standards and the Corporations Regulations 2001; and

(b) the financial report also complies with International Financial Reporting Standards as disclosed in Note 1.

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 Co-operative 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* (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.

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 Co-operative's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

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

NorthCorp Audit Services Pty Ltd ABN 31 695 284 514

T 02 6588 4444 | F 02 6583 4527 | E northcorp@northcorp.com.au | www.northcorp.com.au
Suites 1-3 Bourne House, 10-12 Short Street, Port Macquarie NSW 2444
3/80 High Street, Wauchope NSW 2446 | PO Box 166, Port Macquarie NSW 2444
Liability limited by a scheme approved under Professional Standards Legislation

CHARTERED ACCOUNTANTS
AUSTRALIA + NEW ZEALAND

NorthCorp
Audit services

INDEPENDENT AUDITOR'S REPORT

To the members of Hastings Co-operative Limited

Directors' Responsibility for the Financial Report

The Directors of the Co-operative are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, the *Co-operatives National Law (NSW)* 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 Co-operative'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 Co-operative or to 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 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 Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Co-operative's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

NorthCorp Audit Services Pty Ltd ABN 31 695 284 514
T 02 6588 4444 | F 02 6583 4527 | E northcorp@northcorp.com.au | www.northcorp.com.au
Suites 1-3 Bourne House, 10-12 Short Street, Port Macquarie NSW 2444
3/80 High Street, Wauchope NSW 2446 | PO Box 166, Port Macquarie NSW 2444
Liability limited by a scheme approved under Professional Standards Legislation

CHARTERED ACCOUNTANTS
AUSTRALIA + NEW ZEALAND

NorthCorp
Audit services

INDEPENDENT AUDITOR'S REPORT

To the members of Hastings Co-operative Limited

Auditor's Responsibilities for the Audit of the Financial Report (continued)

- 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 Co-operative'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 Co-operative 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.

We communicate with the Directors, 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.

NorthCorp Accountants

Darren Johnson
Lead Auditor
Registered Company Auditor

3/80 High Street
Wauchope NSW 2446

Dated: 16 October 2026

NorthCorp Audit Services Pty Ltd ABN 31 695 284 514
T 02 6588 4444 | F 02 6583 4527 | E northcorp@northcorp.com.au | www.northcorp.com.au
Suites 1-3 Bourne House, 10-12 Short Street, Port Macquarie NSW 2444
3/80 High Street, Wauchope NSW 2446 | PO Box 166, Port Macquarie NSW 2444
Liability limited by a scheme approved under Professional Standards Legislation

CHARTERED ACCOUNTANTS
AUSTRALIA + NEW ZEALAND

End of Report

Our Business Locations

Cedar Service Station
4 High Street
WAUCHOPE
P: 6588 8931
Mon-Fri: 5:30am to 7:00pm
Sat-Sun: 7:00am to 6:00pm

Bulk Fuel Depot
229 High Street
WAUCHOPE
P: 6588 8930
Mon-Fri: 8:00am to 4:00pm
Sat-Sun: CLOSED

Bolwarra Service Station
12-14 Bolwarra Road
PORT MACQUARIE
P: 6588 8932
Mon-Fri: 5:30am to 6:00pm
Sat-Sun: 7:00am to 12:00pm

4 High Street
WAUCHOPE
P: 6588 8971
Monday: 11:00am to 6:00pm
Tue-Wed: 10:00am to 6:00pm
Thurs-Fri-Sat: 10:00am to 8:00pm
Sun: 10:00am to 5:00pm

Shop 1-2, 42 Hastings Street
WAUCHOPE NSW 2446
P: 6588 8999
www.hastingscoop.com.au
Mon-Fri: 9:00am to 4:00pm
Sat-Sun: CLOSED

12-14 Bolwarra Road
PORT MACQUARIE
P: 1300 668 846
Mon-Fri: 8:00am to 4:00pm
Sat-Sun: CLOSED

Thank you to all of our member shareholders who supported Hastings Co-op throughout the 2025/26 financial year!