

2024

ANNUAL REPORT



GOOGONG NSW

Where *you* belong



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Defining future places of *belonging*



Image: Shorehaven Estate, WA

Our Business

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

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

OUR Values

Our values are our shared beliefs that guide our everyday behaviour and decision making.



People *centric*

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



Creative *intelligence*

We are driven by imagination, innovation and future-focused thinking.

We also apply a considered and deliberate approach to design and solve problems creatively.



Unwavering *commitment*

We are tenacious, accountable and trusted to deliver quality.

OUR Vision

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

OUR Purpose

Defining future places of belonging.

Image: Flagstone City, QLD



FY24 Performance at a Glance

“Peet is well-positioned for FY25 with more than \$480 million in contracts on hand, and subject to continuing market conditions and the timing of settlements, expect to see earnings growth and strong operating cash flows.”

Brendan Gore

Managing Director and Chief Executive Officer

OPERATIONAL



2,504

LOTS SOLD¹

COMPARED TO
1,399 IN FY23



2,418

LOTS SETTLED¹

COMPARED TO
2,594 IN FY23



\$481.2m

CONTRACTS
ON HAND



72%

LAND BANK
ACTIVATION

¹ Includes equivalent lots.

NET OPERATING
PROFIT²

\$36.6m

-48% ON FY23

NTA

\$1.31

2% HIGHER
THAN AT
30 JUNE 2023



OPERATING EARNINGS
PER SHARE

7.77c

-47% ON FY23



DPS

4.25c

-43% ON FY23



EBITDA³
MARGIN

21%

-8% ON FY23



CASH & AVAILABLE
FACILITY⁴

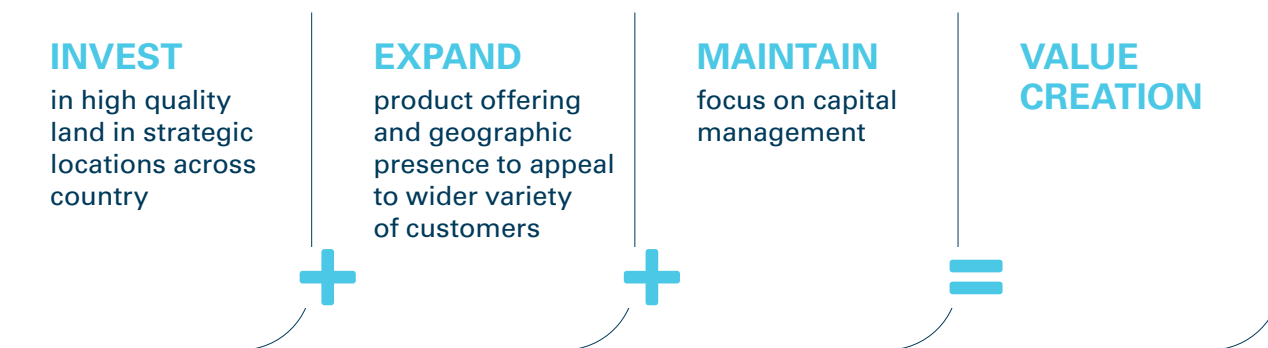
\$140m

AT 30 JUNE 2024

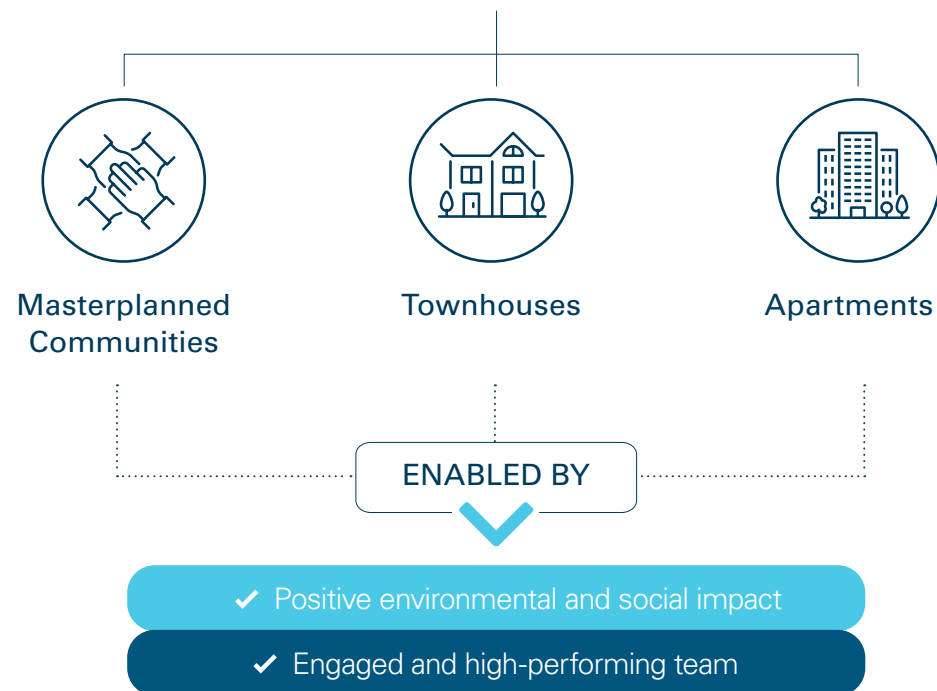
² Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains/(losses) arising from the effect of revaluing assets and liabilities and adjustments for realised/(unrealised) transactions outside the core ongoing business activities.
³ EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.
⁴ Including syndicates consolidated under AASB10

Group Strategy

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

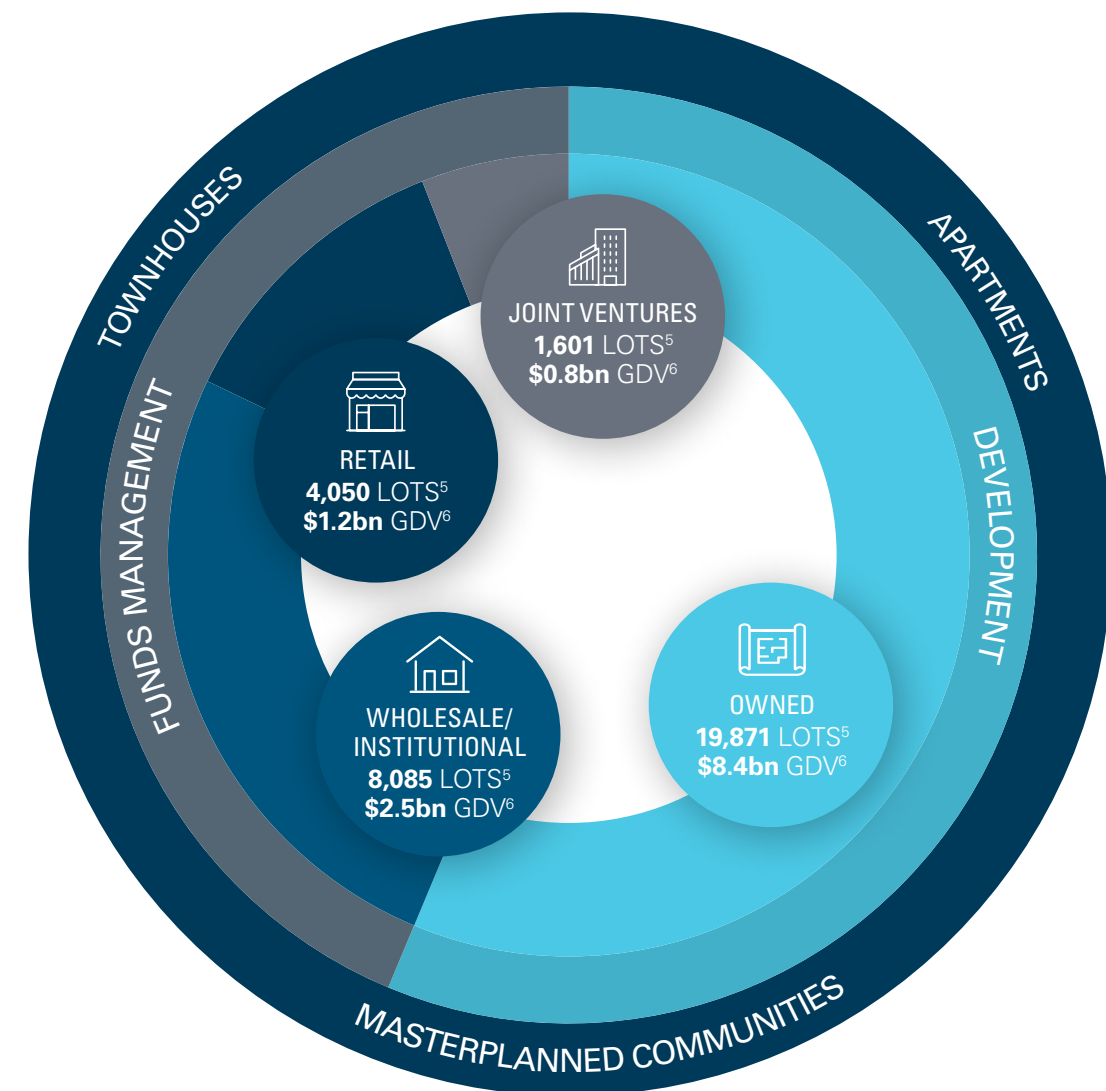


STRATEGIC Pillars



Business Model

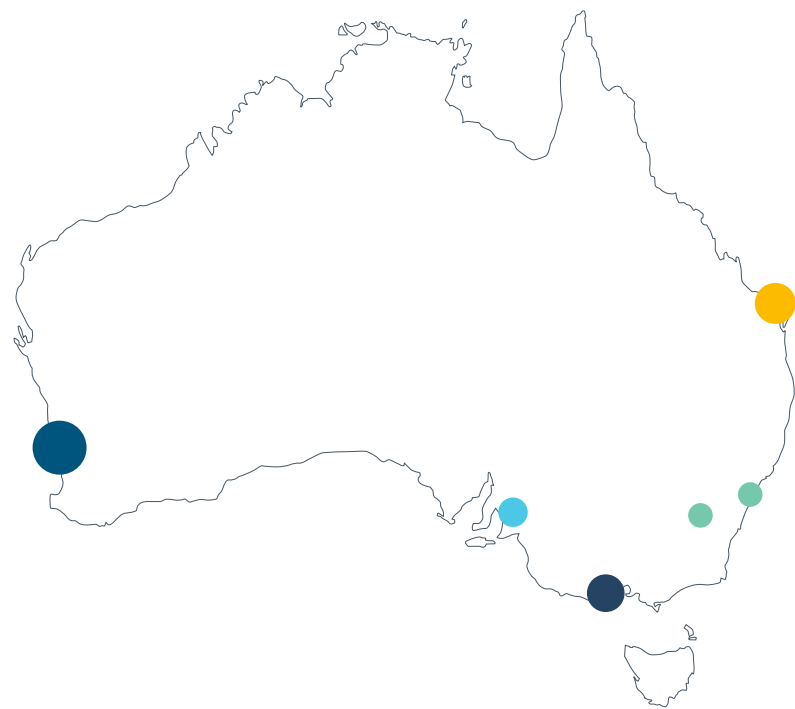
A unique funding model is one of Peet's key differentiators. It funds development through a combination of Company-owned Development projects, Funds Management projects and Joint Ventures, resulting in a capital efficient business model. Peet pioneered retail land syndication in Australia and its Funds Management and Joint Ventures businesses manage more than 13,700 lots⁵ across 19 projects providing opportunities for investors ranging from mums and dads to institutional and wholesale investors to participate in land development projects.



⁵ Includes equivalent lots.

⁶ Gross Development Value is the forecast future sales price of the remaining equivalent lots at 30 June 2024, subject to market conditions.

National Reach



⁷ Includes equivalent lots.

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

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

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

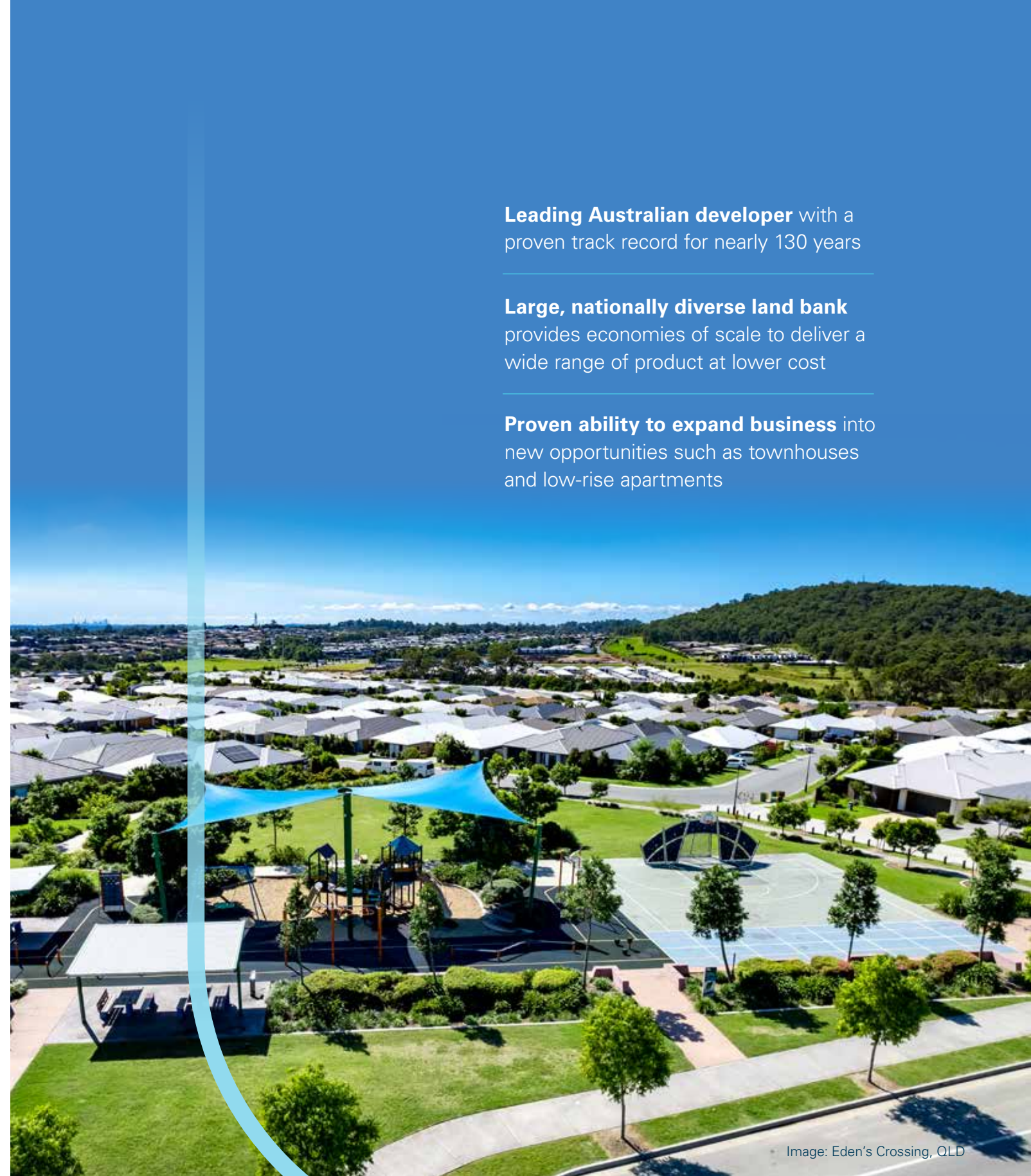


Image: Eden's Crossing, QLD

Chairman's Review

I am pleased to present the Annual Report for the year ended 30 June 2024.

Throughout FY24, there were mixed operating conditions across the country reinforcing the value of our geographically diversified portfolio. Peet's high-quality projects and strong record of navigating challenging market cycles ensured we were well positioned to respond. Through the execution of our strategy, disciplined approach to capital and the solid price growth experienced in WA, SA and QLD, the Group has delivered a solid result in line with expectations.

Peet achieved operating profit⁸ and statutory profit⁹ after tax of \$36.6 million for FY24, compared to \$70.1 million in FY23. The Group derived \$66.7 million in EBITDA¹⁰ during FY24 with an EBITDA¹⁰ margin of 21%, compared to the margin achieved in FY23 of 29%.

As we enter FY25, our contracts on hand benefit from price growth achieved during FY24 and provide the Group with a positive starting position and visibility of earnings for the year ahead.

Peet Managing Director and CEO, Brendan Gore, will provide a more detailed overview of our FY24 performance and future outlook in his operational review.

Disciplined Capital Management

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

More than 70% of the estates in the Group's land bank were under development as at 30 June 2024, with this expected to increase to approximately 84% over the next three years. Gearing¹¹ was 34.8% as at 30 June 2024, following the acquisition of the University of Canberra project, payment of instalments for Flagstone (Qld) and the increased development spend following strong sales activity.

With more than \$480 million of contracts on hand as at 30 June 2024, gearing¹¹ is expected to trend down during FY25 and cash inflows from operations (excluding any payments for land) are expected to increase materially.

During FY24, Peet:

- extended its on-market share buy-back of up to 5% of issued ordinary shares. As at 30 June 2024, we had acquired 21.0 million of our ordinary shares, representing approximately 86% of the total shares to be acquired; and
- refinanced \$75 million of wholesale bonds (matured on 7 June 2024) via a new issue of \$75 million of wholesale bonds, maturing 30 September 2029.

Since year end, the Company announced that the on-market share buy-back has been extended for a further 12 months to 1 September 2025.

Strong Shareholder Returns

Peet is pleased to have returned \$201 million¹² to shareholders since FY18 through fully franked dividends and our ongoing on-market share buy-back. Our disciplined application of our capital management framework and strong balance sheet drives shareholder benefits as our financial performance improves.

Subsequent to year end, the Directors declared a final dividend for FY24 of 2.75 cents per share, fully franked. This brings the total dividend for FY24 to 4.25 cents per share, fully franked. This compares to the FY23 dividend of 7.5 cents per share, fully franked. The final FY24 dividend is to be paid on Monday, 14 October 2024, with a record date of Wednesday, 11 September 2024.

As announced when Peet released its FY24 results, I have advised the Board that I shall retire from my position as Director and Chairman of Peet Limited, effective at the conclusion of the 2024 Annual General Meeting.

“Through the disciplined application of our capital management framework and strong balance sheet, we are pleased to have returned \$201 million to shareholders since FY18.”

It has been a privilege to lead the company for over 40 years and see its evolution into the modern and successful business it is today. Throughout that period the company has experienced considerable growth, from listing on the ASX in 2004, to our national expansion and acquisition of CIC Australia. Peet has established an exceptional reputation in the marketplace, which is underpinned by our strong relationships with capital and project partners. Next year Peet will celebrate its 130-year anniversary, and I'm proud to be leaving the business in a strong position for growth and continued success into the future. We have an exceptional land bank of properties for development across Australia. I leave the challenge now for the Board and management to maximise returns to shareholders.

Congratulations to Greg Wall AM who will become the Chairman of the Peet Board following my retirement. Greg has significant corporate experience, both as a successful CEO and company director, and I wish him the best in his role as Chairman of Peet.

Finally, I would like to thank and recognise my fellow Non-executive Directors and Managing Director and CEO, Brendan Gore, and extend our appreciation to our shareholders, partners and key stakeholders for their ongoing support of Peet and our management team. We look forward to sharing our progress with you throughout the next 12 months.

Tony Lennon

Chairman

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

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

¹⁰ EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.

¹¹ Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash) / (Total assets less cash, less intangible assets).

¹² Includes final FY24 dividend of 2.75 cents per share.

Managing Director and CEO's Review

Dear Shareholders,

I am pleased to report on the Group's performance for the year ended 30 June 2024. FY24 delivered a solid result in line with expectations, while maintaining a strong balance sheet and executing on our strategic objectives.

FY24 Results Highlights

The Peet Group achieved an operating profit¹³ and statutory profit¹⁴ after tax of \$36.6 million for the year ended 30 June 2024, compared to \$70.1 million in FY24.

The Group reported EBITDA¹⁵ of \$66.6 million during FY24, compared to \$107.0 million in FY23, with an EBITDA¹⁵ margin of 21%, compared to the margin achieved in FY23 of 29%.

While FY24 saw mixed operating conditions across the country, the Group achieved 2,504 sales¹⁶ compared to 1,399 sales¹⁶ in FY23 (up 79%), with strong residential markets prevailing in WA, Qld and SA partially offsetting those in Vic and ACT/NSW. While conditions in Vic and ACT/NSW were less favourable, Peet's current view is that these markets are likely at or approaching the bottom of their respective cycles, and are well positioned for a market recovery.

The market conditions across the Vic and ACT/NSW markets, where Peet has a number of high-margin projects, has resulted in lower sales and settlements in those markets. Furthermore, the sale of New Beith (Qld) in FY23 was another contributing factor to the reduction in EBITDA and the EBITDA margin.

The Group achieved 2,418 settlements¹⁶ across its Development, Funds Management and Joint Venture projects in FY24, compared to 2,594 settlements¹⁶ in FY23 (down 7%).

Heading into FY25, conditions in WA, Qld and SA continue to be strong supported by enquiries at elevated levels, while Vic and ACT/NSW continue to be challenging although enquiry trends have improved.

As at 30 June 2024, the Group had \$481.2 million worth of contracts on hand.

Delivering against our strategy

Peet is well positioned for growth and value creation through the execution of our strategic objectives for FY25 and beyond. The Group's land bank has an average age of 13 years and is weighted to the undersupplied east coast markets. With our key projects having environmental and planning approvals in place, and our strong balance sheet, we are well-positioned to accelerate production delivery to align with sales demand.

Peet will continue to balance our portfolio between land and built form projects, with a focus on increasing the Group's townhouse pipeline by targeting infill opportunities in major capital cities. Over the next three years, Peet has eight new projects, fully funded, to commence development which will increase our land bank activation to c. 84%.

Maintaining a disciplined approach to capital management will continue to be a core focus, including improving operating cash flows and reducing gearing. The Group will continue to consider capital management initiatives to further improve shareholder returns, including via the on-market share buy-back, which has reduced shares on issue by 4%.

Sustainability

Our purpose of *Defining future places of belonging* and our values are central to everything we do across our operations nationally. Our holistic approach to sustainability aims to create a positive impact across environmental and social pillars, underpinned by a strong governance framework. We prioritise initiatives that provide value and benefit for our various stakeholders, including our people, project partners, customers, communities and shareholders.

Supporting the mental wellbeing of our people and residents living in our communities remains a primary focus within our social sustainability strategy. Our goal is to cultivate places that are supportive and inclusive, where people feel they belong. Peet's partnership with Black Dog Institute and our mental health ambassadors, Perth Scorchers' players Jason Behrendorff and Piepa Cleary, enable Peet to deliver a comprehensive program of mental health education programs within the workplace and in our communities.

Through sport, we further extend community belonging and positive physical and mental wellbeing through our partnerships with the Perth Scorchers and the WA Cricket Foundation. Through all-abilities cricket workshops and supporting leadership programs for young Aboriginal people and young women, we are making a meaningful impact within the community.

In FY24, we were pleased to launch our Reflect Reconciliation Action Plan (**RAP**), formalising our long history of consulting and collaborating with Aboriginal and Torres Strait Islander Peoples across the country for many years. The RAP underpins our commitment to reconciliation and respectful and consistent cultural engagement across our projects nationally.

¹³ Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains / (losses) arising from the effect of revaluing assets and liabilities and adjustments for realised / (unrealised) transactions outside the core ongoing business activities.

¹⁴ Statutory profit after tax means net profit measured in accordance with Australian Accounting Standards, attributable to the owners of Peet Limited.

¹⁵ EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.

¹⁶ Includes equivalent lots.

Group Outlook

Peet expects that mixed market conditions will prevail during FY25. Demand and price growth is expected to continue in WA, Qld and SA, although will likely moderate. Residential markets in Vic and ACT/NSW are expected to remain challenging, although improvements in enquiries indicate to Peet that these markets are likely to be close to or at the bottom of their respective cycles.

Markets generally remain undersupplied, with underlying fundamentals remaining positive including low unemployment, wage growth and continuing elevated levels of overseas migration.

Peet will continue to focus on executing our strategic objectives and maintaining a disciplined approach to capital management. The Group remains well positioned to navigate the current environment, including having projects in Vic and ACT/NSW that are ready to benefit from a recovery in those markets and the capital to implement an appropriate delivery program in response.

Peet is well-positioned for FY25 with more than \$480 million in contracts on hand, and subject to continuing market conditions and the timing of settlements, expects to see earnings growth and strong operating cash flows. The high level of sales activity and price growth during FY24 supports an expectation of improved performance in FY25.

I would like to take the opportunity to thank and acknowledge Tony Lennon as he retires from his position as Chairman of the Peet Limited Board at the upcoming AGM. Across four decades, Tony has provided stewardship during a period that has seen Peet grow into one of the largest and most respected residential developers in Australia. Tony's commercial acumen and philanthropy is highly regarded amongst the business community and on behalf of the Board and Peet team, I would like to congratulate Tony on the legacy he has built and extend our heartfelt thanks for the significant contribution made at Peet over many years.

I'd like to recognise the appointment of Greg Wall AM to Chairman of Peet Limited and I look forward to working with Greg and the Board as we continue to grow the business. Thank you to the entire Peet Board for its support and guidance and to the management team and staff for their unwavering commitment in executing on the Group Strategy.

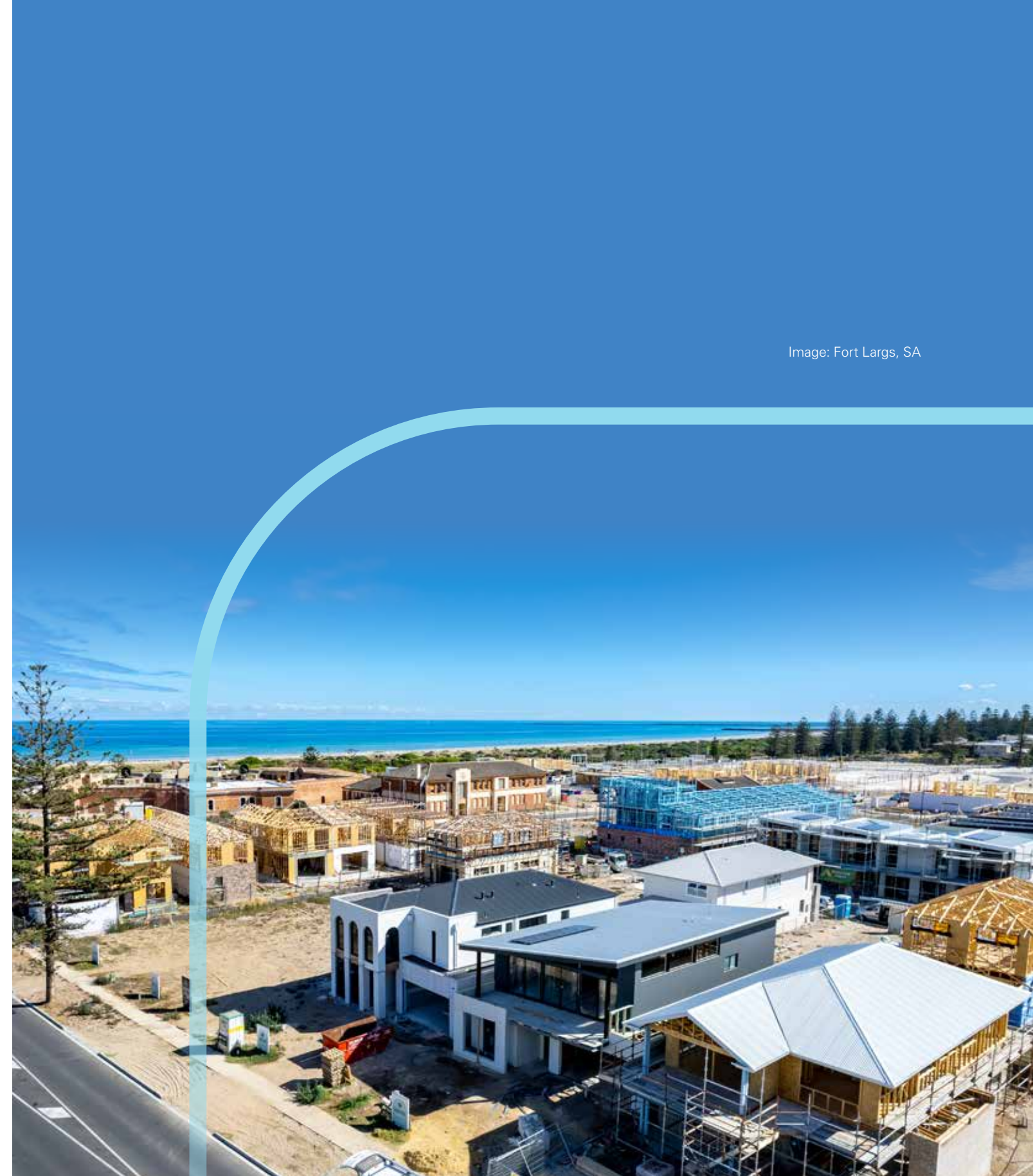
Lastly, thank you to our valued shareholders and partners for your continued support.

Brendan Gore

**Managing Director and
Chief Executive Officer**

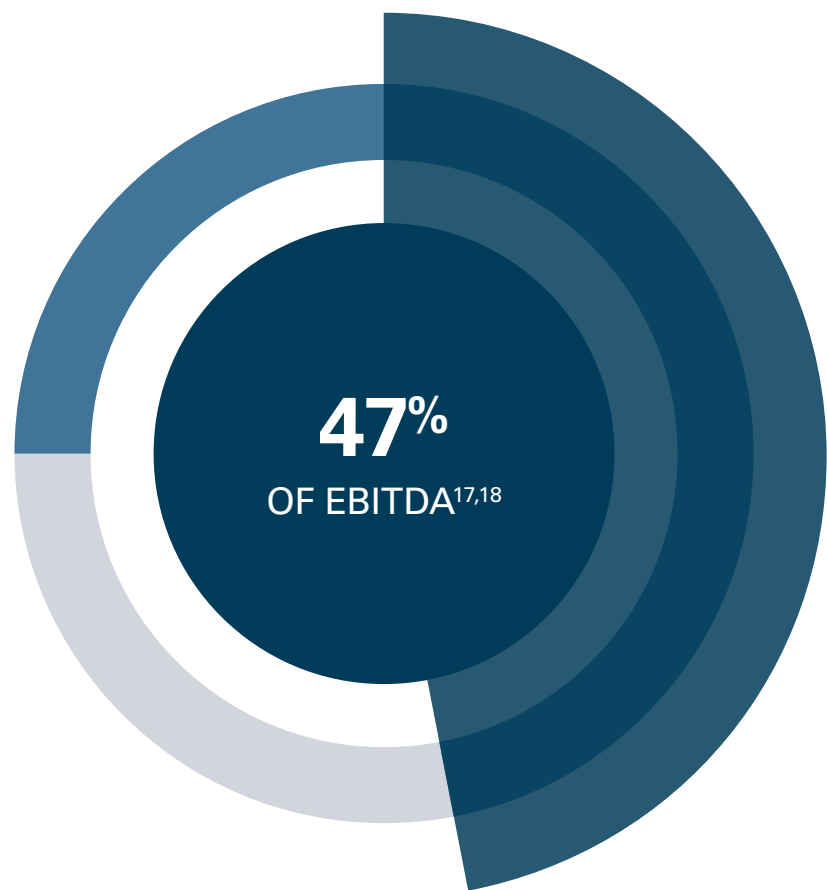
“Peet has strong visibility on FY25 earnings and will continue to assess opportunities to maximise market cycles to unlock value where appropriate.”

Image: Fort Largs, SA




Development Projects

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



COMPRISED¹⁹
59%
OF GROUP'S
LAND BANK


19,871 lots²⁰


GDV²¹
\$8.4bn

17 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.
18 Before inter-segment transfers and other unallocated items.
19 By number of lots.
20 Includes equivalent lots.
21 Gross Development Value is the forecast future sales price of the remaining equivalent lots at 30 June 2024, subject to market conditions.






	FY24 776 616 FY23
LOTS ²² SOLD	
	FY24 804 769 FY23
LOTS ²² SETTLED	
	FY24 \$225.0m \$265.1m FY23
REVENUE	
	FY24 \$37.2m \$58.2m FY23
EBITDA ²³	
	FY24 17% 22% FY23
EBITDA ²³ MARGIN	

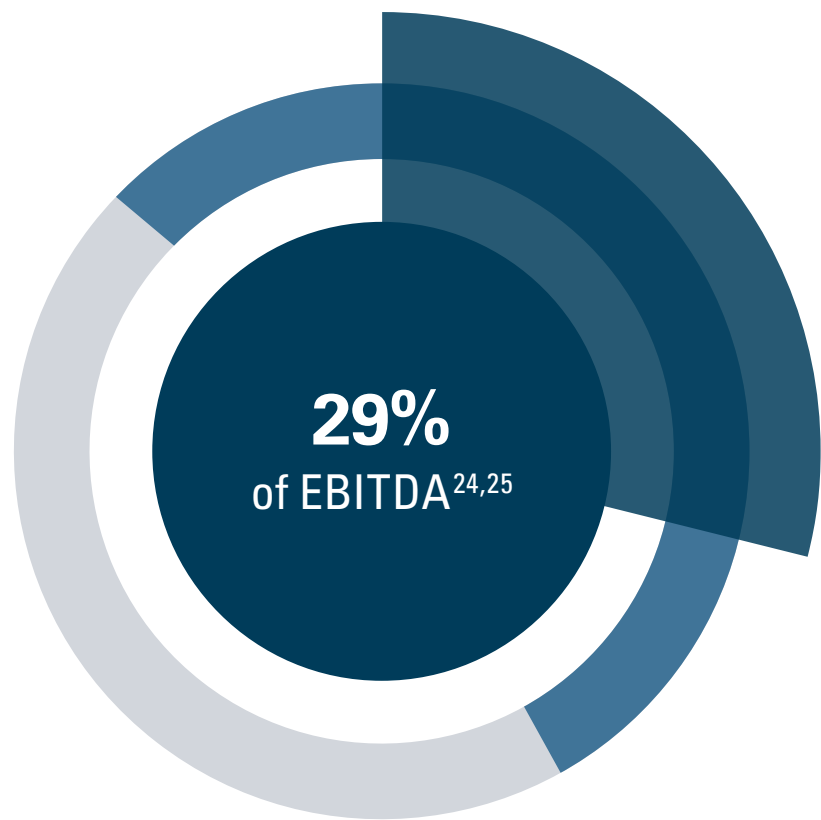
Image: Woodville Road, SA




22 Includes equivalent lots.
23 EBITDA is a non-IFRS measure and is calculated before inter-segment transfers and other unallocated items.

Funds Management Projects

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



COMPRISED²⁶
36%
OF GROUP'S
LAND BANK


12,135 lots²⁷


**GDV²⁸
\$3.7bn**

24 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates.
25 Before inter-segment transfers and other unallocated items.
26 By number of lots.
27 Includes equivalent lots.
28 Gross Development Value is the forecast future sales price of the remaining equivalent lots at 30 June 2024, subject to market conditions.






	FY24 1,496 521 FY23
LOTS ²⁹ SOLD	
	FY24 1,277 1,137 FY23
LOTS ²⁹ SETTLED	
	FY24 \$32.8m \$33.9m FY23
REVENUE ³⁰	
	FY24 \$22.4m \$21.7m FY23
EBITDA ^{31,32}	
	FY24 68% 64% FY23
EBITDA ^{31,32} MARGIN	

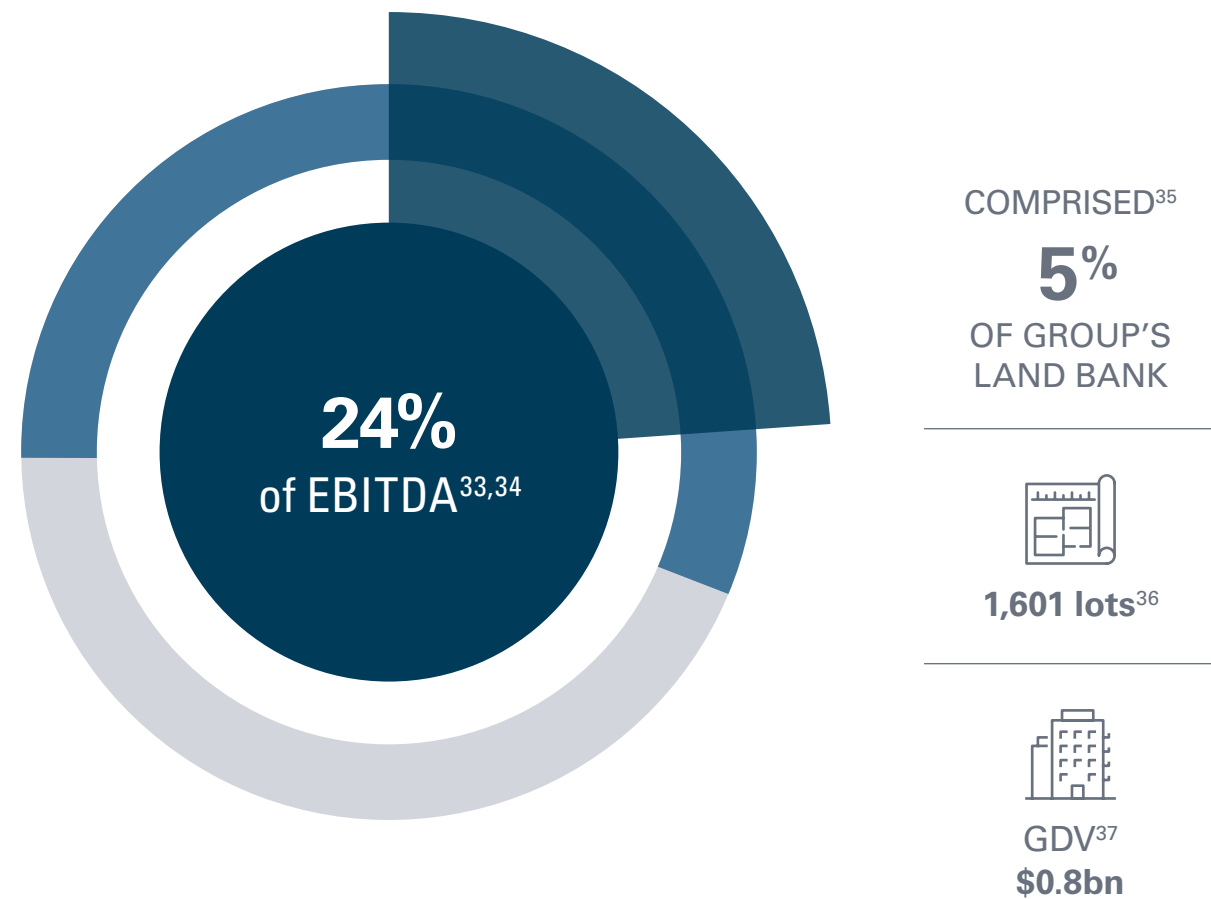
Image: Newhaven, VIC

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



Joint Ventures

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



33 EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in joint ventures.
 34 Before inter-segment transfers and other unallocated items.
 35 By number of lots.
 36 Includes equivalent lots.
 37 Gross Development Value is the forecast future sales price of the remaining equivalent lots at 30 June 2024, subject to market conditions.






	FY24 232 262 FY23
LOTS ³⁸ SOLD	
	FY24 337 688 FY23
LOTS ³⁸ SETTLED	
	FY24 \$42.9m \$64.2m FY23
REVENUE ³⁹	
	FY24 \$18.6m \$41.3m FY23
EBITDA ^{40,41}	
	FY24 43% 64% FY23
EBITDA ^{40,41} MARGIN	

Image: Googong, NSW

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

Our Commitment to Sustainability

Our Sustainability Approach:

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

Our Purpose:

Defining future places of *belonging*

ENVIRONMENT | SOCIAL | GOVERNANCE

ENVIRONMENTALLY CONSCIOUS DEVELOPMENT, including:



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

POSITIVE SOCIAL IMPACT IN OUR COMMUNITIES AND TEAM



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

A TRUSTED PARTNER AND SUSTAINABLE BUSINESS



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

Linear Park and Wetlands Upgrade at Bluestone Mt Barker, SA

Environmental sustainability and innovation are a key focus at Bluestone, with the masterplan thoughtfully designed around the retention of trees, delivery of generous open space and seamless integration between the environment and surrounds.

Over a two-year period, the Bluestone Linear Park and Wetlands were upgraded to improve water quality, reduce stormwater runoff and promote wildlife habitation.

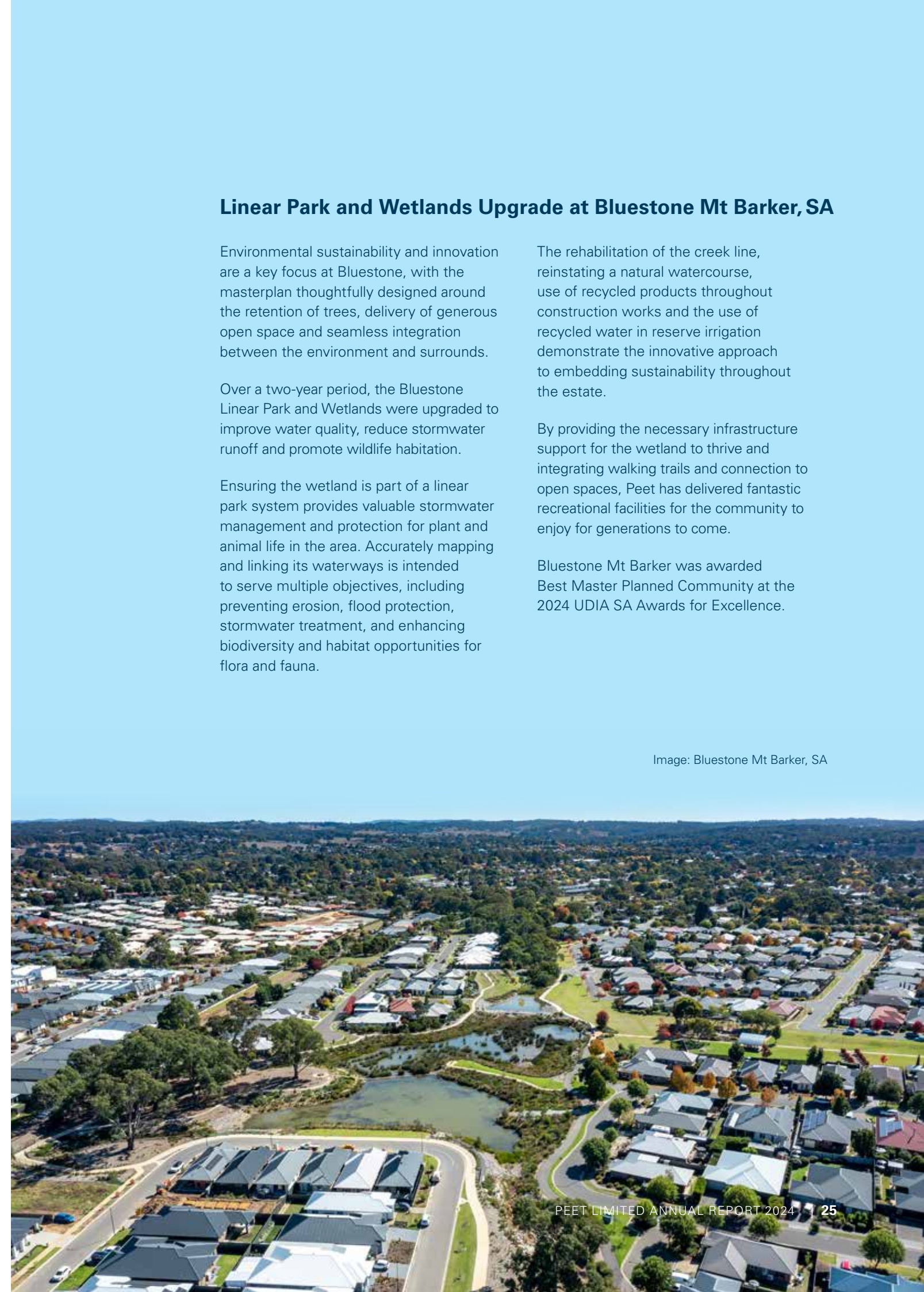
Ensuring the wetland is part of a linear park system provides valuable stormwater management and protection for plant and animal life in the area. Accurately mapping and linking its waterways is intended to serve multiple objectives, including preventing erosion, flood protection, stormwater treatment, and enhancing biodiversity and habitat opportunities for flora and fauna.

The rehabilitation of the creek line, reinstating a natural watercourse, use of recycled products throughout construction works and the use of recycled water in reserve irrigation demonstrate the innovative approach to embedding sustainability throughout the estate.

By providing the necessary infrastructure support for the wetland to thrive and integrating walking trails and connection to open spaces, Peet has delivered fantastic recreational facilities for the community to enjoy for generations to come.

Bluestone Mt Barker was awarded Best Master Planned Community at the 2024 UDIA SA Awards for Excellence.

Image: Bluestone Mt Barker, SA



Positive Social Outcomes Through Partnerships

Peet has a proud history of actively supporting the community through partnerships that align with our purpose and deliver shared value. By partnering with like-minded organisations that share our values, we can work together to make a meaningful difference.

As a Group, we prioritise social initiatives that can have a tangible impact for our residents and our people. With a strong focus on community, we support mental and physical wellbeing, diversity and inclusion and provide opportunities for social connection to create a sense of belonging.

Peet is a proud supporter of cricket in Western Australia as a Partner of the Perth Scorchers men's and women's teams and the WA Cricket Foundation through

its Aboriginal Young Leaders and Social Leaders for Young Women programs.

These partnerships have provided an important platform to leverage the game of cricket to enhance belonging, develop leadership skills and support mental and physical wellbeing within the community.

Through Peet's partnership with mental health research provider Black Dog Institute, and our mental health ambassadors, Perth Scorchers' players Jason Behrendorff and Piepa Cleary, we have delivered a program of workplace and community mental health education workshops. Community workshops are integrated with existing community groups to reduce the stigma around having conversations about mental health and provide practical tips and information for those that may need support.

Jason Behrendorff at the Brabham Blokes mental health community workshop



Perth Scorchers Community Cricket Days in Peet communities



Peet providing match day experiences for a participant of the Aboriginal Young Leaders program



Tempo Apartments artist impression, Woodville Rd

Delivering affordable outcomes at Woodville Rd

The Woodville Rd development, located 8km from the Adelaide CBD, comprises 185 dwellings including both terrace homes and apartments.

Acquired from Renewal SA, the project included an affordability mandate, with Peet committing to 45% affordable housing across the precinct.

To deliver on the project's objectives, Peet partnered with Junction Housing to access the National Housing Infrastructure Facility from Housing Australia, which provides loans and grants for critical infrastructure to unlock and accelerate new affordable housing supply. The successful application allowed Peet to access critical infrastructure funding, and Junction Housing to acquire 40 homes within the project, which will provide long-term affordable rental opportunities to its tenants.

The Peet masterplan adopted a fully integrated design for all built form in the project to seamlessly deliver high quality housing in a higher density setting. The boutique community is centred around convenience and connection, with the Woodville Railway Station on its doorstep and the retail and recreational amenity of St Clair and Woodville readily accessible. These affordable homes are 100% electric and have seen strong demand particularly from First Home Buyers.

Peet's innovative and purpose-led approach has delivered a high-quality urban infill project and ensured its 45% affordable housing target was successfully achieved.

Purpose-designed, large-scale, water efficient community at Googong

A significant milestone was reached for the \$138 million Integrated Water Cycle (IWC) system at Googong in NSW with the completion of the final stage of the Water Recycling Plant (WRP) and Water Reservoirs.

The IWC will result in Googong being one of Australia's first, purpose-designed, large-scale, water efficient communities. Googong Township's eventual 18,000 residents will use approximately the same amount of potable drinking water as only 6,500 would in a regular development.

Central to the IWC and a 60% potable water reduction target is a state-of-the-art WRP that treats all Googong's wastewater and produces fit-for-purpose recycled water for distribution back to the Township.

The WRP has a treatment train that includes physical screening, biological breakdown of nutrient matter, secondary and tertiary filtration, UV treatment and chlorine disinfection. The compact membrane bioreactor enables virtually the entire treatment process to be fully enclosed and connected to odour pipework, which extracts air through a carbon filter and vent stack. This has allowed the development buffer zone around the WRP to be significantly reduced at approximately half that of a conventional sewage treatment plant with the same operating capacity.

Googong Water Recycling Plant



Corporate Calendar FY25

22 August 2024

Release of results for FY24

11 September 2024

Record date for FY24 final dividend of 2.75 cents per share

27 September 2024

Annual Report and Notice of 2024 AGM dispatched to shareholders

30 September 2024

Interest payment date for unlisted bonds issued in 2021 and 2024

14 October 2024

Payment date for FY24 final dividend of 2.75 cents per share

30 October 2024

2024 AGM

31 December 2024

Interest payment date for unlisted bonds issued in 2021

February 2025

Release of results for 1H25

31 March 2025

Interest payment date for unlisted bonds issued in 2021 and 2024

30 June 2025

Interest payment date for unlisted bonds issued in 2021



Financials 2024

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Directors' Report

Year ended 30 June 2024

Your Directors present their report on the Consolidated Entity consisting of Peet Limited (the Parent Entity or the Company) and the entities it controlled at the end of, or during, the financial year ended 30 June 2024 (the Group).

1. DIRECTORS

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

ANTHONY WAYNE LENNON (TONY), FAICD

NON-EXECUTIVE CHAIRMAN

Mr Lennon has extensive general commercial experience and particularly in the property industry. He is currently a member of Peet's Nomination Committee.

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

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

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

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

MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

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

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

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

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

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

Directors' Report

Year ended 30 June 2024

1. DIRECTORS continued

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

NON-EXECUTIVE DIRECTOR

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

He moved to Victoria to establish Peet's operations in Australia's eastern states and oversaw significant expansion. He is currently Chairman of Peet's Nomination Committee and a member of its Audit and Risk Management Committee.

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

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

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

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

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

INDEPENDENT NON-EXECUTIVE DIRECTOR

Mr Allen joined Peet in April 2012, with almost four decades of experience in the corporate and financial sectors, primarily as a corporate and financial advisor to Australian and international public and privately-owned companies. Mr Allen currently Chairs Peet's Audit & Risk Management Committee and is a member of its Remuneration and Nomination Committees.

Mr Allen is also non-executive director of TopCo Investments Pte Ltd, a Singapore company which is the holding company of Real Pet Food Company Limited, where he co-chairs its Audit and Finance Committee and is a member of its Risk and Sustainability Committee. He has been a director of TopCo Investments Pte Ltd since August 2018.

Mr Allen was previously a non-executive director of FleetPartners Group Limited (formerly Eclix Group Limited) for nearly 9 years, retiring from that position in January 2024.

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

VICKI KRAUSE,
BJuris LLB W.Aust, GAICD

INDEPENDENT NON-EXECUTIVE DIRECTOR

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

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

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

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

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

She is a former director of Western Power.

Ms Krause retired from the Board of Peet Limited at the 2023 Annual General Meeting in October 2023.

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

LEAD INDEPENDENT NON-EXECUTIVE DIRECTOR

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

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

Mr McKinnon was a director of DGL Group Limited; the former non-executive chairman of M8 Sustainable Limited; and was a non-executive director of Bankwest, Brierty Limited, Programmed Maintenance Services Limited and Tox Free Solutions Limited.

Mr McKinnon retired from the Board of Peet Limited at the 2023 Annual General Meeting in October 2023.

MARGARET KENNEDY,
BComm, GAICD

INDEPENDENT NON-EXECUTIVE DIRECTOR

Ms Kennedy, appointed to the Board in August 2023, is an experienced non-executive director currently holding non-executive director roles on the boards of Hobart International Airport Limited, Challenger Retirement and Investment Services Limited and AMOG Holdings Pty Ltd.

She is currently Chairman of Peet's Remuneration Committee and a member of its Audit & Risk Management and Nomination Committees.

Ms Kennedy was previously a director of Senex Energy Limited from April 2021 until its delisting in April 2022 and has over 30 years' experience holding various executive roles for Shell Australia, Viva Energy Australia and Viva Energy REIT (now Waypoint REIT) where she led the public listing and was the inaugural CEO.

She is also a non-executive director of Loreto Ministries Limited, a not-for-profit public company responsible for the governance of a number of schools in Australia.

Directors' Report

Year ended 30 June 2024

1. DIRECTORS continued

MICHELLE TIERNEY,
B.Arts Journalism & Communication, Post Grad Dip. Bus Admin., MBA, GAICD

INDEPENDENT NON-EXECUTIVE DIRECTOR

Appointed to the Board in August 2023, Ms Tierney has more than 30 years' experience in the property industry as a board member and senior executive across Australian Securities Exchange and New Zealand Stock Exchange organisations.

Ms Tierney's experience within the property sector includes in disciplines such as funds management, real estate investment, property and asset management, general management, transformation, strategy development and execution and sustainability.

She is currently a member of Peet's Audit & Risk Management, Remuneration and Nomination Committees, and is currently a non-executive director of Stride Property Group and Growthpoint Properties Australia.

Ms Tierney is a non-executive director of Cotton Research & Development Corporation (CRDC). The CRDC is focussed on enhancing the performance of the Australian cotton industry through investing in research and development, and its application.

Ms Tierney is also a non-executive director of Uniting NSW.ACT, one of the largest not-for-profit organisations in Australia offering over 550 services across NSW and the ACT in the areas of aged care, retirement and independent living, early learning, disability, chaplaincy and community services.

Ms Tierney is a member of the NSW Domestic and Family Violence and Sexual Assault Corporate Leadership Group, the Property Council of Australia's Indigenous Advisory Group and Women on Boards.

Her executive and senior management experience included being the Chief Operating Officer of ASX 100 company Region Property Group (formerly SCA Property Group) in Australia, General Manager of Business Development and Strategy for the National Australia Bank Global Institutional Bank, Fund Manager of the \$3.8b GPT Wholesale Shopping Centre Fund and Head of Property and Asset Management and Executive Leadership Team member for ASX50 company The GPT Group.

GREG WALL AM,
MA, FAICD, FFIN

INDEPENDENT NON-EXECUTIVE DIRECTOR

Mr Wall was appointed to the Board of Peet Limited in August 2023 with over three decades of executive experience in retail and commercial banking and financial services. He is currently a member of Peet's Audit and Risk Management, Remuneration and Nomination Committees.

He was the former State Manager of Challenge Bank, CEO of StateWest, Managing Director of Home Building Society Ltd and Group CEO of Capricorn.

Mr Wall has extensive experience as a non-executive director including Automotive Holdings Group, Gold Estates (1903) Ltd and International Cooperative Alliance. He has also been Chairman of Freo Group and of Business Council of Cooperatives and Mutuals.

He also has experience as director of community and not for profits such as WA Football Commission, Fremantle Football Club, Ear Science Institute and Edith Cowan University and was Chairman of the Australian Secretariat of United Nations International Year 2012.

Mr Wall is currently Chairman of Margaret River Wine Association and was made a Member of the Order of Australia in the 2019 Queens birthday honours list.

2. PRINCIPAL ACTIVITIES

The Group acquires, develops and markets residential land.

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

As at 30 June 2024, the Group employed 193 people in offices throughout Australia and managed and marketed a land bank of more than 33,600 lots in the growth corridors of major mainland Australian cities.

3. REVIEW OF OPERATIONS AND CONSOLIDATED RESULTS

OPERATING AND FINANCIAL REVIEW

KEY RESULTS¹

- Operating profit² and statutory profit³ after tax of \$36.6 million
- Earnings per share of 7.77 cents per share
- FY24 dividends of 4.25 cents per share, fully franked
- 2,504 lots sold⁴
- Revenue⁵ of \$314.4 million, with 2,418 lots settled⁴
- EBITDA⁶ margin of 21% on EBITDA⁶ of \$66.7 million
- \$481.2 million worth of contracts on hand⁴ as at 30 June 2024
- Gearing⁷ of 34.8%

FINANCIAL COMMENTARY

The Peet Group achieved operating profit² and statutory profit³ after tax of \$36.6 million for the year ended 30 June 2024 (FY24), compared to \$70.1 million in the previous financial year (FY23).

FY24 saw mixed operating conditions across the country, with strong residential markets in WA, Qld and SA partially offsetting those in Vic and ACT/NSW. Heading into FY25, conditions in WA, Qld and SA continue to be strong supported by enquiries at elevated levels, while Vic and ACT/NSW continue to be challenging although enquiry trends have improved.

The Group derived EBITDA⁶ of \$66.6 million during FY24, compared to \$107.0 million in FY23, with an EBITDA⁶ margin of 21%, compared to the margin achieved in FY23 of 29%. The reduction in EBITDA⁶ and the EBITDA⁶ margin is attributable to:

- challenging market conditions across the Vic and ACT/NSW markets, where the Company has several high-margin projects, resulting in lower sales and settlements; and
- the settlement of the New Beith (Qld)⁸ property in FY23.

The performance has resulted in an operating and statutory earnings per share of 7.77 cents for FY24, compared to operating and statutory earnings per share of 14.79 cents in FY23.

¹ Comparative period is 30 June 2023, unless stated otherwise. The non-IFRS measures have not been audited.
² Operating profit is a non-IFRS measure that is determined to present the ongoing activities of the Group in a way that reflects its operating performance. Operating profit excludes unrealised fair value gains / (losses) arising from the effect of revaluing assets and liabilities and adjustments for realised / unrealised transactions outside the core ongoing business activities.
³ Statutory profit after tax means net profit measured in accordance with Australian Accounting Standards, attributable to the owners of Peet Limited.
⁴ Includes equivalent lots.
⁵ Includes statutory revenue of \$292.6 million (FY23: \$318.9 million) and share of net profits from associates and joint ventures of \$21.8 million (FY23: \$44.8 million).
⁶ EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures.
⁷ Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash) / (Total assets less cash, less intangible assets).
⁸ Settled in FY23 for circa \$80 million (including GST).

Directors' Report

Year ended 30 June 2024

3. REVIEW OF OPERATIONS AND CONSOLIDATED RESULTS continued

OPERATIONAL COMMENTARY

During FY24, 2,504 sales⁹ were achieved across the Group, compared to 1,399 sales⁹ in FY23 (up 79%), with strong market conditions prevailing across WA, Qld and SA. While conditions in Vic and ACT/NSW were less favourable, Peet's current view is that these markets are likely at or approaching the bottom of their respective cycles. The Group's projects in Vic and ACT/NSW have significant embedded margins and are well positioned for a market recovery in these States.

The Group achieved 2,418 settlements⁹ across its Development, Funds Management and Joint Venture projects in FY24, compared to 2,594 settlements⁹ in FY23 (down 7%).

As at 30 June 2024, the Group had \$481.2 million worth of contracts on hand⁹, which compares to \$476.4 million as at 30 June 2023. These contracts on hand benefit from price growth achieved during the year and provide the Group with a positive starting position and visibility of earnings as it enters FY25.

Development projects

Key highlights	FY24	FY23	Var (%)
Lot sales ⁹	776	616	26%
Lot settlements ⁹ :	804	769	5%
– Land only	743	682	9%
– Medium Density	61	87	(30%)
Revenue	\$225.0m	\$265.1m	(15%)
EBITDA ¹⁰	\$37.2m	\$58.2m	(36%)
EBITDA ¹⁰ margin	17%	22%	(5%)

While EBITDA¹⁰ and the margin reduced compared to FY23 (predominantly attributable to the settlement of the New Beith (Qld)¹¹ property in FY23), increased settlements from Qld (including Flagstone and Spring Mountain) projects and the first settlements from St Clair (SA) and Jumping Creek (NSW) contributed to a sound performance from Development projects. The high level of sales activity and price growth during the year supports an expectation of improved performance in FY25.

⁹ Includes equivalent lots.

¹⁰ EBITDA is a non-IFRS measure and is calculated before inter-segment transfers and other unallocated items.

¹¹ Settled in FY23 for circa \$80 million (including GST).

Funds Management projects

Key highlights	FY24	FY23	Var (%)
Lot sales ¹²	1,496	521	187%
Lot settlements ¹²	1,277	1,137	12%
Revenue	\$24.3m	\$19.4m	25%
Share of net profit of equity accounted investments	\$8.5m	\$14.5m	(41%)
EBITDA ¹³	\$22.4m	\$21.7m	3%
EBITDA ¹³ margin	68%	64%	4%

The performance of the Group's Funds Management projects is predominantly driven by sales from syndicates and settlements from co-investment projects. Higher sales in FY24, particularly across the Group's WA Funds Management projects, compared to FY23, has resulted in higher fee income. Lower overall settlements in FY24, compared to FY23, contributed to a lower share of net profit from co-investment projects, particularly Newhaven (Vic).

Joint Ventures

Key highlights	FY24	FY23	Var (%)
Lot sales ¹²	232	262	(11%)
Lot settlements ¹²	337	688	(51%)
Revenue	\$30.9m	\$34.4m	(10%)
Share of net profit of equity accounted investments	\$12.0m	\$29.8m	(60%)
EBITDA ¹³	\$18.6m	\$41.3m	(55%)
EBITDA ¹³ margin	43%	64%	(21%)

Joint Ventures were significantly impacted by the reduction in settlements across this segment, with the reduction in earnings from NSW (market conditions) and Qld (availability of lots) partially off-set by strong performance in WA (market conditions).

Land portfolio metrics

	FY24	FY23	Var (%)
Lot sales ¹²	2,504	1,399	79%
Lot settlements ¹²	2,418	2,594	(7%)
Contracts on hand ¹³ as at	30 Jun 24	30 Jun 23	Var (%)
Value	\$481.2m	\$476.4m	1%

¹² Includes equivalent lots.

¹³ EBITDA is a non-IFRS measure that includes effects of non-cash movements in investments in associates and joint ventures and is calculated before inter-segment transfers and other unallocated items.

Directors' Report

Year ended 30 June 2024

3. REVIEW OF OPERATIONS AND CONSOLIDATED RESULTS continued

CAPITAL MANAGEMENT

As at 30 June 2024, the Group had:

- gearing¹⁴ of 34.8% (30 June 2023: 27.7%);
- net interest-bearing debt¹⁵ (including Peet Bonds) of \$314.5 million, compared with \$253.3 million at 30 June 2023;
- cash and available debt facility headroom¹⁶ of \$140.6 million; and
- a weighted average debt maturity of more than three years.

Gearing¹⁴, as expected, was above the target range of 20% to 30% at 30 June 2024. This is predominantly due to:

- land vendor payments for the acquisition of the University of Canberra (ACT) project and instalment payments for the acquisition of the Flagstone (Qld) project; and
- the significant investment in the development of lots and medium density product in response to the high level of sales activity across Development projects (particularly in Qld).

As at 30 June 2024, more than 70% of the Group's land bank was under development, with this expected to increase to approximately 84% over the next three years.

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

With more than \$480 million of contracts on hand, as at 30 June 2024, gearing¹⁴ is expected to trend down during FY25 and cash inflows from operations (pre any payments for land) are expected to increase materially.

During FY24, Peet Limited:

- extended its on-market share buy-back of up to 5% of its issued ordinary shares. As at 30 June 2024, the Company had acquired 21.0 million of its ordinary shares, representing approximately 86% of the total shares to be acquired. On 1 August 2024, the Company announced that the on-market buy-back has been extended for a further 12 months to 1 September 2025; and
- Refinanced \$75 million of Peet Bonds (matured on 7 June 2024) via a new issue of \$75 million of wholesale bonds (fixed interest rate of 8.50%), maturing 30 September 2029.

DIVIDENDS

Subsequent to year end, the Directors declared a final dividend for FY24 of 2.75 cents per share, fully franked. This brings the total dividend for FY24 to 4.25 cents per share, fully franked. This compares to the FY23 dividend of 7.5 cents per share, fully franked. The final FY24 dividend is to be paid on Monday, 14 October 2024, with a record date of Wednesday, 11 September 2024.

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

RISKS

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

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

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

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

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

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

GROUP STRATEGY

Peet is well positioned for growth and value creation with its key strategic focus areas for FY25 and beyond continuing to be:

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

OUTLOOK

Peet expects that mixed market conditions will prevail during FY25, with:

- demand and price growth expected to continue, but moderating, in WA, Qld and SA; and
- residential markets in Vic and ACT/NSW expected to remain challenging, although improvements in enquiries indicate to Peet that these markets are likely to be close to or at the bottom of their respective cycles.

Markets generally remain undersupplied, with underlying fundamentals remaining positive including low unemployment, wage growth and continuing elevated levels of overseas migration.

Peet will continue to focus on executing our strategic objectives and maintaining a disciplined approach to capital management. The Group remains well positioned to navigate the current environment, including having projects in Vic and ACT/NSW that are ready to benefit from a recovery in those markets and the capital to implement an appropriate delivery program in response.

Subject to continuing market conditions and the timing of settlements, and supported by more than \$480 million in contracts on hand, Peet is well-positioned for FY25, with expectations for earnings growth and strong operating cash flows.

¹⁴ Calculated as (Total interest-bearing liabilities (including land vendor liabilities) less cash)/(Total assets less cash, less intangible assets).

¹⁵ Including net debt of syndicates consolidated under AASB10.

¹⁶ Including cash and available debt facility headroom of syndicates consolidated under AASB10.

Directors' Report

Year ended 30 June 2024

4. EARNINGS PER SHARE

	2024 Cents	2023 Cents
Basic and diluted earnings per share	7.8	14.8

Basic earnings per share is calculated after income tax expense based on the weighted average number of shares on issue for the year ended 30 June 2024. The weighted average number of shares on issue used to calculate earnings per share is discussed at note 7 to the Financial Report.

5. SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

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

6. MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

Other than the final FY24 dividend (details of which are included below), no matters or circumstances have arisen since the end of the financial year, which have significantly affected or may significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in subsequent financial years.

7. DIVIDENDS

In August 2023, the Directors declared a final dividend of 4.0 cents per share, fully franked, in respect of the year ended 30 June 2023. The dividend of \$18.8 million was paid on Monday, 16 October 2023.

In February 2024, the Directors declared an interim dividend of 1.5 cents per share, fully franked, in respect to the year then ending 30 June 2024. The dividend of \$7.1 million was paid on Friday, 12 April 2024.

Subsequent to year end, the Directors declared a final dividend for FY24 of 2.75 cents per share, fully franked. This brings the total dividend for FY24 to 4.25 cents per share, fully franked. This compares to the FY23 dividend of 7.5 cents per share, fully franked. The final FY24 dividend is to be paid on Monday, 14 October 2024, with a record date of Wednesday, 11 September 2024.

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

8. ENVIRONMENTAL REGULATION

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

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

GREENHOUSE GAS AND ENERGY DATA REPORTING REQUIREMENTS

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

The Group is not required to register and report to the Clean Energy Regulator as the Group does not have operational control for each of its projects, which is the responsibility of the relevant contractor undertaking the works.

9. INFORMATION ON DIRECTORS AND GROUP COMPANY SECRETARY

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

GROUP COMPANY SECRETARY

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

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

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

10. DIRECTORS' MEETINGS

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

Director	Board of Directors		Audit & Risk Management Committee		Remuneration Committee		Nomination Committee	
	Entitled to Attend	Attended	Entitled to Attend	Attended	Entitled to Attend	Attended	Entitled to Attend	Attended
A W Lennon	15	15	–	–	–	–	3	3
B D Gore	15	15	–	–	–	–	3	3
A J Lennon	15	15	6	6	2	2	3	3
T J Allen	15	15	6	6	3	3	3	3
V Krause	4	4	–	–	2	2	1	1
R J McKinnon	4	4	2	2	2	2	1	1
M Kennedy	12	12	4	4	1	1	2	2
M Tierney	12	12	4	4	1	1	2	2
G Wall	12	12	4	4	1	1	2	2

11. RETIREMENT, ELECTION AND CONTINUATION IN OFFICE OF DIRECTORS

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

During the year:

- following nine years on the Board, Ms Vicki Krause and Mr Bob McKinnon retired at the 2023 Annual General Meeting (AGM) in October 2023;
- Ms Margaret Kennedy, Ms Michelle Tierney and Mr Greg Wall joined the Board as independent Non-executive Directors and their appointment was approved by shareholders at the 2023 AGM.

After almost 40 years of continuous service on the Board, and in accordance with an announcement to the market in August 2023, Mr Tony Lennon will be retiring from the Board (and as Chairman) at the end of the 2024 AGM to be held on Wednesday, 30 October 2024. Mr Trevor Allen will retire by rotation at the AGM and offer himself for re-election. Your Board of Directors recommend the re-election of Mr Trevor Allen.

Mr Greg Wall has been elected by the Board as its new Chairman, effective on Mr Tony Lennon's retirement.

Directors' Report

Year ended 30 June 2024

12. REMUNERATION

Dear Shareholder,

Peet is pleased to present its Remuneration Report for the year ended 30 June 2024 (FY24). This report sets out remuneration information for Non-executive Directors (NEDs), the Managing Director and Chief Executive Officer (MD) and other key management personnel (KMP). It focuses on the remuneration decisions made by the Board and the pay outcomes that resulted.

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

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

- (a) balances Peet's financial performance with the development and implementation of strategies for the long-term benefit of the Group; and
- (b) takes into account the underlying scale of Peet's operations which are not fully identifiable from a pure focus on the Group's statutory accounts.

Peet achieved an operating net profit after tax and a statutory profit after tax of \$36.6 million for FY24, compared to an operating net profit after tax and a statutory profit after tax of \$70.1 million in the previous year (FY23).

While the statutory financial statements show total revenue of \$314.4 million and earnings before interest, tax, depreciation and amortisation (EBITDA) of \$66.7 million for FY24, Peet management remains responsible for a greater scale of business.

In addition to its own land development projects, Peet is also responsible for the management of a significant portfolio of land development projects held within its Funds Management and Joint Arrangements businesses. These Funds Management and Joint Arrangement businesses generated total revenues of \$426.6 million and EBITDA of \$110.4 million.

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

Key remuneration outcomes during FY24 included:

- The MD's base pay for FY24 was the same as for FY23.
- The other executive KMP's base pay for FY24 was the same as for FY23.
- NEDs' fees for FY24 were the same as for FY23.
- During the year, long-term incentive performance conditions were tested as at 30 June 2023 in respect to the performance over the three years ended on that date, and resulted in the partial (91%) vesting of performance rights (FY21 performance rights (PRs)).
- Short-term incentives will be paid to KMP in respect of FY24, following a positive assessment of the individual KMP's performance against a balanced scorecard, which includes consideration of Group financial and strategic targets. The short-term incentives paid in respect to FY24 are included in the tables on pages 50 and 51.

There are no changes currently proposed to the base pay of the KMP for the year ending 30 June 2025 (FY25).

We encourage our shareholders to use the cash value of remuneration realised table on page 50 to assess the remuneration outcomes for KMP in FY24 and the alignment of these outcomes with the Group's performance.

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

The Board is satisfied that these remuneration outcomes for FY24 are appropriately performance-based while at the same time recognising the strategic needs of the Group, and we commend this report to you.

Margaret Kennedy

Chairman, Remuneration Committee

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED)

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

A. SERVICE AGREEMENTS

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

C. DETAILS OF REMUNERATION

D. SHARE-BASED COMPENSATION

E. ADDITIONAL INFORMATION

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

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

Name	Position
B D Gore	Managing Director and Chief Executive Officer
A K Gallagher	Chief Operating Officer
B C Fullarton	Chief Financial Officer
D Scafetta	Group Company Secretary
P J Dumas	Chief Investment Officer

A. SERVICE AGREEMENTS

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

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

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

1. Base pays, inclusive of superannuation, for FY24. Base pays are reviewed annually by the Remuneration Committee.

2. Termination benefits are payable on early termination by Peet Limited giving notice in writing. Payment may be made in lieu of notice, other than for gross misconduct.

3. Termination benefits referred to in the above table are in addition to any statutory entitlements payable (e.g. accrued annual leave and long service leave).

4. On 5 August 2011 B D Gore renewed his contractual arrangements with the Company. Under the agreement the components of his remuneration comprise fixed annual remuneration, short-term incentives and long-term incentives. There is no fixed termination date and the agreement is terminable on six months' notice by either party. The Company may, at its option, make a payment in lieu of part or all of the notice period and certain conditions exist in relation to payment of long-term and short-term incentives upon termination. A summary of the key contractual terms and remuneration-related arrangements was disclosed to the market on 5 August 2011 with certain parts approved by shareholders at the 2011 Annual General Meeting (AGM).

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

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

- competitiveness and reasonableness;
- acceptability to shareholders;
- alignment to performance; and
- capital management.

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

ALIGNMENT TO SHAREHOLDERS' INTERESTS

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

For the purpose of assessing Executives' eligibility to short-term incentives, the Remuneration Committee and Board have traditionally agreed to the use of a balanced scorecard. This methodology has continued to be used in FY24, and comprised a combination of financial and non-financial key performance indicators.

Since the financial year ended 30 June 2018, the Remuneration Committee has recommended to the Board, and it has agreed, to assess financial performance for the purposes of long-term incentive awards against earnings per share (EPS) growth, together with funds under management (FUM) growth. These performance measures have been used for each year thereafter and will continue to be used for FY25.

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

ALIGNMENT TO PROGRAM PARTICIPANTS' INTERESTS

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

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

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

NEDs' FEES (INCLUDING THE CHAIRMAN'S FEES)

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

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

NEDs' fees are determined within an aggregate Directors' fee pool limit, which is periodically recommended for approval by shareholders. Shareholders approved a resolution at the 2023 AGM to increase the aggregate NEDs' fees pool to \$1,100,000.

The NEDs do not receive any form of retirement allowance.

EXECUTIVE PAY

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

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

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

Base pay and benefits

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

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

Short-term performance incentives (STI)

Executives have a target STI opportunity depending on the accountabilities of their specific role and impact on the Group's performance. The maximum target bonus opportunity for the Executives for FY24 and FY23 ranged between 50% and 100% of the relevant Executive's base pay. However, the Board of Directors has the discretion to either pay over and above or less than these amounts.

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

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

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

For FY24, the MD was assessed as follows against the KPIs:

Category	Weighting (%)	Achieved (%)
Financial	70.00%	–
Strategic	10.00%	7.50%
Stakeholder	7.50%	7.50%
People, processes and culture	7.50%	7.50%
Health, safety and environment	5.00%	5.00%
	100.00%	27.50%

For FY23, the MD's KPIs linked to the STI plan were based on similar criteria, and the MD was assessed to have been eligible for 100% of his maximum STI entitlement.

For FY24, the KPIs for Executives were determined by the MD, based on the above criteria (but different weightings). The Executives were assessed to have been eligible for between 20% and 30% of their maximum STI entitlement.

For FY23, the KPIs for Executives were determined by the MD, based on the above criteria (but different weightings). The Executives were assessed to have been eligible for between 87.5% and 100% of their maximum STI entitlement.

Long-term incentives (LTI)

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

Executives have a target LTI opportunity depending on the accountabilities of their specific role and impact on the Group's performance. The maximum target opportunity for the Executives for FY24 and FY23 ranged between 50% and 100% of the relevant Executive's base pay.

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

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

C. DETAILS OF REMUNERATION

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

The statutory disclosures required by the *Corporations Act 2001*(Cth), as amended and its regulations are set out in the table on page 51. The Company believes that the additional information provided in the table below is useful to investors. The table below sets out the total cash value of remuneration realised for the KMP and provides shareholders with details of the "take-home" pay received/ receivable during the year. These earnings include cash salary and fees, bonus, superannuation, non-cash benefits received/ receivable during the year and the value of shares issued to, or acquired on behalf of, KMP following the exercise of vested Performance Rights (PRs) during the financial year. The table does not include the accounting value of share-based payments consisting of PRs granted in the current and prior years required for statutory purposes. This is because those share-based payments are dependent on the achievement of performance hurdles and so may or may not be realised.

		Cash salary and fees ¹	Bonus ²	Value of PRs exercised ³	Other ⁴	Superannuation	Total
		\$	\$	\$	\$	\$	\$
Directors							
A W Lennon	2024	217,026	–	–	–	23,873	240,899
	2023	218,008	–	–	–	22,891	240,899
T J Allen	2024	121,173	–	–	–	13,329	134,502
	2023	121,721	–	–	–	12,781	134,502
V Krause ⁵	2024	32,883	–	–	–	3,617	36,500
	2023	99,097	–	–	–	10,405	109,502
R J McKinnon ⁵	2024	40,391	–	–	–	4,443	44,834
	2023	121,721	–	–	–	12,781	134,502
A J Lennon	2024	158,650	–	–	–	10,852	169,502
	2023	159,097	–	–	–	10,405	169,502
M Kennedy ⁶	2024	96,061	–	–	–	10,567	106,628
M Tierney ⁶	2024	83,996	–	–	–	9,240	93,236
G Wall ⁶	2024	83,996	–	–	–	9,240	93,236
B D Gore	2024	981,136	277,347	–	10,000	27,399	1,295,882
	2023	983,243	1,008,535	1,849,375	10,000	25,292	3,876,445
Total	2024	1,815,312	277,347	–	10,000	112,560	2,215,219
	2023	1,702,887	1,008,535	1,849,375	10,000	94,555	4,665,352
Other key management personnel							
A K Gallagher	2024	497,500	59,063	–	–	27,500	584,063
	2023	331,875	250,294	99,977	–	19,167	701,313
B C Fullarton	2024	457,500	65,475	–	–	27,500	550,475
	2023	457,500	242,500	434,080	–	27,500	1,161,580
D Scafetta	2024	322,601	52,500	–	–	27,399	402,500
	2023	324,708	175,000	155,424	–	25,292	680,424
P J Dumas	2024	457,601	58,200	–	–	27,399	543,200
	2023	459,708	254,625	661,085	–	25,292	1,400,710
Total	2024	1,735,202	235,238	–	–	109,798	2,080,238
	2023	1,573,791	922,419	1,350,566	–	97,251	3,944,027

1. Cash salary (including accrued annual leave) and fees, as well as fees paid to Directors for their directorship on Syndicate Boards.

2. All cash bonuses are earned in the financial year to which they relate and are paid during the following financial year.

3. Amount paid by the Company in order to settle the PRs exercised during FY24 and FY23 (as applicable). The Company purchased ordinary shares in the Company on-market on behalf of KMP.

4. 'Other' includes motor vehicle costs, car-parking and other benefits.

5. Resigned 25 October 2023.

6. Appointed 25 August 2023.

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

		Short-term benefits			Post-employment benefits	Share-based payments		Total
		Cash salary and fees ¹	Bonus ²	Other ³	Superannuation	Shares/Options/Performance Rights ⁴	Termination benefits	
		\$	\$	\$	\$	\$	\$	\$
Directors								
AW Lennon	2024	217,026	–	–	23,873	–	–	240,899
	2023	218,008	–	–	22,891	–	–	240,899
T J Allen	2024	121,173	–	–	13,329	–	–	134,502
	2023	121,721	–	–	12,781	–	–	134,502
V Krause ⁵	2024	32,883	–	–	3,617	–	–	36,500
	2023	99,097	–	–	10,405	–	–	109,502
R J McKinnon ⁵	2024	40,391	–	–	4,443	–	–	44,834
	2023	121,721	–	–	12,781	–	–	134,502
A J Lennon	2024	158,650	–	–	10,852	–	–	169,502
	2023	159,097	–	–	10,405	–	–	169,502
M Kennedy ⁶	2024	96,061	–	–	10,567	–	–	106,628
M Tierney ⁶	2024	83,996	–	–	9,240	–	–	93,236
G Wall ⁶	2024	83,996	–	–	9,240	–	–	93,236
B D Gore	2024	981,136	277,347	10,000	27,399	950,785	–	2,246,667
	2023	983,243	1,008,535	10,000	25,292	1,039,017	–	3,066,087
Total	2024	1,815,312	277,347	10,000	112,560	950,785	–	3,166,004
	2023	1,702,887	1,008,535	10,000	94,555	1,039,017	–	3,854,994
Other key management personnel								
A K Gallagher	2024	497,500	59,063	–	27,500	286,311	–	870,374
	2023	331,875	250,294	–	19,167	277,522	–	878,858
B C Fullarton	2024	457,500	65,475	–	27,500	231,463	–	781,938
	2023	457,500	242,500	–	27,500	246,103	–	973,603
D Scafetta	2024	322,601	52,500	–	27,399	170,869	–	573,369
	2023	324,708	175,000	–	25,292	188,864	–	713,864
P J Dumas	2024	457,601	58,200	–	27,399	284,131	–	827,331
	2023	459,708	254,625	–	25,292	314,054	–	1,053,679
Total	2024	1,735,202	235,238	–	109,798	972,774	–	3,053,012
	2023	1,573,791	922,419	–	97,251	1,026,543	–	3,620,004

1. Cash salary (including accrued annual leave) and fees, as well as fees paid to Directors for their directorship on Syndicate Boards.

2. All cash bonuses are earned in the financial year to which they relate and are paid during the following financial year.

3. 'Other' includes motor vehicle costs, car-parking and other benefits.

4. The value placed on options and performance rights in the table above is based on the valuation at the date of grant using a Black-Scholes model or Binomial Model, pro-rated over the period from grant date to vesting date. These do not represent the value of equity benefits that vested in favour of KMP during the year.

5. Resigned 25 October 2023.

6. Appointed 25 August 2023.

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

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

	Fixed remuneration		At risk STI		At risk LTI	
	2024	2023	2024	2023	2024 ¹	2023 ¹
Directors						
A W Lennon	100%	100%	–	–	–	–
T J Allen	100%	100%	–	–	–	–
V Krause ²	100%	100%	–	–	–	–
R J McKinnon ²	100%	100%	–	–	–	–
A J Lennon	100%	100%	–	–	–	–
M Kennedy ³	100%	–	–	–	–	–
M Tierney ³	100%	–	–	–	–	–
G Wall ³	100%	–	–	–	–	–
B D Gore	45%	33%	12%	33%	43%	34%
Other key management personnel						
A K Gallagher	60%	40%	7%	28%	33%	32%
B C Fullarton	62%	50%	8%	25%	30%	25%
D Scafetta	61%	49%	9%	25%	30%	26%
P J Dumas	59%	46%	7%	24%	34%	30%

1. Since LTI are provided exclusively by way of options and/or PRs, the percentages disclosed also reflect the value of remuneration consisting of options and/or PRs based on the value of options and/or PRs expensed during the year.

2. Resigned 25 October 2023.

3. Appointed 25 August 2023.

D. SHARE-BASED COMPENSATION

Options over shares in Peet Limited are granted under the PESOP, which was approved by the Board and shareholders during FY24. PRs over shares in Peet Limited are granted under the PPRP, which was approved by shareholders at the 2008 AGM. Changes have been made since to allow for changes in taxation of PRs. Employees of any Group Company (including an Executive Director) are eligible to participate in the PESOP and/or PPRP at the discretion of the Board.

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

INVITATIONS TO APPLY FOR OPTIONS AND/OR PERFORMANCE RIGHTS

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

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

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

CONSIDERATION

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

EXERCISE CONDITIONS

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

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

LAPSE OF OPTIONS AND/OR PRs

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

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

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

Executives	Grant value Date	Performance/Service Period	Expiry	Exercise	Value per option/PR at Grant Date	Vesting conditions	Balance at date of prior year report	Granted	Exercised	Lapsed/forfeited	Balance at date of report	Vested and Exercisable at date of report	Notes
Options													
B D Gore	30 Nov 2007	Up to 30 Nov 2011	N/A	\$4.10	\$1.12	Time based	1,200,000	-	-	-	1,200,000	1,200,000	2
Performance Rights													
B D Gore	20 Nov 2019	3 yrs ended 30 Jun 2022	20 Nov 2034	\$0.00	\$1.04 ¹	FUM Growth EPS Growth	897,797	-	-	-	897,797	897,797	3
	19 Nov 2020	3 yrs ended 30 Jun 2023	19 Nov 2035	\$0.00	\$0.94 ¹	FUM Growth EPS Growth	1,244,754	-	(115,139)	-	1,129,615	1,129,615	4
	16 Nov 2021	3 yrs ended 30 Jun 2024	16 Nov 2036	\$0.00	\$0.99 ¹	FUM Growth EPS Growth	892,667	-	-	-	892,667	-	3
	26 Oct 2022	3 yrs ended 30 Jun 2025	26 Oct 2037	\$0.00	\$0.87 ¹	FUM Growth EPS Growth	1,335,808	-	-	-	1,335,808	-	4
	25 Oct 2023	3 yrs ended 30 Jun 2026	22 Dec 2038	\$0.00	\$1.02 ¹	FUM Growth EPS Growth	-	994,610	-	-	994,610	-	3
Other Executives	20 Nov 2019	3 yrs ended 30 Jun 2022	20 Nov 2034	\$0.00	\$1.04	FUM Growth EPS Growth	657,089	-	-	-	657,089	657,089	4
	19 Nov 2020	3 yrs ended 30 Jun 2023	19 Nov 2035	\$0.00	\$0.94	FUM Growth EPS Growth	1,209,828	-	(111,910)	-	1,097,918	1,097,918	3
	16 Nov 2021	3 yrs ended 30 Jun 2024	16 Nov 2036	\$0.00	\$0.99	FUM Growth EPS Growth	867,620	-	-	-	867,620	-	4
	26 Oct 2022	3 yrs ended 30 Jun 2025	26 Oct 2037	\$0.00	\$0.87	FUM Growth EPS Growth	1,355,629	-	-	-	1,355,629	-	3
	22 Dec 2023	3 yrs ended 30 Jun 2026	22 Dec 2038	\$0.00	\$1.07	FUM Growth EPS Growth	-	1,009,369	-	-	1,009,369	-	4
Total Performance Rights							8,461,192	2,003,979	-	(227,049)	10,238,122	3,782,419	
Total Options and Performance Rights							9,661,192	2,003,979	-	(227,049)	11,438,122	4,982,419	

NOTE 1

The issue of a share-based payment award to a Director requires shareholder approval and the value at grant date is taken as the date at which that approval is granted. Accordingly, the value of these PRs is calculated as at 20 November 2019, 19 November 2020, 16 November 2021, 26 October 2022 and 25 October 2023, being the dates of Peet Limited's 2019, 2020, 2021, 2022 and 2023 AGMs, respectively.

NOTE 2

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

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

NOTE 3

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

The PRs granted in respect to the three-year period from 1 July 2020 to 30 June 2023 (FY21 Performance Period), 1 July 2021 to 30 June 2024 (FY22 Performance Period), 1 July 2022 to 30 June 2025 (FY23 Performance Period) and 1 July 2023 to 30 June 2026 (FY24 Performance Period) are convertible to ordinary shares on a 1:1 basis, with 25% subject to the FUM growth vesting condition.

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

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

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

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

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

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

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

For the FY21 and FY22 Performance Periods the proportion of PRs to vest subject to FUM growth are as follows:

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

For the FY23 and FY24 Performance Periods the proportion of PRs to vest subject to FUM growth are as follows:

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

The FY21 PRs partially vested in FY24. The FY22, FY23 and FY24 PRs remain unvested.

NOTE 4

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

The PRs granted in respect to the FY21, FY22, FY23 and FY24 Performance Periods are convertible to ordinary shares on a 1:1 basis, with 75% subject to the EPS growth vesting condition.

The EPS growth vesting condition is measured as the average growth in operating EPS over the relevant Performance Period, with the EPS derived for the previous financial year as the base year (subject to amendments by the Board).

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

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

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

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

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

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

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

Of the PRs subject to EPS growth, the proportion to vest for the FY24 Performance Period is as follows:

Performance level	Proportion of performance rights that may be eligible to vest
Less than 80% of the EPS growth target	0%
80% of the EPS growth target	75%
80% to 100% of the EPS growth target	Pro-rata between 75% and 100%
100% to 120% of the EPS growth target	Pro-rata between 100% and 133%

Additionally, in respect to the FY24 PRs, EPS growth of more than 100% of the EPS Target will be available to apply to any shortfall in the FUM growth targets (set out above), up to a maximum of 100% of the total FY24 PRs granted.

The Group achieved EPS growth of 70.2% for the FY21 Performance Period, compared to the EPS growth target of 35% for the period. The Board therefore resolved that 100% of the FY21 PRs subject to the EPS growth condition vested in accordance with their terms.

FY22, FY23 and FY24 PRs remain unvested.

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

OPTION AND PERFORMANCE RIGHTS HOLDINGS

The number of options and PRs over unissued ordinary shares in the Company held during FY24 by the KMP of the Group, including their personally-related entities, is set out below. When exercisable, each option and PR is convertible into one ordinary share of Peet Limited.

	Balance at the start of the year	Granted during the year	Exercised during the year	Lapsed/forfeited during the year	Balance at end of the year	Vested and exercisable at the end of the year
Directors						
A W Lennon	–	–	–	–	–	–
T J Allen	–	–	–	–	–	–
V Krause	–	–	–	–	–	–
R J McKinnon	–	–	–	–	–	–
A J Lennon	–	–	–	–	–	–
B D Gore	5,571,026	994,610	–	(115,139)	6,450,497	3,227,412
M Kennedy	–	–	–	–	–	–
M Tierney	–	–	–	–	–	–
Other key management personnel						
A K Gallagher	930,310	310,651	–	(27,640)	1,213,321	271,165
B C Fullarton	1,033,609	239,152	–	(27,025)	1,245,736	475,868
D Scafetta	798,484	172,584	–	(21,498)	949,570	378,531
P J Dumas	1,327,763	286,982	–	(35,747)	1,578,998	629,443

During the year ended 30 June 2024, 2,227,533 PRs (2023: 1,554,886) had vested and no PRs (2023: 3,333,092) were exercised by KMP.

On 25 October 2023, 994,610 FY24 PRs were granted to the MD, B D Gore. The grant was approved by shareholders under ASX Listing Rule 10.14.

Any additional persons to whom ASX Listing Rule 10.14 applies and who became entitled to participate in a grant of PRs under the PPRP after the approval of Resolution 4 considered at the 2023 AGM and who was not named in the Notice of AGM will not participate until approval is obtained under ASX Listing Rule 10.14.

Since 30 June 2024:

- no PRs (includes PRs exercisable by non-KMP) have vested;
- 1,194,966 PRs (includes PRs held by non-KMP) have been exercised; and
- no other options and PRs have been issued.

Refer note 25 of the financial report for the total options and PRs outstanding.

E. ADDITIONAL INFORMATION

PERFORMANCE OF PEET LIMITED

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

The high-level performance of the Group over the last four years is compared below:

		2021	2022	2023	2024
Net profit after tax (NPAT)	\$'000	28,500	52,316	70,143	36,550
NPAT growth	Growth%	194.8%	83.6%	34.1%	(47.9%)
Net operating profit after tax (NOPAT)	\$'000	28,500	52,316	70,143	36,550
NOPAT growth	Growth%	89.2%	83.6%	34.1%	(47.9%)
Basic EPS	cents per share	5.90	10.83	14.79	7.77
Basic EPS growth	Growth%	195.3%	83.6%	36.6%	(47.5%)
Operating EPS	cents per share	5.90	10.83	14.79	7.77
Operating EPS growth	Growth%	90.3%	83.6%	36.6%	(47.5%)
Dividends paid/payable	cents per share	3.50	6.25	7.50	4.25
Share price 30 June	\$	1.20	0.94	1.24	1.21
Share price growth	Growth%	23.7%	(21.7%)	31.9%	(2.4%)

DETAILS OF REMUNERATION: CASH BONUSES, OPTIONS AND PRs

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

	Cash Bonus		Options & Performance Rights				
	Paid/payable %	Forfeited/deferred %	Financial year Granted	Vested ¹ %	Forfeited ² %	Financial years in which options/PRs may vest	Maximum total Value of grant yet to expense \$
Directors							
A W Lennon	–	–	–	–	–	–	–
T J Allen	–	–	–	–	–	–	–
V Krause	–	–	–	–	–	–	–
R J McKinnon	–	–	–	–	–	–	–
A J Lennon	–	–	–	–	–	–	–
M Kennedy	–	–	–	–	–	–	–
M Tierney	–	–	–	–	–	–	–
G Wall	–	–	–	–	–	–	–
B D Gore	28%	72%	2024	–	–	2026	677,287
			2023	–	–	2025	388,810
			2022	–	–	2024	–
			2021	91%	9%	2023	–
			2020	100%	–	2023	–

1. Includes performance rights for which performance conditions were met for the performance period and confirmed by the Directors after balance date.

2. Includes performance rights for which performance conditions were not met for the performance period.

Directors' Report

Year ended 30 June 2024

13. REMUNERATION REPORT (AUDITED) continued

	Cash Bonus		Options & Performance Rights				
	Paid/ payable	Forfeited/ deferred	Financial year Granted	Vested ¹	Forfeited ²	Financial years in which options/PRs may vest	Maximum total Value of grant yet to expense \$
Other key management personnel							
A K Gallagher	23%	78%	2024	–	–	2026	222,206
			2023	–	–	2025	121,439
			2022	–	–	2024	–
			2021	91%	9%	2023	–
			2020	100%	–	2022	–
B C Fullarton	27%	73%	2024	–	–	2026	123,448
			2023	–	–	2025	93,489
			2022	–	–	2024	–
			2021	91%	9%	2023	–
			2020	100%	–	2022	–
D Scafetta	30%	70%	2024	–	–	2026	171,063
			2023	–	–	2025	67,466
			2022	–	–	2024	–
			2021	91%	9%	2023	–
			2020	100%	–	2022	–
P J Dumas	20%	80%	2024	–	–	2026	205,276
			2023	–	–	2025	112,186
			2022	–	–	2024	–
			2021	91%	9%	2023	–
			2020	100%	–	2022	–

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

Further details relating to options and/or PRs, either granted, exercised or lapsed during the year, are set out below. The amounts below are calculated in accordance with Australian Accounting Standards. Please refer to previous pages of the Remuneration Report for commentary on vesting conditions met during the performance period ended 30 June 2024 (FY22 Performance Period).

	Remuneration consisting of options & performance rights ¹	Value of options & performance rights granted ² \$	Value of options & performance rights exercised ³ \$
Directors			
B D Gore	42%	1,016,858	–
Other key management personnel			
A K Gallagher	33 %	333,613	–
B C Fullarton	30 %	256,829	–
D Scafetta	30 %	185,341	–
P J Dumas	34 %	308,195	–

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

LOANS TO DIRECTORS AND OTHER KEY MANAGEMENT PERSONNEL

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

VOTING AND COMMENTS MADE AT THE COMPANY'S 2023 ANNUAL GENERAL MEETING

The instructions given to validly appointed proxies in respect of the resolution pertaining to the Company's 2023 Remuneration Report were as follows:

For	Against	Proxy's discretion	Abstain
217,820,590	40,059,122	51,799	133,550
84.45%	15.53%	0.02%	

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

INTERESTS IN THE SHARES AND BONDS OF THE COMPANY

	Shares			Bonds			
	Balance at the start of the year	Received during the year on exercise of PRs	Other changes during the year	Balance at the end of the year	Balance at the start of the year	Other changes during the year	Balance at the end of the year
Directors							
A W Lennon	97,764,685	–	–	97,764,685	–	–	–
T J Allen	160,318	–	–	160,318	–	2,000	2,000
V Krause ¹	–	–	–	–	–	–	–
R J McKinnon ^{1,2}	50,000	–	–	50,000	–	–	–
A J Lennon	1,331,344	–	–	1,331,344	–	–	–
M Kennedy ³	–	–	20,000	20,000	–	–	–
M Tierney ³	–	–	40,000	40,000	–	–	–
G Wall ³	–	–	50,000	50,000	–	–	–
B D Gore	7,243,704	–	(1,000,000)	6,243,704	–	–	–
Other key management personnel							
A K Gallagher	629,909	–	–	629,909	–	–	–
B C Fullarton	1,058,503	–	(600,000)	458,503	–	–	–
D Scafetta	1,182,790	–	(162,790)	1,020,000	–	–	–
P J Dumas	1,958,366	–	(470,484)	1,487,882	–	–	–

1. Resigned 25 October 2023.
2. R J McKinnon passed away prior to 30 June 2024. The shares held in Peet are held by a self-managed superannuation fund.
3. Appointed 25 August 2023.

END OF REMUNERATION REPORT (AUDITED)

Directors' Report

Year ended 30 June 2024

14. INDEMNITY OF OFFICERS AND AUDITORS

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

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

15. NON-AUDIT SERVICES

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

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

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

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

16. AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration, as required under section 307C of the Corporation Act 2001, is set out on page 63.

17. ROUNDING OF AMOUNTS

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

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



Brendan Gore

Managing Director and Chief Executive Officer
Perth, Western Australia

21 August 2024

Auditor's Independence Declaration



Ernst & Young
11 Mounts Bay Road
Perth WA 6000 Australia
GPO Box M939 Perth WA 6843

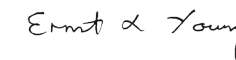
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Auditor's independence declaration to the directors of Peet Limited

As lead auditor for the audit of the financial report of Peet Limited for the financial year ended 30 June 2024, I declare to the best of my knowledge and belief, there have been:

- No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit;
- No contraventions of any applicable code of professional conduct in relation to the audit; and
- No non-audit services provided that contravene any applicable code of professional conduct in relation to the audit.

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



Ernst & Young



Gavin Buckingham
Partner
21 August 2024

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Liability limited by a scheme approved under Professional Standards Legislation

Corporate Governance Statement

Year ended 30 June 2024

A copy of the Group's corporate governance policies and practices in place during the financial year ended 30 June 2024 is available at the following link:

www.peet.com.au/about-us/corporate-governance

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

Financial Report

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This financial report covers the consolidated financial statements for the Group consisting of Peet Limited and its subsidiaries. The financial report is presented in Australian dollars. Peet Limited is a for profit company limited by shares, incorporated and domiciled in Australia. Its registered office and principal place of business is Level 7, 200 St Georges Terrace, Perth WA 6000. The financial report was authorised for issue by the Directors on 21 August 2024. The Directors have the power to amend and reissue the financial report. Through the use of the internet, we have ensured that our corporate reporting is timely and complete. All press releases, financial reports and other information are accessible via our website; www.peet.com.au

Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
Revenue	5	292,580	318,908
Expenses	6	(259,362)	(266,351)
Finance costs (net of capitalised borrowing costs)	6	(5,451)	(2,502)
Share of net profit of associates and joint ventures		21,821	44,775
Profit before income tax		49,588	94,830
Income tax expense	8	(13,692)	(24,918)
Profit for the year		35,896	69,912
Attributable to:			
Owners of Peet Limited		36,550	70,143
Non-controlling interests		(654)	(231)
Profit for the year		35,896	69,912
Total comprehensive income for the year		35,896	69,912
Earnings per share for profit attributable to the ordinary equity holders of the Company			
	Notes	Cents	Cents
Basic and diluted earnings per share	7	7.77	14.79

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

Consolidated Balance Sheet

As at 30 June 2024

	Notes	2024 \$'000	2023 \$'000
Current assets			
Cash and cash equivalents		23,758	38,790
Receivables	11	19,885	19,535
Contract assets	12	11,752	6,139
Inventories	9	189,380	181,305
Total current assets		244,775	245,769
Non-current assets			
Receivables	11	43,286	45,879
Inventories	9	601,460	537,349
Investments accounted for using the equity method	10	194,896	194,353
Property, plant and equipment		4,029	2,962
Right-of-use assets		4,359	2,209
Intangible assets		1,279	1,778
Total non-current assets		849,309	784,530
Total assets		1,094,084	1,030,299
Current liabilities			
Payables	13	34,349	48,733
Land vendor liabilities	14	18,933	8,841
Borrowings	17	–	74,445
Lease liabilities	17	908	1,562
Other financial liabilities	10	5,300	2,650
Current tax liabilities		2,379	12,332
Provisions	15	30,513	23,911
Total current liabilities		92,382	172,474
Non-current liabilities			
Land vendor liabilities	14	38,977	12,277
Borrowings	17	338,215	217,656
Lease liabilities	17	3,936	1,249
Other financial liabilities	10	1,822	4,688
Deferred tax liabilities	8	22,993	19,872
Provisions	15	762	13,192
Total non-current liabilities		406,705	268,934
Total liabilities		499,087	441,408
Net assets		594,997	588,891
Equity			
Contributed equity	18	363,594	366,416
Reserves	18	(734)	327
Retained profits		211,403	200,760
Capital and reserves attributable to owners of Peet Limited		574,263	567,503
Non-controlling interest	24	20,734	21,388
Total equity		594,997	588,891

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

Consolidated Statement of Changes in Equity

For the year ended 30 June 2024

	Notes	Contributed equity \$'000	Reserves \$'000	Retained profits \$'000	Total \$'000	Non-controlling interest \$'000	Total equity \$'000
Balance at 1 July 2022		374,733	584	166,142	541,459	21,619	563,078
Profit for the year		–	–	70,143	70,143	(231)	69,912
Total comprehensive income for the year		–	–	70,143	70,143	(231)	69,912
Share buyback, including transaction costs		(8,317)	–	–	(8,317)	–	(8,317)
Share-based payments		–	3,439	–	3,439	–	3,439
Vesting of performance rights		–	(3,696)	–	(3,696)	–	(3,696)
Dividends paid		–	–	(35,525)	(35,525)	–	(35,525)
Balance at 30 June 2023		366,416	327	200,760	567,503	21,388	588,891
Balance at 1 July 2023		366,416	327	200,760	567,503	21,388	588,891
Profit for the year		–	–	36,550	36,550	(654)	35,896
Total comprehensive income for the year		–	–	36,550	36,550	(654)	35,896
Share buyback, including transaction costs		(2,822)	–	–	(2,822)	–	(2,822)
Share-based payments		–	1,994	–	1,994	–	1,994
Vesting of performance rights		–	(3,055)	–	(3,055)	–	(3,055)
Dividends paid	13	–	–	(25,907)	(25,907)	–	(25,907)
Balance at 30 June 2024		363,594	(734)	211,403	574,263	20,734	594,997

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

Consolidated Statement of Cash Flows

For the year ended 30 June 2024

	Notes	2024 \$'000	2023 \$'000
Cash flows from operating activities			
Receipts from customers (inclusive of GST)		302,403	338,787
Payments to suppliers and employees (inclusive of GST)		(274,382)	(242,622)
Payments for purchase of land		(25,913)	(51,906)
Interest and other finance costs paid		(28,935)	(25,304)
Distributions and dividends received from associates and joint ventures		17,413	36,903
Interest received		908	749
Income tax paid		(20,363)	(19,541)
Net cash inflow/(outflow) from operating activities	20	(28,869)	37,066
Cash flows from investing activities			
Payments for property, plant and equipment		(2,331)	(900)
Payment for acquisition of Peet Flagstone City Pty Ltd		(9,230)	(9,230)
Proceeds from capital returns from associates and joint ventures		3,865	1,525
Loans to associates and joint ventures		(286)	(5,000)
Repayment of loans by associates and joint ventures		6,699	15,052
Net cash inflow/(outflow) from investing activities		(1,283)	1,447
Cash flows from financing activities			
Dividends paid		(25,907)	(35,525)
Repayment of borrowings		(60,884)	(120,649)
Proceeds from borrowings		107,293	161,420
Proceeds from issue of Peet notes (net of transaction costs)		73,971	–
Repayment of Peet bonds		(75,000)	(50,000)
Payment of principal portion of lease liabilities		(1,529)	(1,978)
Share buy back (including transaction costs)		(2,824)	(8,371)
Net cash inflow/(outflow) from financing activities		15,120	(55,103)
Net decrease in cash and cash equivalents		(15,032)	(16,590)
Cash and cash equivalents at the beginning of the year		38,790	55,380
Cash and cash equivalents at the end of the year		23,758	38,790

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

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BASIS OF REPORTING

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

1. REPORTING ENTITY

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

2. BASIS OF PREPARATION

The Financial Report is a general purpose financial report which:

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

A. PRINCIPLES OF CONSOLIDATION

The consolidated financial statements comprise the financial statements of the Group and the entities it controlled at the end of, or during the year ended 30 June 2024. The Group controls an investee if and only if the Group has:

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

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

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

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

2. BASIS OF PREPARATION continued

B. ASSOCIATES

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

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

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

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

C. INVESTMENTS IN JOINT ARRANGEMENTS

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

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

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

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

D. CHANGES IN OWNERSHIP INTERESTS

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

E. CHANGES IN ACCOUNTING POLICIES

The accounting policies adopted in the preparation of the financial report are consistent with those followed in the preparation of the Group's annual financial statements for the year ended 30 June 2023, except for changes arising from the adoption of new and amended accounting standards and interpretations effective as at 1 July 2023.

Several other amendments and interpretations apply for the first time on 1 July 2023, but do not have a material impact on the Group. The Group has not early adopted any standard, interpretation or amendment that has been issued but is not yet effective.

3. HOW TO READ THE FINANCIAL REPORT

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

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

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

Key estimates are described in the following notes:

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

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

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

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

PERFORMANCE FOR THE YEAR

This section focuses on the results and performance of the Group

4. SEGMENT INFORMATION

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

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

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

The Group operates only in Australia.

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

FUNDS MANAGEMENT

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

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

COMPANY-OWNED PROJECTS

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

JOINT ARRANGEMENTS

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

INTER-SEGMENT TRANSFERS AND OTHER UNALLOCATED

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

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

	Funds management		Company-owned projects		Joint arrangements		Inter-segment transfers and other unallocated		Consolidated	
	June 2024	June 2023	June 2024	June 2023	June 2024	June 2023	June 2024	June 2023	June 2024	June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue by segment										
Sales to external parties	22,509	13,520	223,863	264,120	30,706	31,445	12,315	(80)	289,393	309,005
Other income	1,785	5,912	1,185	1,001	173	2,982	44	8	3,187	9,903
Share of net profit of associates and JVs	8,501	14,508	-	-	12,027	29,811	1,293	456	21,821	44,775
Total	32,795	33,940	225,048	265,121	42,906	64,238	13,652	384	314,401	363,683
Corporate overheads										
EBITDA ¹	22,381	21,703	37,197	58,183	18,598	41,321	(12,893)	(13,838)	(12,893)	(13,838)
Depreciation and amortisation	(50)	(78)	(516)	(564)	(26)	(26)	(11,511)	(14,200)	66,665	107,007
Segment result (EBIT²)	22,331	21,625	36,681	57,619	18,572	41,295	(13,263)	(16,008)	64,322	104,531
Financing costs (includes interest and finance costs expensed through cost of sales)									(14,734)	(9,701)
Profit before income tax									49,588	94,830
Income tax expense									(13,692)	(24,918)
Profit after income tax									35,896	69,912
Loss attributable to non-controlling interests									654	231
Profit attributable to owners of Peet Limited									36,550	70,143

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

5. REVENUE

	2024 \$'000	2023 \$'000
Revenue from contracts with customers		
– Sales of land and built form ¹	252,735	283,566
– Project management and selling services	36,658	25,439
Other income	3,187	9,903
	292,580	318,908

1. Revenue from sales of land in the previous reporting period includes the settlement revenue of New Beith, Qld (\$76.1 million).

RECOGNITION AND MEASUREMENT

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

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

SALE OF LAND AND BUILT FORM

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

PROJECT MANAGEMENT

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

SELLING SERVICES

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

KEY ESTIMATES

Constraints on project management & selling fees

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

Percentage completion

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

Revenue from related parties included above:

	2024 \$'000	2023 \$'000
Revenue from related parties¹		
Associates		
Project management and selling services	21,928	13,379
Syndicate administration services	975	950
Joint arrangements		
Project management and selling services	3,065	2,019
	25,968	16,348

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

6. EXPENSES

	2024 \$'000	2023 \$'000
Profit before income tax includes the following specific expenses:		
Land and development costs	182,432	188,099
Amortised interest and finance expense	9,283	7,199
Total land and development cost	191,715	195,298
Depreciation ¹		
– Right-of-use assets	1,306	1,364
– Property, plant and equipment	886	947
Amortisation	151	165
Total depreciation and amortisation	2,343	2,476
Employee benefits expense	29,288	32,503
Project management, selling and other operating costs	19,345	17,441
Other expenses ²	16,671	18,633
Total other expenses	65,304	68,577
Total expenses	259,362	266,351

Finance costs

Interest and finance charges		
– Bank borrowings	17,730	14,207
– Land vendor liabilities	1,556	1,953
– Lease liabilities	263	203
Interest on corporate bonds	12,683	12,221
Amount capitalised	(26,781)	(26,082)
Total finance costs	5,451	2,502

1. Refer to note 27 (b), (c) and (d) for accounting policies.

2. This includes fair value adjustments on Other Financial Liabilities (refer to note 10 (b)).

Related party expenses

	2024 \$'000	2023 \$'000
KMP remuneration¹		
Short-term employee benefits	4,073	5,218
Post-employment benefits	222	192
Share-based payments	1,924	2,066
	6,219	7,476

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

LAND AND DEVELOPMENT COSTS

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

BORROWING COSTS

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

7. EARNINGS PER SHARE

	2024	2023
Profit attributable to the ordinary equity holders of the Company (\$'000)	36,550	70,143
Weighted average number of ordinary shares used as the denominator in calculating basic earnings per share	470,573,105	474,145,115
Basic and diluted earnings per share (cents)	7.77	14.79

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

Refer to note 25 for the number of Performance Rights (PRs) outstanding at 30 June 2024. These PRs are contingently issuable shares and accordingly not included in diluted earnings per share.

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

8. TAXES

A. INCOME TAX EXPENSE

	2024 \$'000	2023 \$'000
Major components of tax expense		
<i>Current income tax expense</i>		
Current tax	11,454	22,311
Adjustments for prior periods	(883)	(507)
	10,571	21,804
<i>Deferred income tax expense</i>		
Deferred tax	2,159	2,779
Adjustments for prior periods	962	335
	3,121	3,114
	13,692	24,918
Deferred income tax expense included in income tax expense comprises:		
Decrease in deferred tax assets	563	1,040
Increase in deferred tax liabilities	2,558	2,074
	3,121	3,114
Tax reconciliation		
Profit before income tax	49,588	94,830
Tax at Australian tax rate of 30%	14,876	28,449
Tax effect of amounts which are not assessable or deductible:		
Share of net profit of associates	(1,121)	(237)
Employee benefits	(318)	(118)
Franking credits	(811)	(2,777)
Deferred tax assets not recognised	584	206
Sundry items	403	(433)
Under/(over) provision in prior periods	79	(172)
	13,692	24,918

RECOGNITION AND MEASUREMENT

Current taxes

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

Deferred taxes

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

Deferred tax assets are recognised for deductible temporary differences and unused tax losses only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

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

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

B. DEFERRED TAX ASSETS

	Inventory \$'000	Receivables \$'000	Tax losses \$'000	Property, plant and equipment (including leases) \$'000	Other \$'000	Total \$'000
At 1 July 2022	4,117	15,189	1,747	2,957	93	24,103
Credited/(charged):						
– to profit or loss	(225)	(2,457)	758	(206)	1,090	(1,040)
– to equity	–	–	–	–	2	2
Total deferred tax assets	3,892	12,732	2,505	2,751	1,185	23,065
Set off against deferred tax liabilities pursuant to set off provisions						(23,065)
At 30 June 2023						–
At 1 July 2023	3,892	12,732	2,505	2,751	1,185	23,065
Credited/(charged):						
– to profit or loss	(3,892)	952	4,549	(1,912)	(260)	(563)
– to equity	–	–	–	–	–	–
Total deferred tax assets	–	13,684	7,054	839	925	22,502
Set off against deferred tax liabilities pursuant to set off provisions						(22,502)
At 30 June 2024						–

C. DEFERRED TAX LIABILITIES

	Finance charges \$'000	Accrued income \$'000	Inventory \$'000	Share of joint arrangements \$'000	Other \$'000	Total \$'000
Movements						
At 1 July 2022	30,564	3,996	1,876	4,272	155	40,863
Charged/(credited):						
– to profit or loss	5,391	(3,235)	(2,104)	2,022	–	2,074
Total deferred tax liabilities	35,955	761	(228)	6,294	155	42,937
Set off against deferred tax liabilities pursuant to set off provisions						(23,065)
At 30 June 2023						19,872
At 1 July 2023	35,955	761	(228)	6,294	155	42,937
Charged/(credited):						
– to profit or loss	5,052	(1,864)	(1,206)	731	(155)	2,558
Total deferred tax liabilities	41,007	(1,103)	(1,434)	7,025	–	45,495
Set off against deferred tax liabilities pursuant to set off provisions						(22,502)
At 30 June 2024						22,993

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

OPERATING ASSETS AND LIABILITIES

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

9. INVENTORIES

	2024 \$'000	2023 \$'000
Cost of acquisition	489,358	452,399
Capitalised development costs	217,611	198,327
Capitalised finance costs	110,418	94,475
Total inventory at cost	817,387	745,201
Provision for write-downs to net realisable value ¹	(26,547)	(26,547)
Total inventory	790,840	718,654
Current	189,380	181,305
Non-current	601,460	537,349
Total inventory	790,840	718,654

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

RECOGNITION AND MEASUREMENT

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

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

KEY ESTIMATES

Net realisable value

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

10. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD

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

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

	2024 \$'000	2023 \$'000
Carrying amount at 1 July	194,353	188,006
Dividends	(17,413)	(36,903)
Capital returns	(3,865)	(1,525)
Share of profit after income tax	21,821	44,775
Carrying amount at 30 June	194,896	194,353

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

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

As at 30 June 2024	Ownership %	Current assets \$'000	Non-current assets \$'000	Current liabilities \$'000	Non-current liabilities \$'000	Net assets \$'000	Carrying value of interest in associate or joint venture \$'000	Revenue \$'000	Net profit/(loss) after tax \$'000	Share of profit/(loss) \$'000
Associates										
Peet Alkimos Pty Limited, WA	45	42,328	228,638	12,218	71,170	187,578	83,571	32,322	(3,644)	(1,623)
Peet Caboolture Syndicate Limited, QLD	20	21,530	16,712	2,451	8,845	26,947	5,462	26,698	1,934	387
Peet Werribee Land Syndicate, VIC	17	18,689	4,741	2,437	89	20,904	3,587	22,327	4,355	747
Joint Ventures*										
Peet No.1895 Pty Limited, VIC	50	23,035	117,892	32,270	53,127	55,530	20,666	46,777	7,905	5,670
Peet Golden Bay Pty Limited, WA	50	12,412	5,184	2,258	-	15,338	7,669	13,424	2,923	1,461
Peet Mt Barker Pty Limited, SA	50	16,721	2,976	2,623	454	16,620	8,310	19,961	3,288	1,644
Googong Township Unit Trust, NSW	50	39,147	134,059	3,728	43,500	125,978	62,989	65,224	24,093	12,047
Peet Brabham Pty Ltd, WA	50	31,205	39,783	23,044	45,417	2,528	1,264	6,918	221	111
Other associates and JVs							1,378			1,377
Total							194,896			21,821

As at 30 June 2023

As at 30 June 2023	Ownership %	Current assets \$'000	Non-current assets \$'000	Current liabilities \$'000	Non-current liabilities \$'000	Net assets \$'000	Carrying value of interest in associate or joint venture \$'000	Revenue \$'000	Net profit/(loss) after tax \$'000	Share of profit/(loss) \$'000
Associates										
Peet Alkimos Pty Limited, WA	45	18,683	254,989	6,232	76,219	191,222	85,194	17,055	503	200
Peet Caboolture Syndicate Limited, QLD	20	11,577	27,551	12,216	1,900	25,013	5,376	17,500	2,931	528
Peet Werribee Land Syndicate, VIC	17	6,126	15,094	4,366	304	16,549	2,839	26,713	6,318	1,083
Joint Ventures*										
Peet No.1895 Pty Limited, VIC	50	4,279	136,100	5,085	107,738	27,555	14,996	84,843	13,191	10,214
Peet Golden Bay Pty Limited, WA	50	5,537	14,708	1,230	-	19,015	9,507	8,251	1,459	727
Peet Mt Barker Pty Limited, SA	50	5,818	16,564	4,468	382	17,532	8,766	18,038	1,155	577
Googong Township Unit Trust, NSW	50	4,196	155,699	9,711	20,000	130,185	65,093	173,211	59,625	29,811
Peet Brabham Pty Ltd, WA	50	25,148	48,211	25,273	45,780	2,306	1,153	5,431	1,570	798
Other associates and JVs							1,429			837
Total							194,353			44,775

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

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

In FY22, Peet Limited provided a cash advance facility to a shareholder of Peet Alkimos Pty Ltd. At 30 June 2024, the liability is measured at fair value of \$7.1 million (Current: \$5.3 million, non-current: \$1.8 million; 30 June 2023 current: \$2.6 million, non-current: \$4.7 million) which is based on the net present value of all estimated cash inflows and outflows over the term of the facility.

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

10. INVESTMENTS ACCOUNTED FOR USING THE EQUITY METHOD continued

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

	Cash and cash equivalents \$'000	Current financial liabilities ¹ \$'000	Non-current financial liabilities ¹ \$'000	Interest expense \$'000	Income tax expense/ (benefit) \$'000
As at 30 June 2024					
Googong Township Unit Trust	3,007	–	43,500	–	(40)
Peet Golden Bay Pty Limited	6,619	–	–	–	1,257
Peet Mt Barker Pty Limited	8,396	–	–	–	1,452
Peet No. 1895 Pty Limited	6,242	26,000	39,115	–	3,386
Peet Brabham Pty Limited	3,018	21,733	45,708	54	266
As at 30 June 2023					
Googong Township Unit Trust	4,055	–	20,000	–	(7)
Peet Golden Bay Pty Limited	5,483	–	–	–	621
Peet Mt Barker Pty Limited	4,998	–	–	–	492
Peet No. 1895 Pty Limited	4,223	–	97,962	–	5,653
Peet Brabham Pty Limited	43	25,254	42,570	61	(316)

¹ Excluding trade and other payables and provisions

11. RECEIVABLES

	2024 \$'000	2023 \$'000
Current		
Trade receivables at amortised cost ¹	9,310	8,218
Other receivables at amortised cost ¹	3,313	1,420
Loans to associates and joint ventures ²		
– At amortised cost	286	3,522
– ECL allowance	(2)	(522)
– At fair value	6,978	6,897
	19,885	19,535
Non-current		
Loans to associates and joint ventures ²		
– At amortised cost	24,154	23,832
– ECL allowance	(2,275)	(2,279)
– At fair value	21,407	24,326
	43,286	45,879
Total receivables	63,171	65,414

1. Trade and other receivables are non-interest bearing and generally have 30-60 day terms. There were past due or impaired trade receivables at the end of the year of \$2.2 million (2023: \$1.2 million).
2. The Group has entered into financing arrangements (including loans and equity contributions in cash) with certain associates and JVs of the Group on commercial terms. The loans provided to associates and JVs are unsecured and are either interest free or have interest rates based on Bank Bill Swap Bid Rate (BBSY) plus a margin up to 8%.

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

KEY ESTIMATES

ECL allowance

For loans to associates and joint ventures, ECL allowance is determined on a probability of default on a loan by loan basis.

For trade receivables, the group recognises loss allowances based on lifetime ECL at each reporting date.

Related party balances with associates and joint ventures included above:

	2024 \$'000	2023 \$'000
Current		
Trade receivables	779	582
Loans to associates and joint ventures		
– At amortised cost (net of ECL allowance)	284	3,000
– At fair value	6,978	6,897
Non-current		
Loans to associates and joint ventures		
– At amortised cost (net of ECL allowance)	21,879	21,553
– At fair value	21,407	24,326
Total	51,327	56,358

Movements in loans to associates and joint ventures:

	2024 \$'000	2023 \$'000
Carrying amount at 1 July	55,776	57,604
Loans advanced	286	5,000
Loan repayments	(6,699)	(15,052)
Other ¹	1,185	8,224
Carrying amount at 30 June	50,548	55,776

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

12. CONTRACT ASSETS

	2024 \$'000	2023 \$'000
Current		
Accrued income ¹	11,752	6,139
Total contract assets	11,752	6,139

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

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For the year ended 30 June 2024

13. PAYABLES

	2024 \$'000	2023 \$'000
Current		
Trade payables and accruals	33,919	45,116
Advance from joint operators	430	3,617
Total payables	34,349	48,733

RECOGNITION AND MEASUREMENT

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

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

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

Refer note 21 for fair value disclosures.

14. LAND VENDOR LIABILITIES

	2024 \$'000	2023 \$'000
Current		
Instalments for purchase of development property	19,535	9,230
Future interest component of deferred payment	(602)	(389)
	18,933	8,841
Non-current		
Instalments for purchase of development property	52,002	13,845
Future interest component of deferred payment	(13,025)	(1,568)
	38,977	12,277
Total land vendor liabilities¹	57,910	21,118

1. The increase in the reporting period relates to the acquisition of land from the University of Canberra.

RECOGNITION AND MEASUREMENT

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

Refer note 21 for fair value disclosures.

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

	2024 \$'000	2023 \$'000
0 – 1 years	19,535	9,230
1 – 2 years	5,690	13,845
2 – 5 years	46,312	–
Total contractual cash flows	71,537	23,075
Carrying amount of liabilities	57,910	21,118

15. PROVISIONS

	2024 \$'000	2023 \$'000
Current		
Rebates	3,346	3,162
Employee entitlements	4,038	4,070
Provision for development costs to complete	23,129	16,679
	30,513	23,911
Non-current		
Employee entitlements	262	242
Provision for development costs to complete	–	12,450
Provision – Other	500	500
	762	13,192
Total provisions	31,275	37,103

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

	2024 \$'000	2023 \$'000
Carrying amount at 1 July	37,103	30,428
– Additional provision recognised	22,257	17,216
– Paid during year	(11,132)	(6,997)
– Expired during the year	(16,953)	(3,544)
Carrying amount at 30 June	31,275	37,103

KEY ESTIMATES

Provision for development costs to complete

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

RECOGNITION AND MEASUREMENT

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

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

REBATES

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

EMPLOYEE ENTITLEMENTS

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

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

DEVELOPMENT COSTS TO COMPLETE

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

16. INTERESTS IN JOINT OPERATIONS

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

	Total assets \$'000	Total liabilities \$'000	Revenue \$'000	Expenses \$'000
As at 30 June 2024				
The Village at Wellard, WA	6,778	2,116	14,041	11,197
Lightsview Joint Venture, SA	267	8	178	6
Redbank Plains Joint Venture, QLD	19,453	2,389	11,114	10,249
As at 30 June 2023				
The Village at Wellard, WA	6,533	1,935	5,679	4,009
Lightsview Joint Venture, SA	107	19	1	(469)
Redbank Plains Joint Venture, QLD	18,965	266	20,595	15,615

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CAPITAL MANAGEMENT

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

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

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

The Group's objectives when managing capital are to:

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

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

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as total interest-bearing liabilities (including deferred payment obligations) less cash, divided by total assets adjusted for market value, net of cash and cash equivalents less intangible assets. The market value is based on the latest independent mortgage valuations, adjusted for settlements, development costs and titled stock between the date of valuation and 30 June 2024. At 30 June 2024, the bank covenant gearing ratio was 32.9% (2023: 26.4%).

17. FINANCIAL LIABILITIES

NET DEBT

	2024 \$'000	2023 \$'000
Borrowings – Current	–	74,445
Borrowings – Non-current	338,215	217,656
Total borrowings*	338,215	292,101
Cash and cash equivalents	(23,758)	(38,790)
Net debt	314,457	253,311

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

RECOGNITION AND MEASUREMENT

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

For the purpose of presentation in the statement of cash flows, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

Refer note 21 for fair value disclosures.

DEBT FACILITIES

The following provides details of the loans and borrowings utilised as at 30 June 2024:

	Facility amount \$'000	Utilised amount ³ \$'000	Effective interest rate %
Bank loans ¹ – note a	332,000	183,594	8.0
Development loan ²	7,000	6,175	5.3
Total loans		189,769	

	Face value \$'000	Carrying amount ⁴ \$'000	Effective interest rate %
Peet notes – note b			
Peet notes 2021 ⁵	75,000	74,465	9.5
Peet notes 2024 ⁶	75,000	73,981	8.8
	150,000	148,446	

1. Secured.
2. Unsecured. Interest rate is the yield on the 3 year Commonwealth Government Security plus 1.5% margin. Maturing on 24 August 2026.
3. Excludes bank guarantees. Refer note 23 for bank guarantees information.
4. Net of transaction and finance costs.
5. Maturing 30 September 2026.
6. Maturing 30 September 2029.

A. BANK LOANS

The bank facilities are secured by a first registered fixed and floating charge over the assets and undertakings of the Group with a carrying amount of \$910 million (2023: \$835 million). Under these facilities the Group is required to meet bank covenants relating to interest cover, gearing ratio, real property ratio and minimum shareholders' equity. All bank covenants have been met during the reporting period and as at 30 June 2024.

The Group's main bank facility was increased from \$275 million to \$300 million. The facility comprises of three tranches of \$100 million each with expiry dates of 1 October 2026, 1 October 2027 and 1 October 2028 respectively. The Group also has bank facilities associated with Peet Yanchep Land Syndicate (\$26 million, stepping down to \$20 million from 30 October 2026 and expires on 31 March 2027) and Peet R B Plains Pty Ltd (\$6 million, expires on 30 September 2025). The table below analyses the maturity of the Group's bank loans based on the remaining period at reporting date to the contractual maturity date:

	2024 \$'000	2023 \$'000
0 – 1 years	14,839	11,117
1 – 2 years	16,372	23,795
2 – 5 years	192,261	132,524
Total contractual cash flows	223,472	167,436
Carrying amount of liabilities	189,769	143,360

B. PEET BONDS AND NOTES

Peet Notes 2019

FY23 borrowings included 75,000 notes issued to eligible professional and sophisticated investors at a face value of \$1,000 per note with a maturity date of 7 June 2024. These notes were unsecured and carried a fixed interest rate of 6.75%. The notes were fully repaid in June 2024.

Peet Notes 2021

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

Peet Notes 2024

On 7 June 2024, Peet issued 75,000 notes to eligible professional and sophisticated investors at a face value of \$1,000 per note with a maturity date of 30 September 2029. These notes are unsecured and carry a fixed interest rate of 8.50%.

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

	2024 \$'000	2023 \$'000
Face value of bonds and notes issued	150,000	150,000
Transaction costs	(2,108)	(2,504)
	147,892	147,496
Cumulative interest expense	17,697	32,537
Cumulative coupon payable	(17,143)	(31,292)
	554	1,245
Total bonds and notes liability	148,446	148,741

The bonds and notes are repayable as follows:

	2024 \$'000	2023 \$'000
0 – 1 years	13,268	59,523
1 – 2 years	13,268	83,579
2 – 5 years	172,487	83,583
Total contractual cash flows	199,023	226,685
Carrying amount of liabilities	148,446	148,741

C. LEASE LIABILITIES

	2024 \$'000	2023 \$'000
Current		
Office space leases	908	1,562
Non-current		
Office space leases	3,936	1,249
Total lease liabilities	4,844	2,811

During the year, total cash outflows for these leases is \$1.9 million (2023: \$2.2 million).

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

	2024 \$'000	2023 \$'000
0 – 1 years	2,018	1,811
1 – 2 years	1,898	642
2 – 5 years	3,768	1,199
> 5 years	514	–
Total contractual cash flows	8,198	3,652
Carrying amount of liabilities	4,844	2,811

Notes to the Consolidated Financial Statements

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17. FINANCIAL LIABILITIES continued

CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

	Borrowings \$'000	Lease liabilities \$'000
1 July 2023	292,102	2,811
Cash flows	45,380	(1,529)
Lease renewal	–	3,562
Others	733	–
30 June 2024	338,215	4,844

LIQUIDITY RISK

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

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

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

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

CREDIT RISK

The cash component of financial assets is considered to have low credit risk as the counterparties are banks with high credit ratings assigned by international credit-rating agencies. The Group recognised an expected credit loss of \$2.2 million (2023: \$1.2 million) for impaired trade receivables and an expected credit loss provision of \$2.3 million (2023: \$2.8 million) for loans measured at amortised cost of \$24.4 million (2023: \$27.3 million) (refer to note 11 and 27).

INTEREST RATE RISK

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

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

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

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

INTEREST RATE SENSITIVITY

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

At 30 June 2024, the Group had the following mix of financial assets and liabilities exposed to variable interest rates:

	2024 \$'000	2023 \$'000
Financial assets		
Cash and cash equivalents (floating)	23,758	38,790
Loans to associates and joint ventures measured at fair value	28,385	31,223
Financial liabilities		
Borrowings (floating, unhedged)	(258,060)	(217,656)

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

	Post-tax profits Increase/ (decrease)		Equity Increase/ (decrease)	
	2024 \$'000	2023 \$'000	2024 \$'000	2023 \$'000
-50 basis points	721	517	721	517
+50 basis points	(721)	(517)	(721)	(517)

18. CONTRIBUTED EQUITY AND RESERVES

A. MOVEMENTS IN ORDINARY SHARE CAPITAL

Date	Details	Number of shares	\$'000
30 June 2022	Closing balance	479,132,693	374,733
	Share buyback	(7,791,331)	(8,317)
30 June 2023	Closing balance	471,341,362	366,416
	Share buyback	(2,364,172)	(2,822)
30 June 2024	Closing balance	468,977,190	363,594

THE NATURE OF THE GROUP'S CONTRIBUTED EQUITY

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

B. RESERVES

	Share-based payments reserve ¹ \$'000	Non- controlling interest reserve ² \$'000	Total \$'000
At 1 July 2022	16,686	(16,102)	584
Share based payment	3,439	–	3,439
Buyback on vesting of performance rights ³	(3,696)	–	(3,696)
At 30 June 2023	16,429	(16,102)	327
At 1 July 2023	16,429	(16,102)	327
Share based payment	1,994	–	1,994
Buyback on vesting of performance rights ⁴	(3,055)	–	(3,055)
At 30 June 2024	15,368	(16,102)	(734)

1. The share-based payments reserve is used to recognise the fair value of options and performance rights granted.

2. The non-controlling interest reserve is used to record the differences described in note 2(d) which may arise as a result of transactions with non-controlling interests that do not result in a loss of control.

3. In FY23, the Company purchased 3,756,353 shares to settle the vested performance rights.

4. During the year, the Company purchased 2,398,240 shares to settle the vested performance rights.

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19. DIVIDENDS

	2024 \$'000	2023 \$'000
Declared and paid during the period		
Prior year fully franked dividend 4.0 cents, paid on 16 October 2023 (2023: 4.0 cents)	18,849	19,023
Fully franked interim dividend for 2024: 1.5 cents, paid on 12 April 2024 (2023: 3.5 cents)	7,058	16,502
	25,907	35,525
Dividend not recognised at year end		
Final dividend 2.75 cents per share to be paid on 14 October 2024 (2023: 4.0 cents per share)	12,897	18,854
Franking credit balance		
Franking account balance as at the end of the financial year at 30% (2023: 30%)	80,403	70,331
Franking credits that will arise from the payment of income tax	2,379	12,332
Impact on the franking account of dividends proposed before the financial report was issued but not recognised as a distribution to equity holders during the period	(5,527)	(8,080)
	77,255	74,583

20. RECONCILIATION OF PROFIT AFTER INCOME TAX TO NET CASH (OUTFLOW) / INFLOW FROM OPERATING ACTIVITIES

	2024 \$'000	2023 \$'000
Profit after income tax	35,896	69,912
Adjustments to reconcile profit after tax to net operating cash flows:		
Depreciation	2,192	2,311
Amortisation of intangible assets	151	165
Employee share-based payments	(1,061)	(257)
Equity accounting for investments in associates and joint ventures	(21,821)	(44,775)
Interest received	188	234
Peet bonds and notes effective interest rate adjustment	733	479
Distributions and dividends from associates and joint ventures	17,413	36,903
Fair value adjustments an ECL provision	(216)	(547)
Loan receivable provision	–	(3,000)
Other	(17)	(41)
Change in operating assets and liabilities during the financial year		
(Increase)/decrease in receivables and contract assets	(8,338)	8,612
Increase in inventories	(35,395)	(61,562)
(Decrease)/increase in tax liabilities	(9,953)	2,304
(Decrease)/Increase in payables and land vendor liabilities	(5,892)	16,999
(Decrease)/Increase in provisions	(5,828)	6,175
Increase in deferred tax liabilities	3,079	3,154
Net cash (outflow)/inflow from operating activities	(28,869)	37,066

21. FAIR VALUE MEASUREMENT

VALUATION OF FINANCIAL INSTRUMENTS

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

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

There have been no transfers between levels during the period.

FINANCIAL ASSETS

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

At 30 June 2024, the fair value of these loans to associates and joint ventures is \$28.4 million (30 June 2023: \$31.2 million).

LAND VENDOR LIABILITIES

The Group measures its land vendor liabilities at fair value at inception and then at amortised cost at each reporting date. The land vendor liability resulting from project acquisitions is measured as the net present value of remaining contracted instalments with significant unobservable inputs (level 3 of the fair value hierarchy). The fair value of the land vendor liability resulting from the acquisition of the remaining share of Peet Flagstone City Pty Ltd was \$13.3 million at 30 June 2024 (30 June 2023: \$21.1 million). The fair value of the land vendor liability resulting from the acquisition of land from the University of Canberra in November 2023 was \$44.6 million at 30 June 2024 (30 June 2023: nil).

PEET BONDS AND NOTES

The fair value of Peet bonds and notes as at 30 June 2024 is detailed below.

	2024 \$'000	2023 \$'000
Peet Notes 2019	–	71,069
Peet Notes 2021	75,663	73,130
Peet Notes 2024	73,577	–
Total fair value	149,240	144,199
Total carrying value	150,000	150,000

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

OTHER FINANCIAL LIABILITIES

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

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21. FAIR VALUE MEASUREMENT continued

KEY ESTIMATES

Fair value estimation

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

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

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

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

OTHER NOTES

22. REMUNERATION OF AUDITORS

	2024	2024
	\$	\$
Fees to Ernst & Young (Australia)		
Fees for auditing the statutory financial report of the parent covering the group and auditing the statutory financial reports of any controlled entities	419,096	385,357
Fees for assurance services that are required by legislation to be provided by the auditor		
– Compliance Plan & AFSL audits	8,813	8,346
Fees for other assurance and agreed-upon-procedures services under other legislation or contractual arrangements	64,968	54,222
Fees for other services		
– Tax compliance	94,119	92,501
– Tax advice	90,298	98,350
Total Fees to Ernst & Young (Australia)	677,294	638,776

23. CONTINGENCIES AND COMMITMENTS

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

	2024	2023
	\$'000	\$'000
Bank guarantees outstanding	31,596	36,716
Insurance bonds outstanding	25,009	27,789
	56,605	64,505

The majority of the above contingent liabilities are expected to mature within 1 year.

As set out in Peet Limited's announcement to the ASX on 18 July 2024, Peet Development Management Pty Limited (PDM), a wholly owned subsidiary of Peet Limited, received claims against it in respect of its former capacity as development manager of the Atria development in ACT due to a dispute between shareholders of Atria development project. PDM strenuously denies the claims brought against it and intends to defend them. Due to the early stages of the claim and the claim assessment process, it is currently not practicable to quantify the financial effect.

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

COMMITMENTS

At 30 June 2024, the commitment relating to the acquisition of land from the University of Canberra in ACT was nil (30 June 2023: \$65.6 million) as it has been recognised in inventory during the year and the unpaid amount as a land vendor liability.

24. PARENT ENTITY FINANCIAL INFORMATION AND SUBSIDIARIES

A. PARENT ENTITY FINANCIAL INFORMATION

SUMMARY FINANCIAL INFORMATION

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

	2024	2023
	\$'000	\$'000
Balance sheet		
Current assets	26,120	25,099
Total assets	917,389	860,278
Current liabilities	21,299	104,684
Total liabilities	285,426	209,970
Shareholders' equity		
Issued capital	363,594	366,416
Reserves		
Share-based payments reserve	15,368	16,429
Retained profits	253,001	267,463
Total equity	631,963	650,308
Profit for the year	11,445	259,338
Total comprehensive income	11,445	259,338

GUARANTEES ENTERED INTO BY THE PARENT ENTITY

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

	2024	2023
	\$'000	\$'000
Bank guarantees outstanding	1,841	1,837

B. SUBSIDIARIES

SIGNIFICANT INVESTMENTS IN SUBSIDIARIES

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

Name of Subsidiary	Holding	
	2024	2023
	%	%
CIC Australia Pty Limited ¹	100	100
Peet Craigieburn Pty Limited ²	100	100
Peet Southern JV Pty Limited ²	100	100
Peet No. 108 Pty Limited ²	100	100
Peet No. 112 Pty Limited ²	100	100
Peet Treasury Pty Limited ²	100	100
Peet Estates (VIC) Pty Limited ²	100	100
Peet Development Management Pty Limited	100	100
Peet Estates (QLD) Pty Limited ²	100	100
Peet Estates (WA) Pty Limited ²	100	100
Peet Estates (SA) Pty Limited ¹	100	100
Peet Funds Management Limited ²	100	100
Peet R B Plains Pty Limited ²	100	100
Peet No. 73 Pty Limited ²	100	100
Peet No. 127 Pty Limited ²	100	100
Peet Tonsley Pty Limited ²	100	100
JTP Homes Pty Limited ²	100	100
Peet Tonsley Apartments Pty Limited ²	100	100
Peet Keysborough Pty Limited ²	100	100
Peet Jumping Creek Pty Limited ²	100	100
Peet 2018 No.2 Pty Limited ²	100	100
Peet FL Pty Ltd ²	100	100
Peet Flagstone City Pty Ltd ²	100	100
Peet Bruce Pty Ltd ²	100	100
Peet 2022 No. 1 Pty Ltd ²	100	100
Peet 2022 No. 2 Pty Ltd ²	100	100
Peet Yanchep Land Syndicate ²	66.4	66.4

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

24. PARENT ENTITY FINANCIAL INFORMATION AND SUBSIDIARIES

continued

B. SUBSIDIARIES *continued*

MATERIAL PARTLY-OWNED SUBSIDIARIES

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

	Peet Yanchep Land Syndicate	
	2024 \$'000	2023 \$'000
Current assets	12,580	8,867
Non-current assets	67,868	84,933
Current liabilities	3,572	1,319
Non-current liabilities	15,174	28,823
Non-controlling interest	20,734	21,388
Revenue	11,871	224
Loss after tax	(1,955)	(688)
Loss attributable to non-controlling interest	654	231

Summarised cash flow information:

	Peet Yanchep Land Syndicate	
	2024 \$'000	2023 \$'000
Operating	1,427	(7,829)
Investing	–	(46)
Financing	(1,391)	7,821
Net outflow	36	(54)

Peet Limited has provided a \$2.4 million loan to Peet Yanchep Land Syndicate as at 30 June 2024 (30 June 2023: \$2.4 million) and no loans to other partly-owned subsidiaries. Peet has granted a guarantee of \$6.5 million to Peet Yanchep Land Syndicate as at 30 June 2024 (30 June 2023: \$6.0 million). The Group has no further contractual obligations to provide ongoing financial support.

DEED OF CROSS GUARANTEE

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

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

	2024 \$'000	2023 \$'000
Consolidated statement of profit or loss		
Revenue	280,612	318,236
Expenses	(246,661)	(260,652)
Finance costs	(5,451)	(6,678)
Share of net profit of associates accounted for using the equity method	20,529	44,319
Profit before income tax	49,029	95,225
Income tax expense	(13,692)	(24,967)
Profit for the year	35,337	70,258
Total comprehensive income for the year	35,337	70,258

Summary of movement in consolidated retained profits

Retained profits at the beginning of the financial year	200,093	152,775
Subsidiaries joining the deed of cross guarantee	–	12,585
Profit for the year	35,337	70,258
Dividends paid	(25,907)	(35,525)
Retained profits at the end of the financial year	209,523	200,093

CONSOLIDATED BALANCE SHEET

Set out below is a consolidated balance sheet at 30 June 2024 of the closed group consisting of Peet.

	2024 \$'000	2023 \$'000
Current assets		
Cash and cash equivalents	23,663	38,731
Receivables	31,605	25,837
Inventories	174,605	172,591
Total current assets	229,873	237,159
Non-current assets		
Receivables	45,686	48,279
Inventories	537,227	453,355
Investments	235,874	236,623
Right-of-use assets	4,359	2,209
Property, plant and equipment	4,012	2,924
Intangible assets	1,279	1,778
Total non-current assets	828,437	745,168
Total assets	1,058,310	982,327
Current liabilities		
Payables	32,868	48,340
Land vendor liabilities	18,933	8,841
Borrowings	–	74,445
Lease liabilities	908	1,562
Other financial liabilities	5,300	2,650
Current tax liabilities	2,390	12,332
Provisions	29,975	23,325
Total current liabilities	90,374	171,495
Non-current liabilities		
Land vendor liabilities	38,977	12,277
Borrowings	326,246	204,296
Lease liabilities	3,936	1,249
Other financial liabilities	1,822	4,688
Deferred tax liabilities	23,030	19,962
Provisions	762	745
Total non-current liabilities	394,773	243,217
Total liabilities	485,147	414,712
Net assets		
Equity		
Contributed equity	363,594	366,415
Reserves	46	1,107
Retained profits	209,523	200,093
Total equity	573,163	567,615

25. SHARE-BASED PAYMENTS

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

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

INVITATIONS TO APPLY FOR OPTIONS AND/OR PERFORMANCE RIGHTS

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

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

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

CONSIDERATION

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

25. SHARE-BASED PAYMENTS continued VESTING AND EXERCISE CONDITIONS

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

Generally, as a pre-condition to exercise, any exercise conditions in respect of an option and/or performance right must be satisfied. However, the Board has the discretion to enable an option and/or performance right holder to exercise options and/or performance rights where the exercise conditions have not been met, including, for example, where a court orders a meeting to be held in relation to a proposed compromise or arrangement in respect of the Company, or a resolution is passed or an

order is made for winding up the Company. This discretion is always subject to the requirements of the *Corporations Act 2001* and/or ASX Listing Rules. Options granted under the PESOP and performance rights under the PPRP carry no dividend or voting rights.

LAPSE OF OPTIONS AND PERFORMANCE RIGHTS

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

FAIR VALUE OF OPTIONS AND PERFORMANCE RIGHTS GRANTED

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

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

Grant Date	Exercise Price	Expiry date	Share price at grant date	Risk free interest rate	Assessed fair value
25 Oct 23	\$0.00	22 Dec 38	\$1.19	3.93%	\$1.022
22 Dec 23	\$0.00	22 Dec 38	\$1.25	3.93%	\$1.074

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

Total expenses arising from share-based payment transactions recognised during the year as part of employee benefits expense is \$1,993,877 (2023: \$3,439,209).

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

Grant value date	Expiry date	Exercise Price \$	Assessed fair value \$	Balance at 1 July	Granted during the year	Exercised during the year	Lapsed/ forfeited during the year	Balance at 30 June	Exercisable at 30 June
30 June 2024									
Options									
30-Nov-07	N/A	\$4.10	\$1.12	1,200,000	–	–	–	1,200,000	1,200,000
Performance rights									
20-Nov-19	21-Nov-34	–	\$1.04	1,743,679	–	–	–	1,743,679	1,743,679
19-Nov-20	19-Nov-35	–	\$0.94	2,944,602	–	(98,686)	(272,376)	2,573,540	2,573,540
16-Nov-21	16-Nov-36	–	\$0.99	2,111,701	–	–	–	2,111,701	–
26-Oct-22	26-Oct-37	–	\$0.87	3,193,501	–	–	–	3,193,501	–
25-Oct-23	22-Dec-38	–	\$1.02	–	994,610	–	–	994,610	–
22-Dec-23	22-Dec-38	–	\$1.07	–	1,474,909	–	–	1,474,909	–
			11,193,483	2,469,519	(98,686)	(272,376)	13,291,940	5,517,219	2,943,679

30 June 2023

Grant value date	Expiry date	Exercise Price \$	Assessed fair value \$	Balance at 1 July	Granted during the year	Exercised during the year	Lapsed/ forfeited during the year	Balance at 30 June	Exercisable at 30 June
Options									
30 Nov 07	N/A	\$4.10	\$1.12	1,200,000	–	–	–	1,200,000	1,200,000
Performance rights									
21 Dec 15	21 Dec 30	–	\$0.96	91,036	–	(91,036)	–	–	–
23-Nov-16	21-Dec-31	–	\$0.80	1,065,114	–	(1,065,114)	–	–	–
21-Dec-16	21-Dec-31	–	\$0.85	580,682	–	(580,682)	–	–	–
29-Nov-17	5-Dec-32	–	\$1.33	349,739	–	(349,739)	–	–	–
5-Dec-17	5-Dec-32	–	\$1.30	255,970	–	(255,970)	–	–	–
21-Nov-18	21-Nov-33	–	\$0.94	904,344	–	(904,344)	–	–	–
20-Nov-19	21-Nov-34	–	\$1.04	2,253,147	–	(509,468)	–	1,743,679	1,743,679
19-Nov-20	19-Nov-35	–	\$0.94	3,243,407	–	–	(298,805)	2,944,602	–
16-Nov-21	16-Nov-36	–	\$0.99	2,325,987	–	–	(214,286)	2,111,701	–
26-Oct-22	26-Oct-37	–	\$0.87	–	3,193,501	–	–	3,193,501	–
				12,269,426	3,193,501	(3,756,353)	(513,091)	11,193,483	2,943,679

26. MATTERS SUBSEQUENT TO THE END OF THE FINANCIAL YEAR

The Directors have declared a final fully franked dividend of 2.75 cents per share in respect to the year ended 30 June 2024. The dividend is to be paid on Monday, 14 October 2024, with a record date of Wednesday, 11 September 2024. No provision has been made for this dividend in the financial report as the dividend was not declared or determined by the directors on or before the end of the financial year.

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

27. OTHER ACCOUNTING POLICIES

A. FINANCIAL ASSETS

INITIAL RECOGNITION AND MEASUREMENT

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

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

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

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

SUBSEQUENT MEASUREMENT

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

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

Financial assets at amortised cost (debt instruments)

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

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

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

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

Financial assets at fair value through profit or loss

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

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

This category includes loans to associates and joint ventures.

IMPAIRMENT

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

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

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

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

B. LEASES

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

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

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

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

Notes to the Consolidated Financial Statements

For the year ended 30 June 2024

27. OTHER ACCOUNTING POLICIES continued

C. INTANGIBLE ASSETS

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

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

- Software – 5 years

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

D. PROPERTY, PLANT AND EQUIPMENT

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

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

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

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

E. GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

F. PARENT ENTITY FINANCIAL INFORMATION

TAX CONSOLIDATION LEGISLATION

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

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

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

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

INVESTMENTS IN SUBSIDIARIES

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

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

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

AASB 18 PRESENTATION AND DISCLOSURE IN FINANCIAL STATEMENTS ("AASB 18")

In June 2024, the Australian Accounting Standards Board issued AASB 18 to improve how entities communicate in their financial statements, with a particular focus on information about financial performance in the statement of profit or loss. The key presentation and disclosure requirements established by AASB 18 are:

- The presentation of newly defined subtotals in the statement of profit or loss.
- The disclosure of management-defined performance measures.
- Enhanced requirements for grouping information (i.e. aggregation and disaggregation).

The new standard is effective for annual reporting periods beginning on or after 1 January 2027. The Group is currently assessing the impact of the new standard however expects there to be significant impact to the disclosure of the consolidated statement of profit of loss and other comprehensive income.

Consolidated Entity Disclosure Statement

For the year ended 30 June 2024

Entity Name	Entity Type	Country of incorporation	% Holding	Tax residency
Peet Limited	Body Corporate	Australia		Australia
CIC - THD Pty Limited	Body Corporate	Australia	100	Australia
CIC (Palmerston) Pty Limited	Body Corporate	Australia	100	Australia
CIC Australia Pty Limited	Body Corporate	Australia	100	Australia
CIC Bruce PM Pty Limited	Body Corporate	Australia	100	Australia
CIC Bruce Pty Limited	Body Corporate	Australia	100	Australia
CIC Constructions Pty Ltd	Body Corporate	Australia	100	Australia
CIC Grace Pty Limited	Body Corporate	Australia	100	Australia
CIC Development Management Pty Limited	Body Corporate	Australia	100	Australia
CIC Developments Pty Limited	Body Corporate	Australia	100	Australia
CIC Googong Pty Limited	Body Corporate	Australia	100	Australia
CIC Northgate Pty Limited	Body Corporate	Australia	100	Australia
CIC Project Management (Palmerston) Pty Limited	Body Corporate	Australia	100	Australia
CIC Projects Pty Ltd	Body Corporate	Australia	100	Australia
Googong Development Corporation Pty Limited	Body Corporate	Australia	100	Australia
Googong Pastoral Company Pty Limited	Body Corporate	Australia	100	Australia
JTP Homes Pty Ltd	Body Corporate	Australia	100	Australia
Lakelands Retail Centre Developments Pty Ltd	Body Corporate	Australia	100	Australia
Lightsview Apartments Pty Limited	Body Corporate	Australia	100	Australia
Peet 2018 No. 2 Pty Ltd	Body Corporate	Australia	100	Australia
Peet 2018 No. 3 Pty Ltd	Body Corporate	Australia	100	Australia
Peet 2021 No. 1 Pty Ltd	Body Corporate	Australia	100	Australia
Peet 2022 No. 1 Pty Ltd	Body Corporate	Australia	100	Australia
Peet 2022 No. 2 Pty Ltd	Body Corporate	Australia	100	Australia
Peet Abrehart Road Pty Limited	Body Corporate	Australia	100	Australia
Peet Ashton Heights Pty Limited	Body Corporate	Australia	100	Australia
Peet Brigadoon Pty Limited	Body Corporate	Australia	100	Australia
Peet Bruce Pty Limited	Body Corporate	Australia	100	Australia
Peet Childcare Pty Ltd	Body Corporate	Australia	100	Australia
Peet Craigieburn Pty Limited	Body Corporate	Australia	100	Australia
Peet Cranbourne (51A Craig Rd) Pty Limited	Body Corporate	Australia	100	Australia
Peet Development Management Pty Limited	Body Corporate	Australia	100	Australia
Lyons Development Corporation Pty Limited	Body Corporate	Australia	100	Australia
Peet Estates (ACT) Pty Ltd	Body Corporate	Australia	100	Australia
Peet Estates (NT) Pty Ltd	Body Corporate	Australia	100	Australia
Peet Estates (QLD) Pty Limited	Body Corporate	Australia	100	Australia
Peet Estates (SA) Pty Ltd	Body Corporate	Australia	100	Australia
Peet Estates (VIC) Pty Ltd	Body Corporate	Australia	100	Australia
Peet Estates (WA) Pty Ltd	Body Corporate	Australia	100	Australia
Peet FL Pty Ltd	Body Corporate	Australia	100	Australia
Peet Flagstone City Pty Limited	Body Corporate	Australia	100	Australia
Peet Funds Management Limited	Body Corporate	Australia	100	Australia
Peet Greenvale No. 2 Pty Limited	Body Corporate	Australia	100	Australia
Peet Joint Venture Pty Limited	Body Corporate	Australia	100	Australia

Entity Name	Entity Type	Country of incorporation	% Holding	Tax residency
Peet Jumping Creek Pty Ltd	Body Corporate	Australia		Australia
Peet Keysborough Pty Ltd	Body Corporate	Australia	100	Australia
Peet Mt Pleasant Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 107 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 108 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 110 Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 111 Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 112 Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 113 Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 117 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 118 Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 119 Pty Ltd	Body Corporate	Australia	100	Australia
Peet No. 121 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 123 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 125 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 126 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 127 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 129 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 130 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 131 Pty Limited	Body Corporate	Australia	100	Australia
Peet No. 73 Pty Limited	Body Corporate	Australia	100	Australia
Peet No.82 Pty Limited	Body Corporate	Australia	100	Australia
Peet No.85 Pty Limited	Body Corporate	Australia	100	Australia
Peet No.87 Pty Limited	Body Corporate	Australia	100	Australia
Peet No.88 Pty Limited	Body Corporate	Australia	100	Australia
Peet Pier St Pty Ltd	Body Corporate	Australia	100	Australia
Peet Queens Park JV Pty Ltd	Body Corporate	Australia	100	Australia
Peet R B Plains Pty Limited	Body Corporate	Australia	100	Australia
Peet RDMA Wellard Pty Ltd	Body Corporate	Australia	100	Australia
Peet Rockbank Pty Limited	Body Corporate	Australia	100	Australia
Peet SA Development Pty Ltd	Body Corporate	Australia	100	Australia
Peet Southern JV Pty Limited	Body Corporate	Australia	100	Australia
Peet Tonsley Apartments Pty Ltd	Body Corporate	Australia	100	Australia
Peet Tonsley Pty Ltd	Body Corporate	Australia	100	Australia
Peet Treasury Pty Limited	Body Corporate	Australia	100	Australia
Peet Trugannia No. 1 Pty Limited	Body Corporate	Australia	100	Australia
Peet Yanchep Land Syndicate	Trust	Australia	66.4	Australia
PLV Pty Limited	Body Corporate	Australia	100	Australia
Secure Living Pty Limited	Body Corporate	Australia	100	Australia

Directors' Declaration

Year ended 30 June 2024

In the Directors' opinion:

- a. the financial statements and notes set out on pages 66 to 103 are in accordance with the Corporations Act 2001, including:
 - i. complying with Accounting Standards, the *Corporations Regulations 2001* and other mandatory professional reporting requirements; and
 - ii. giving a true and fair view of the Consolidated Entity's financial position as at 30 June 2024 and of its performance for the financial year ended on that date; and
- b. there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable; and
- c. at the date of this declaration, there are reasonable grounds to believe that the members of the extended closed group identified in note 24 will be able to meet any obligations or liabilities to which they are, or may become, subject by virtue of the deed of cross guarantee described in note 24.
- d. The consolidated entity disclosure statement on pages 102 to 103 required by section 295(3A) of the Corporations Act 2001 is true and correct.

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

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

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




Brendan Gore

Managing Director and Chief Executive Officer
Perth, Western Australia

21 August 2024

Independent Auditor's Report



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Building a better working world

Independent auditor's report to the members of Peet Limited

Report on the audit of the financial report

Opinion

We have audited the financial report of Peet Limited (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated balance sheet as at 30 June 2024, consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including material accounting policy information, the consolidated entity disclosure statement and the directors' declaration.

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

- a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2024 and of its consolidated financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial report* section of our report. We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Key audit matters

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

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Independent Auditor's Report



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

1. Recoverability of inventories

Why significant	How our audit addressed the key audit matter
<p>Land held for development and resale is treated by the Group as inventories and is valued at the lower of cost and net realisable value. As at 30 June 2024, total inventories amounted to \$790,840,000.</p> <p>The recoverability of inventory is considered a key audit matter as it represents approximately 72% of the Group's total assets and the determination of net realisable value is affected by judgments and estimates within the development models over the expected life of each development, including the remaining costs to develop and sell the land and the estimated sales value.</p> <p>These values are sensitive to changes in the underlying economic environment and market forces.</p> <p>Disclosure of inventories including significant judgments is included in Note 9 of the financial report.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▶ We assessed the effectiveness of controls over the Group's review process related to project monitoring, including the preparation and review of feasibility reports, independent property valuations and updates at the related executive and board level, including their assessment of recoverability. We also assessed controls over the process for the approval to commence or amend significant projects. ▶ We assessed the experience and industry expertise of management's internal experts in relation to the assumptions used in the development models. ▶ We evaluated the Group's significant projects to understand project costs to date and estimated costs to complete, the progress of the development including overall margins achieved on lots sold to date and expected sale prices for remaining lots. ▶ We inquired of the Group's current intention and strategy in relation to long term strategic assets. ▶ In conjunction with our real estate valuation specialists, we assessed the development models prepared by the Group for a sample of developments currently in progress and a sample of developments currently not in progress. This included evaluating the assumptions used in the development models by:

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Why significant	How our audit addressed the key audit matter
	<ul style="list-style-type: none"> ■ Comparing project costs and sales values to the most recent historical or comparable sales transactions; ■ Agreeing forecast cost and other relevant data to the current development application submissions and/or approvals. ■ Assessing the valuation methodology used were complete, adequate and consistent with standard valuation methodology given the circumstances of the project <ul style="list-style-type: none"> ▶ We evaluated the competence, capability and objectivity of the Group's independent valuation experts. ▶ We considered the assumptions and resultant valuations within a sample of independent property valuations and compared these to the assumptions used within management's development models. ▶ We tested the mathematical accuracy of the development models. ▶ We assessed the disclosure relating to inventories in accordance with Australian Accounting Standards.

2. Land and development costs expensed during the year

Why significant	How our audit addressed the key audit matter
<p>The Group has expensed as cost of sales, land and development costs of \$191,715,000 related to sold properties. Development costs expensed during the year includes an allocation of estimates of future infrastructure costs which are incurred over the life of the development.</p> <p>The allocation and measurement of land and development costs applicable to lots sold was considered a key audit matter as it involves judgment and is affected by forecast development timing and estimates of future</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▶ We evaluated the basis of estimation and allocation of total development costs and the allocation of costs to complete to properties sold in accordance with Australian Accounting Standards. ▶ We assessed the effectiveness of controls over the review and approval of cost calculations, including management's process around forecasting development costs.

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Independent Auditor's Report



Why significant	How our audit addressed the key audit matter
<p>Infrastructure costs relating to the specific development.</p> <p>Disclosure of land and development costs and the provision for development costs to complete is included in Notes 6 and 15 respectively of the financial report.</p>	<ul style="list-style-type: none"> ▶ We selected a sample of cost calculations to assess whether they were mathematically accurate and appropriately allocated to specific property lots. ▶ We assessed the costs allocated to each property and the gross margin on the sales transactions. This included comparison to historical averages of similar projects, and to projections over the life of the project to identify and substantiate significant variations. ▶ We assessed the adequacy of the disclosures in the financial report in accordance with Australian Accounting Standards.

3. Investments in and loans to associates and joint ventures

Why significant	How our audit addressed the key audit matter
<p>As at 30 June 2024, the Group has interests in associates and joint ventures, involved in property investment or development, which are accounted for using the equity method, amounting to \$194,896,000 and loans to associates and joint ventures of \$50,548,000.</p> <p>Interests in associates and joint ventures comprise:</p> <ol style="list-style-type: none"> The Group's equity-accounted investment in a number of associates and joint venture arrangements; and Loan facilities provided by the Group to certain associates and joint ventures. These unsecured loans are either recognised at amortised cost using the effective interest rate method, less an allowance for expected credit loss or, where appropriate, at fair value through the profit and loss. <p>This was considered a key audit matter due to the following:</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▶ For existing joint ventures and associates, we considered whether there had been any changes to the arrangements with respect to decision making power and exposure to variable returns. ▶ We assessed the financial performance and financial position of the associates and joint ventures, and the Group's going concern assessment of the relevant entities as one of the indicators of potential impairment. ▶ We evaluated the recoverability of interests in associates and joint ventures by assessing the feasibilities of the underlying development assets at the associate and joint venture level. We obtained an understanding of the status of the underlying developments, considered the historical performance of the underlying developments, where applicable and the reasonableness of forecast development outcomes for the

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Why significant	How our audit addressed the key audit matter
<ul style="list-style-type: none"> ▶ The assessment of the recoverability of the carrying value of investments is subject to significant judgment as to the performance of the underlying developments. Significant changes in assumptions impacting project cash flows may give rise to impairment. ▶ The measurement of expected credit loss associated with the loans at amortised cost is subject to judgment with respect to the probability of default and credit rating applicable to each loan. ▶ The measurement of loans at fair value through the profit and loss is subject to judgment with respect to the appropriate interest rate applicable to each loan. <p>Disclosure of investments in associates and joint ventures, including significant judgments is included in Notes 2, 10 and 11 of the financial report.</p>	<p>remainder of the project including the assumptions adopted in light of current market evidence. We also evaluated a sample of independent property valuations.</p> <ul style="list-style-type: none"> ▶ We considered the Group's assessment of the recoverability of the loans to associates and joint ventures, carried at amortised cost, including the inputs used in the expected credit loss calculation. ▶ We assessed the interest rates used to value loans to associates and joint ventures measured at fair value through the profit and loss against prevailing market rates and assessed the expected timing of loan repayments. ▶ We assessed the adequacy of the disclosures in the financial report in accordance with Australian Accounting Standards

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

The directors are responsible for the other information. The other information comprises the information included in the Company's 2024 annual report other than the financial report and our auditor's report thereon. We obtained the directors' report and corporate governance statement that is to be included in the annual report, prior to the date of this auditor's report, and we expect to obtain the remaining sections of the annual report after the date of this auditor's report.

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

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

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Independent Auditor's Report



Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of:

- a. The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001*; and;
- b. The consolidated entity disclosure statement that is true and correct in accordance with the *Corporations Act 2001*, and

for such internal control as the directors determine is necessary to enable the preparation of:

- i. The financial report (other than the consolidated entity disclosure statement) that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- ii. The consolidated entity disclosure statement that is true and correct and is free of misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial report

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

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

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

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- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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

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

Report on the audit of the Remuneration Report

Opinion on the Remuneration Report

We have audited the Remuneration Report included in the directors' report for the year ended 30 June 2024.

In our opinion, the Remuneration Report of Peet Limited for the year ended 30 June 2024, complies with section 300A of the *Corporations Act 2001*.

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Independent Auditor's Report



Responsibilities

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

Ernst & Young

Ernst & Young

Gavin Buckingham

Gavin Buckingham
Partner
Perth
21 August 2024

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Securityholder Information

DISTRIBUTION OF ORDINARY SHARES

As at 27 August 2024 there were 2,158 current holders of ordinary shares and these holdings were distributed in the following categories:

Size of Holding	Number of Shareholders	% of Issued Shares
1 – 1,000	539	0.03
1,001 – 5,000	579	0.38
5,001 – 10,000	335	0.56
10,001 – 100,000	625	4.19
100,001 and over	80	94.84
Total	2,158	100.00

There were 367 shareholdings of less than a marketable parcel of \$500 (394 shares).

SHAREHOLDERS

The names of the 20 largest holders of ordinary shares as at 27 August 2024 are listed below.

Name	Number of Shares Held	% of Shares Held
Scorpio Nominees Pty Ltd <Gwenton A/C>	86,582,433	18.47
Citicorp Nominees Pty Limited	76,203,946	16.26
HSBC Custody Nominees (Australia) Limited	55,906,673	11.92
J P Morgan Nominees Australia Pty Limited	39,765,227	8.48
HSBC Custody Nominees (Australia) Limited – A/C 2	33,481,903	7.14
Hurose Pty Ltd	32,749,126	6.98
Argo Investments Limited	18,152,705	3.87
Mr Warwick Donald Hemsley	17,459,881	3.72
Golden Years Holdings Pty Ltd <Peet Super Fund A/C>	8,656,230	1.85
Ian Murray Charles Palmer + Helen Christina Palmer	8,567,410	1.83
Mr Brendan David Gore <Gore Family A/C>	6,240,842	1.33
Mirrabooka Investments Limited	6,179,198	1.32
UBS Nominees Pty Ltd	5,704,447	1.22
HSBC Custody Nominees (Australia) Limited – GSI EDA	5,349,386	1.14
BNP Paribas Nominees Pty Ltd <Agency Lending A/C>	4,783,942	1.02
HSBC Custody Nominees (Australia) Limited – GSCO ECA	4,475,227	0.95
Netwealth Investments Limited <WRAP Services A/C>	3,254,690	0.69
Neweconomy Com Au Nominees Pty Limited <900 Account>	2,307,821	0.49
Merrill Lynch (Australia) Nominees Pty Limited	2,037,200	0.43
BNP Paribas Nominees Pty Ltd <IB Au Noms Retail Client>	1,886,913	0.40
Total for 20 largest shareholders	419,745,200	89.51
Total other shareholders	49,208,997	10.49
Total ordinary shares on issue	468,954,197	100.00

SUBSTANTIAL SHAREHOLDERS

As disclosed in substantial holding notices lodged with ASX (as applicable) as at 27 August 2024:

Name	Date of Last Notice Received	Number of Shares Held	% of Issued Shares Held ¹
Scorpio Nominees Pty Ltd and its associates	13 November 2018	99,156,523	20.50
Allan Gray Australia Pty Ltd and its associates	14 August 2020	88,722,096	18.36
L1 Capital Pty Ltd	29 May 2024	43,811,330	9.34
Hurose Pty Ltd	5 February 2024	32,749,126	6.96
Retail Employees Superannuation Pty Limited as trustee for the Retail Employees Superannuation Trust	18 April 2023	24,159,122	5.12

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

VOTING RIGHTS OF ORDINARY SHARES

The constitution provides for votes to be cast:

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

SECURITIES EXCHANGE LISTINGS

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

OPTIONS AND PERFORMANCE RIGHTS

As at 27 August 2024, Peet Limited had 1,200,000 options on issue, held by one key management person, as disclosed elsewhere in the Annual Report.

As at 27 August 2024, Peet Limited had 10,369,049 performance rights on issue, held by a total of 10 KMP and other senior managers.

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

PEET BONDS

As at as at 27 August 2024, Peet Limited had 75,000 unsecured and unsubordinated, floating rate bonds (BBSW+ 4.85%) on issue, with a maturity date of 30 September 2026 and 75,000 unsecured and unsubordinated 8.50% fixed-rate bonds on issue, with a maturity date of 30 September 2029. Bondholders are not entitled to vote at general meetings, however, are entitled to vote on certain matters that affect their rights under the bonds' Trust Deed. The bonds were issued to professional and sophisticated investors and are not listed.

WEBSITE ADDRESS

www.peet.com.au

The Peet Limited website offers the following features:

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

PEET LIMITED

A.B.N. 56 008 665 834

Website Address – www.peet.com.au

DIRECTORS

Tony Lennon, FAICD, Non-executive Chairman (retiring October 2024)

Greg Wall AM, MA, FAICD, FFIN, Non-executive Director (Chairman elect)

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

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

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

Margaret Kennedy, BComm, GAICD, Non-executive Director

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

GROUP COMPANY SECRETARY

Dom Scafetta, BComm, CA

REGISTERED OFFICE AND PRINCIPAL PLACE OF BUSINESS

7th Floor, 200 St Georges Terrace

Perth, Western Australia 6000

Tel. (08) 9420 1111

SHARE REGISTER

Computershare Investor Services Pty Limited

Level 17, 221 St Georges Terrace

Perth, Western Australia 6000

Tel: 1300 850 505

AUDITOR

Ernst & Young

Ernst & Young Building

11 Mounts Bay Road

Perth, Western Australia 6000

Notes

Notes

Peet Limited

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