

23

ANNUAL REPORT



ABOUT SCHAFFER CORPORATION

A DIVERSIFIED AUSTRALIAN INDUSTRIAL AND INVESTMENT COMPANY

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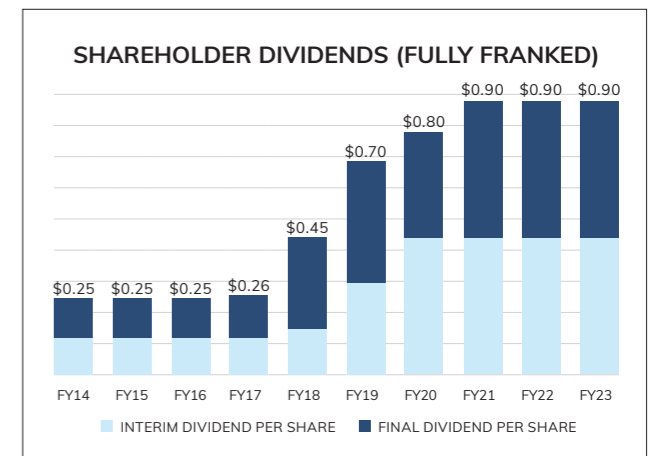
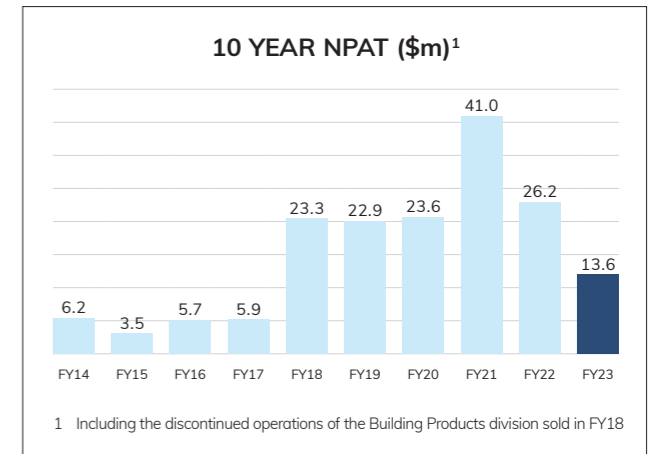
Schaffer Corporation Limited (SFC) is a diversified industrial and investment company with core operating divisions in Manufacturing (Automotive Leather and Building Materials) and Investments. Originally incorporated in 1955, the company was first listed on the Australian Securities Exchange (ASX) in 1963 and currently employs around 950 employees in three countries.

The Automotive Leather division is a world-class, globally competitive automotive leather producer, supplying quality interior leather products to such household brands as Land Rover, Audi, Mercedes, Porsche, Nissan and Ford. The division operates leather processing and finishing operations in Slovakia and Australia. Component cutting plants are located in Slovakia and China. Exports account for virtually all sales.

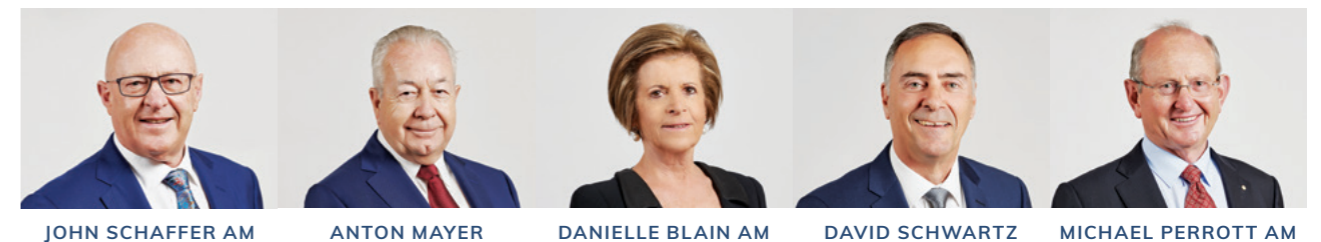
The Building Materials division comprises Delta Corporation which manufactures a range of custom made precast and prestressed concrete floor, beam and wall products, including TeeRoff beams, for major infrastructure, building and resources projects in Australia.

The Group's Investments division comprises a portfolio of various property and equity investment interests, with the largest asset, South Connect Jandakot located in Western Australia. Other property investments include a bulky goods property at Rockingham, Western Australia, and various syndicated interests in commercial, industrial, hotel, retail and residential properties across Australia and the United States.

Schaffer Corporation has a proud history of paying a dividend in every one of the past 60 years since it was originally listed as Calsil Ltd in 1963. Over the past 5 years, the company has paid approximately \$57 million in fully franked dividends to shareholders.



Board of directors



JOHN SCHAFFER AM ANTON MAYER DANIELLE BLAIN AM DAVID SCHWARTZ MICHAEL PERROTT AM



Key Financial Indicators	23	22	21	20	19	18
Revenue - including discontinued operations (\$ millions)	183.6	170.4	196.3	155.6	203.6	235.7
Net Profit after tax ¹ (\$ millions)	13.6	26.2	41.0	23.6	22.9	23.3
Earnings per Share (\$)	1.00	1.91	3.01	1.72	1.66	1.67
Ordinary Dividend per Share (\$)	0.90	0.90	0.90	0.80	0.70	0.45

MANAGING DIRECTOR'S REPORT

EXECUTIVE MANAGEMENT TEAM



John Schaffer AM

BCom(Hons), FCPA
Age 72

Mr Schaffer joined the Group in 1972 and has held the positions of Managing Director since 1987 and Chairman since 1988.



Anton Mayer

Age 81

Mr Mayer joined the Group in 1998. In 2001, Mr Mayer joined the Board of Schaffer Corporation Limited and he is currently Executive Chairman of Howe Automotive Limited.



Ralph Leib

BComm, BAcc
Age 52

Mr Leib joined the Group in 2016 and was promoted to Chief Financial Officer in July 2017.



Dan Birks

BAgrSc, MBA
Age 57

Mr Birks joined the Group in 2000 and was promoted to General Manager of Howe Automotive Limited in 2016.



Jason Walsh

B Bus, MBA
Age 53

Mr Walsh joined the Group in 1999 and was promoted to the position of General Manager of Delta Corporation Limited in 2009.



Jason Cantwell

BBus(Acc), CPA, MBA,
GIA(Affiliated)
Age 51

Mr Cantwell joined the Group in 2011 as Group Financial Controller and Company Secretary.

MAINTAINING FOCUS

Schaffer Corporation's primary focus is on creating long-term shareholder value.

Financial Performance

Schaffer Corporation Limited (SFC) reported statutory net profit after tax (NPAT¹) for the 2023 financial year of \$13.6 million (FY22: \$26.2 million). SFC's result reflects a difficult year for the Automotive Leather Division, which was impacted by various challenges, including the delayed launch of a major renewed supply program in Europe, high energy costs and volatile adverse currency movements. Automotive Leather generated profits¹ of \$11.1 million (FY22: \$18.1 million).

Delta returned to profitability, reporting NPAT¹ of \$2.0 million. This compares to a loss of \$0.6 million during the 2022 financial year. Revenues remained strong during the second half.

SFC's largest investment, the South Connect Jandakot land development, marginally increased its pre-tax net equity value to \$65.3 million from \$65 million, reflecting the capital investment in civil works funded mainly by debt (FY23 debt of \$12.2 million compared with FY22 of \$1 million). Civil works are well underway with completion expected during the first half of this financial year.

Group Investments contributed NPAT¹ of \$3.2 million (FY22: \$11.5 million). Last year's profits included one-off gains from the sale of various investments.

At 30 June 2023, the pre-tax net equity value of the Group's investments was \$186.5 million or \$13.73 per share. This compares to the June 2022 value of \$187.7 million or \$13.78 per share.

SFC bought back \$0.7 million of shares during the financial year.

Full Year (\$ million)	FY23	FY22	\$ change
Revenue	183.6	170.4	13.2
NPAT ¹ from:			
Automotive Leather	11.1	18.1	(7.0)
Delta	2.0	(0.6)	2.6
Manufacturing NPAT ¹	13.1	17.5	(4.4)
Group Investments	3.2	11.5	(8.1)
Corporate	(2.7)	(2.8)	(0.1)
Statutory NPAT ¹	13.6	26.2	(12.6)
EPS (\$)	1.00	1.91	
Ordinary Dividends (fully franked) (\$)	0.90	0.90	

1. Net Profit after tax and minority interests.

Automotive Leather

Automotive Leather had a challenging year, as the division was impacted by multiple negative factors. While revenues increased 5% to \$143 million (FY22: \$136 million), NPAT was down 39% to \$11.1 million (FY22: \$18.1 million). Revenues, operating margins, productivity and cashflow were impacted by:

- The delayed launch of a major renewed program.
- Higher input costs due to inflationary pressures including hide prices, chemical prices, rent, electricity, and other key consumables.
- Adverse currency movements (-\$2.3 million impact).
- High energy costs in Europe (-\$1.0 million versus pre-Ukraine war).
- Semiconductor chip shortages in the first half.
- Covid-19 lockdowns in Shanghai during January and February 2023.
- Raw material supply chain disruptions and supply chain elongation.

The most significant impact has been the launch of a major renewed program. Supply for the old vehicle model ended in March 2022. The “below-normal” launch volumes continued throughout the first half and most of the second half. This impacted profitability, productivity and cashflow generation.

Automotive Leather experienced a stronger second half, as sales volumes progressively increased, particularly for the major renewed program. Volumes for this program ended the financial year close to ‘normal’ expected levels. The second half also produced significantly improved cash flow generation as management focused on reducing excess hide inventory that occurred during the first half. Cash from operations during the second half was an inflow of \$10.6 million compared to the first half outflow of \$9.6m. The stronger cash generation should continue during the first half of FY24, as further hide reductions are expected to occur.

The Automotive Leather division’s Management team took the necessary strategic actions to ensure that the business navigated the abovementioned challenges during the year and to ensure the business is ready for the 2024 financial year.

Our four main luxury automotive customers in Europe have recently reported their quarterly results. Demand for new vehicles remains good, particularly in the higher-end luxury segment. As an example, Jaguar Land Rover recently announced a strong order book across its models of 185,000 vehicles.

As mentioned in our previous announcements to investors, our European operations successfully won new programs with Mercedes, Audi, and Porsche. During the first half of the 2024 financial year, the new Mercedes E-Class and Porsche program should launch, adding initially limited, but positive incremental sales volume.

Group Investments

Group Investments represents a growing proportion of the Group’s underlying assets and valuation. We continue to grow the division opportunistically with the objective of maximising shareholder value over the medium and long-term.

SFC successfully launched the SFC Global Equity Fund which ended the financial year with performance of 7.6%⁴ net of fees with funds under management of \$18.7 million.

The pre-tax net equity value of Group Investments ended the financial year at \$186.5 million (FY22: \$187.7 million) or \$13.73 per share (FY22: \$13.78 per share). Over 5 years, this represents an annual compounded increase of 12.9% per year. Over the same 5-year period, pre-tax net equity value of Group Investments has increased by \$73 million, after having paid out \$55.4 million of fully franked dividends and having bought back around \$6.5 million in shares.

	\$m		\$ per share	
	June 2023	June 2022	June 2023	June 2022
Pre-Tax Net Equity Value¹				
Jandakot (South Connect)	65.3	65.0	4.81	4.77
Other Property Investments	76.1	73.8	5.60	5.42
Equity investments at market value (excluding HTG, UPD)	19.9	\$9.8	1.47	0.71
Harvest Technology Group (HTG) ²	4.4	8.9	0.32	0.66
Updater Inc (UPD) ³	12.1	6.8	0.89	0.50
Fixed Income	-	0.6	-	0.04
Cash and term deposits	8.7	22.8	0.64	1.68
Overall investment portfolio	186.5	187.7	13.73	13.78

- Group share of fair value less Group share of debt.
- SFC’s investment in Harvest Technology Group (ASX:HTG) is valued at \$4.4m at 30 June 2023. The value per share used is \$0.03, which is below the \$0.042 closing share price of HTG at 30 June 2023. The discount to the closing price takes into consideration the significant volume of HTG shares held by the Group.
- The Group invested a further US\$2.5 million in Updater during FY23.
- Past performance is not indicative of future results.

Group Investments NPAT¹ was \$3.8 million (FY22: \$11.6 million), a decrease of \$7.8 million. The prior year results included one off realised gains from:

- the sale of 23 lots at Beachside, North Coogee;
- various syndicated properties managed by Ascot Capital; and
- Centuria (ASX:CNI) shares.

Full-Year (\$m)	FY23	FY22
Revenue	12.1	17.2
NPAT ^{1,2} excluding fair value revaluations below	4.2	11.7
Jandakot revaluation	-	11.0
Other Investment Property revaluation	-	4.2
HTG revaluation	(3.2)	(13.2)
Updater revaluation	2.2	(2.2)
Segment NPAT ¹	3.2	11.5

- Net Profit after tax and minority interests.
- Excluding revaluations associated with Jandakot, Other Investment Property, HTG and Updater.

Group Investments results also includes the following non-cash, unrealised, gains and losses:

- +\$2.2 million NPAT¹ from our investment in Updater. Our current valuation of Updater, excluding minorities interests, is \$13.3m which is higher than our cost of ~\$9.5m. During the year, SFC and Gosh Capital participated in a capital raise, investing a further US\$2.5 million.
- \$3.2 million net loss after tax from our investment in HTG. We valued HTG using \$0.03 per share, which is below the \$0.042 per share closing price at 30 June 2023. The discount to the closing price takes into consideration the significant volume of HTG shares held by the Group. Our current valuation of HTG is \$4.4 million compared to our original investment of \$3.3 million (being \$2 million in convertible notes earning 9% per annum and \$1.3 million in shares).

Delta

Delta produces precast and prestressed concrete products, predominantly for the Western Australian market.

Delta returned to profitability, reporting NPAT¹ of \$2.0 million on higher revenue of \$28.7 million (FY22: \$17.3 million). This compares to a loss of \$0.6 million during the 2022 financial year.

Delta is operating in a positive but challenging environment. Significant government investment has been directed towards civil infrastructure projects to stimulate activity and jobs growth. However, there have been program delays, severe labour shortages and rising costs. Delta continues to be selective of projects it will undertake to minimise risk.

Group Cash Flow and Net Debt

Net Debt* increased \$43.2 million during the financial year, from \$7.9 million to \$51.1 million.

The ongoing development of South Connect Jandakot resulted in associated debt increasing \$11.2 million.

The Group made investments during the year totalling \$15.7 million which included \$9.0 million to seed the SFC Global Equity Fund. These investments were funded from cash resources, which form part of net debt.

Automotive Leather working capital increased by \$20.8 million due to inventory build-up as a major renewed program was delayed resulting in lower sales volume. During the year net working capital days increased forty-six days compared to the previous financial year, primarily due to lower hide purchases in the second of this year which resulted in accounts payable falling thirty-three days. While inventory days has increased by twelve days compared to last year, excess inventory has reduced during the second half and should decrease further in the first half of the next financial year.

Net (Debt)/Cash* (\$m)	Automotive Leather	SFC Investments	South Connect Jandakot	Syndicated Investment Properties	Gosh Capital	Total
June 2023	(17.4)	6.3	(12.2)	(20.9)	(6.8)	(51.1)
June 2022	(1.2)	20.2	(1.0)	(20.8)	(5.1)	(7.9)
(Increase)/Decrease in Net Debt	(16.4)	(13.9)	(11.2)	(0.1)	(1.7)	(43.2)

* Net Debt presented excludes (1) \$18.7m (Jun 22: \$18.2m) of lease liabilities previously classified as operating leases prior to the adoption of AASB 16 on 1 July 2019; (2) restricted cash; and (3) cash held by the SFC Global Equity Fund.

Sustainability

Schaffer Corporation is committed to working sustainably by caring for our people, the environment, and the long-term future of our businesses. The Group has sustainability goals to focus and reinforce our effort in this regard (refer page 15).

The Group’s goals are based on 5 of the United Nations (UN) Sustainable Development Goals being good health and well-being, reducing inequality, responsible consumption and production, climate action, and life on land.

Dividends

Schaffer Corporation’s long-standing policy is to pay dividends to its shareholders. On an ongoing basis, the directors manage the proportion of earnings paid out as dividends. The Board has regard to capital expenditure requirements, investment opportunities, liquidity needs and the availability of franking credits. We also reflect on prevailing economic conditions and uncertainty in setting dividends.

For the 2023 financial year, Schaffer Corporation has declared fully franked dividends totalling \$0.90 per share, which is the same as the prior year.

This year’s Annual General Meeting will be held on Wednesday, 15 November 2023, at which time I will provide a further update on the outlook for the 2024 financial year.



JOHN M SCHAFER AM
Managing Director

Schaffer Corporation results are reported under Australian Accounting Standards and International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board. The Company discloses certain non-IFRS financial measures. The non-IFRS measures should only be considered in addition to, and not as a substitute for, other measures of financial performance prepared in accordance with IFRS.

Non-IFRS measures

The following are non-IFRS measures that are important to management as additional means to evaluate the Group’s performance:

- Net Profit After Tax (NPAT) is profit/(loss) for the period attributable to owners of the parent.
- Net Debt excluding lease liabilities for leases that would have been classified as operating leases calculated as follows:

	As at June 2023	As at June 2022
Net Debt excluding lease liabilities for leases previously classified as operating leases (\$’000’s)	\$’000	\$’000
Interest-bearing loans and borrowings	71,398	39,972
Lease liabilities (IFRS)	26,748	24,023
Less lease liabilities relating to leases previously classified as operating leases	(18,718)	(18,184)
Gross Debt excluding lease liabilities relating to leases previously classified as operating leases	79,428	45,811
Less cash and cash equivalents (IFRS)	(39,126)	(43,985)
Add back cash and cash equivalents - restricted	-	6,100
Add back cash and cash equivalents - controlled Fund	10,802	-
Net Debt excluding lease liabilities for leases previously classified as operating leases prior to the adoption of AASB 16	51,104	7,926

The directors believe that the presentation of non-IFRS financial information is useful for investors as the measures are utilised by the Group for rewarding performance and they reflect the underlying performance of the businesses.

Net debt excluding lease liabilities for leases that would have been classified as operating leases prior to the adoption of AASB 16 on 1 July 2019 is used to assist the understanding of the composition of Net Debt.

Non-IFRS financial information has been derived from the audited financial statements.

AUTOMOTIVE LEATHER



A GLOBAL BUSINESS IN A GLOBAL INDUSTRY

Supplier of leather to automotive manufacturers in Europe and Asia.

Schaffer Corporation owns 83% of the Automotive Leather division, which produces high-quality leather for the global automotive industry and focuses on supplying premium OEMs such as Jaguar Land Rover, Audi, Mercedes, and Porsche.

Production facilities are located globally to separately service both the European and Asian markets; for Europe, the leather finishing and cutting are located together in Kosice, Slovakia; for Asia, the leather finishing is located at the head office site in Thomastown, Victoria, and the cutting in Shanghai, China.

The division's global footprint provides a local presence in the key European and Asian automotive markets. This allows the Automotive Leather division to be close to its key customers and provides the opportunity to be competitive and responsive in a highly demanding global environment.

Automotive Leather had a challenging year, as the division was impacted by multiple negative factors. The most significant impact has been the delayed launch of a major renewed program. The old model ended in March 2022. The 'below normal' launch volumes continued throughout the first half and most of the second half. This impacted profitability, productivity and cashflow generation. Volumes for this program ended the financial year close to 'normal' expected levels.

Our European operations have successfully won new programs with Mercedes, Audi and Porsche. During the first half of this financial year, the new Mercedes E-Class and Porsche programs should launch, adding initially limited but positive incremental sales volume. While it is too early to provide guidance for the second half of the financial year, we highlight to investors that the previously mentioned launches and the additional launches of multiple new Audi programs expected during the second half of the financial year should lead to further increases in sales volumes and profitability.

All products are sold in foreign currency and translated back to Australian Dollars for financial reporting purposes. Fluctuations in the Euro, US Dollar and Chinese Renminbi against the Australian Dollar can have a significant impact on the financial performance of the Automotive Leather division, and accordingly when appropriate, management utilises hedges to manage these risks.

FEATURE PROJECT

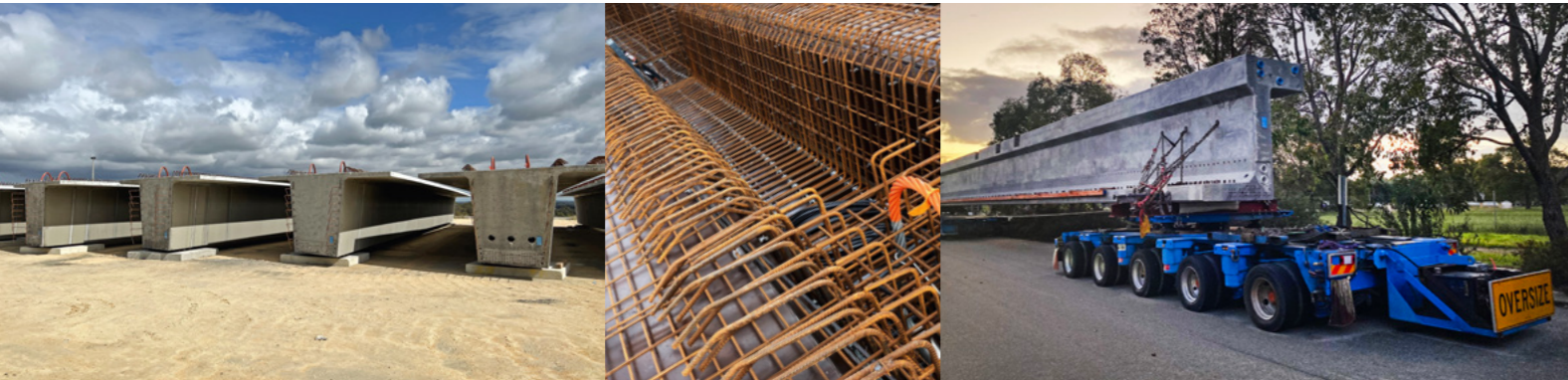
Mercedes E class Sedan & AMG

The Automotive Leather division is proud to have been nominated the sole supplier of leather for the Mercedes E Class Sedan and AMG. Britta Seeger, Member of the Board of Management of Mercedes-Benz Group AG, said: "In the new E-Class, our customers will enjoy the incomparable feeling of being at home. To achieve this, we have combined groundbreaking technology in the interior with digital intelligence. In this way, the vehicle evolves with our customers, offering more comfort and simplicity than ever before. This makes the E-Class the most personal Mercedes of all time."





BUILDING MATERIALS



PROFITABLE NICHE FOCUS

Delta delivers niche products and design solutions for the construction, resource and landscaping markets.

Delta Corporation

www.deltacorp.com.au

The financial year saw continued challenges for the capacity constrained construction industry resulting in delays across many projects throughout Western Australia. Supply chain disruption and skilled labour shortages has seen many State Government infrastructure projects come under significant pressure and cost overruns.

Delta's production capacity expansion which started in the previous financial year was completed early on in this financial year providing the company with the opportunity to quote on and win several key critical public infrastructure projects simultaneously relieving program pressure for the client and enabling Delta to return to profit due to higher throughput and productivity improvements.

Notably, commissioning of the new multipurpose, high-capacity adjustable stressing bed occurred at the end of the first quarter of the financial year. Of significance, the first beam produced in the new production facility was for the Bennett Brook Bridge which forms part of the Morley-Ellenbrook Line being constructed by the MELconnx Consortium (Laing O'Rourke Australia Construction).

Highlights for the year included the completion of production for Stage 2 of the Bayswater Train Station project - the most complex precast concrete project Delta Corporation has ever undertaken. Production was completed ahead of the scheduled delivery in July and stored in the newly created storage area to ensure no delays to the project occurred.

Prospects for the next financial year in the industry and particularly for infrastructure projects remain strong but with several major projects concluding in the next six months, competition is likely to escalate. With the additional capacity and productivity improvements that have been made, Delta remains in a strong competitive position.



Above: New multipurpose, high-capacity adjustable stressing bed production facility
Opposite: Bayswater Train Station Beams in the new storage area awaiting delivery

SCHAFFER CORPORATION'S BUILDING MATERIALS DIVISION CONSISTS OF DELTA CORPORATION WHICH IS WA'S PRE-EMINENT MANUFACTURER OF PRECAST AND PRESTRESSED CONCRETE PRODUCTS.

FEATURE PROJECT

MELconnx – Morley to Ellenbrook Line Contract

The main construction contract to build the Morley- Ellenbrook Line was awarded to the MELconnx Consortium (Laing O'Rourke Australia Construction) in October 2021. Major construction work started onsite early 2022 with the 21km rail line set to link the north-eastern suburbs with the wider Perth passenger rail network in 2024. It represents the most significant expansion of the rail network since the Mandurah Line opened in 2007 and will have five new stations at Morley, Noranda, Malaga, Whiteman Park and Ellenbrook, with future-proofing for a station at Bennett Springs East.

Delta was asked to supply pricing for several precast elements including the Bennett Brook Bridge, the Gnangara Portal, Dulwich Bridge, Beechboro Bridge and Whiteman Bridge.



First beam cast in new multipurpose, high-capacity adjustable stressing bed – Bennett Brook Bridge

GROUP INVESTMENTS

QUALITY INVESTMENTS AND LAND ASSETS WITH DEVELOPMENT POTENTIAL

Group Investments

The objective of Group Investments is to maximise shareholders' value over the medium to long-term through SFC's access to investment opportunities and investing in businesses and people with proven track records. The investment approach remains flexible and opportunistic.

SFC successfully launched the SFC Global Equity Fund, which ended the financial year up 7.6% net of fees with funds under management of \$18.7 million.

The pre-tax net equity value of Group Investments ended the financial year at \$186.5 million (FY22: \$187.7 million) or \$13.73 per share (FY22: \$13.78 per share). Over 5 years, this represents an annual compounded increase of 12.9% per year. Over the same 5-year period, pre-tax net equity value of Group Investments has increased by \$73 million, after having paid out \$55.4 million of fully franked dividends and having bought back around \$6.5 million in shares. Figures on pages 12 and 13 represent fair values.

South Connect – Jandakot Logistics Estate

SFC owns a large strategic property in Jandakot, Western Australia, that is only 15 minutes south of the Perth central business district.

An approved local scheme allows warehouses, showrooms, masonry production and nurseries and the site is well located to benefit from the increased demand for logistic and "last-mile" warehousing driven by the rapid growth in e-commerce.

After subdivision to allow for road development, drainage and buffers, the developable area is approximately 34 hectares of which 6.2 hectares is a production facility currently leased to Austral Masonry Holdings. Civil works are nearing completion.

The site is currently valued at a pre-debt valuation of \$77.5 million (FY22: \$66.0 million) on an "as is" basis.

Construction finance of \$14.2 million is secured against 9.3 hectares. The balance drawn down at 30 June 2023 was \$12.2 million (2022: \$1.0 million).



South Connect Jandakot

Portfolio Summary

Pre-Tax Net Equity Value^{1,2}

Pre-Tax Net Equity Value ^{1,2}	FY17 (\$m)	FY18 (\$m)	FY19 (\$m)	FY20 (\$m)	FY21 (\$m)	FY22 (\$m)	FY23 (\$m)	FY23 Per Share	FY23 % of Portfolio
Property: Used by SFC Operations	19.6	11.4	11.4	9.7	9.7	9.7	10.1	0.74	5%
Property: Rental Income	19.9	37.5	39.9	48.9	57.9	63.7	66.6	4.90	36%
- Retail / Bulky Goods	13.1	16.2	14.4	16.4	21.4	25.6	25.8	1.90	14%
- Industrial	0.8	4.1	3.4	4.8	5.9	3.6	3.7	0.27	2%
- Jandakot leased to Brickworks	0.0	11.2	11.2	12.2	12.2	15.5	15.5	1.14	8%
- Office	5.3	5.2	5.6	8.3	10.5	9.3	9.7	0.71	5%
- Hotels	0.7	0.8	4.0	5.4	3.8	4.0	6.1	0.45	2%
- Residential	0.0	0.0	1.4	1.8	4.2	5.7	5.8	0.43	3%
Property: Development Sites	25.2	40.9	42.5	46.2	47.1	65.4	64.7	4.77	35%
- Jandakot – Development ⁴	10.7	26.4	26.4	33.4	33.4	49.5	49.8	3.66	27%
- Residential - Development	11.5	11.5	12.2	10.0	11.0	10.9	11.0	0.81	6%
- Industrial - Development	\$3.0	3.0	3.8	2.8	2.7	5.0	4.0	0.29	2%
Sub Total: Property	64.7	89.8	93.8	104.8	114.7	138.8	141.4	10.41	76%
Equities: Externally Managed	0.0	5.1	6.2	4.3	6.5	6.3	7.9	0.58	4%
Equities: Internally Managed	2.2	2.4	10.5	29.1	49.9	19.1	28.5	2.10	15%
- Harvest Technology Group (ASX: HTG) ³	0.0	0.0	0.0	16.0	26.9	8.9	4.4	0.32	2%
- Updater Inc (US – Unlisted)	2.2	2.4	8.9	8.2	10.5	6.8	12.1	0.89	6%
- Hastings Technology Metals (ASX: HAS)	0.0	0.0	1.0	0.8	2.0	2.2	1.0	0.08	1%
- Global Portfolio	0.0	0.0	0.0	0.0	4.5	0.0	0.0	0.00	0%
- Investment in SFC Global Equity Fund	0.0	0.0	0.0	0.0	0.0	0.0	9.7	0.71	5%
- Other	0.0	0.0	0.6	4.2	6.0	1.2	1.3	0.10	1%
Sub Total: Equities	2.2	7.5	16.7	33.4	56.4	25.5	36.4	2.68	20%
Cash, Term Deposits & Fixed Income	28.7	15.9	23.9	24.4	20.6	23.4	8.7	0.64	5%
Total Pre-Tax Net Equity	95.5	113.2	134.4	162.6	191.7	187.7	186.5	13.73	100%
Pre-Tax Net Equity Per Share	6.82	8.18	9.73	11.95	14.04	13.78	13.73		

1 Market value less debt (including syndicated property debt).

2 All values represent SFC's share, i.e. 83.17% for Gosh Capital and other subsidiary held assets.

3 SFC's investment in Harvest Technology Group (ASX:HTG) is included in Equities and valued at \$4.4m at 30 June 2023. The value per share used is \$0.03, which is below the \$0.042 closing share price of HTG at 30 June 2023. The discount to the closing price takes into consideration the significant volume of HTG shares held by the Group.

4 Jandakot valuation is net of \$12.2 million of debt.

The following table represents the property holdings of the Group:

Address	Description	Ownership Structure	Land Size (sqm)	Current Lettable Area (sqm)	SFC Ownership %	SFC Share of Market Value (\$m)	SFC Share of Debt (\$m)	Notional Tax on Capital Gain (\$m)	Net Equity Value After Tax (\$m)
Property used by SFC Operations									
218 Campersic Road, Heme Hill, WA	Delta	SFC Direct	134,305	-	100%	8.1	-	(0.6)	7.5
1305 Hay Street, West Perth, WA	Head Office	SFC Direct	413	-	100%	2.0	-	(0.3)	1.7
						10.1	-	(1.0)	9.1
Rental Properties									
Hometown, 1480 Albany Hwy, Cannington, WA	Bulky Goods	Syndicate	59,319	20,637	25%	19.2	(9.7)	(4.3)	5.2
39 Dixon Rd, Rockingham, Western Australia	Bulky Goods	Gosh Direct	12,047	5,434	83%	11.8	(6.5)	(2.0)	3.3
Tamworth Homespace, Tamworth, NSW	Bulky Goods	Syndicate	31,160	13,050	25%	5.2	-	(0.9)	4.3
Auburn Megamall, 265 Parramatta Road, NSW	Bulky Goods	Gosh Syndicate	24,690	32,348	2%	1.5	-	(0.3)	1.2
Pacific Brisbane Hotel, Brisbane, QLD	Hotel	Syndicate	2,899	7,759	4%	1.0	-	0.0	1.1

Address	Description	Ownership Structure	Land Size (sqm)	Current Lettable Area (sqm)	SFC Ownership %	SFC Share of Market Value (\$m)	SFC Share of Debt (\$m)	Notional Tax on Capital Gain (\$m)	Net Equity Value After Tax (\$m)
Marriott Hotel, Yonkers, New York, USA	Hotel	SFC US Syndicate		17,100	4%	0.3	-	0.2	0.5
Seasons Hotel, Newman, WA	Hotel	Syndicate	29,000	82 rooms	5%	0.3	-	(0.0)	0.3
Burlington Hotel, Vermont, USA	Hotel	SFC US Syndicate	64,600	309 rooms	6%	3.1	-	(0.4)	2.7
Coral Cay Resort, Mackay, QLD	Hotel	Syndicate	9,148	82 rooms	5%	0.4	-	(0.0)	0.4
Embassy Suites, Portland, Maine, USA	Hotel	SFC US Syndicate	11,250	11,250	7%	1.0	-	(0.1)	0.9
Lot 705 Jandakot Road, Jandakot, WA	Industrial	SFC Direct	62,097		100%	15.5	-	(4.2)	11.3
Willung Rd, Rosedale, Victoria	Industrial	Howe Direct	510,530	9,854	83%	3.0	-	(0.4)	2.6
Torrens Rd, St Clair, SA	Industrial	Syndicate	29,707	15,011	8%	0.7	-	0.0	0.7
IBM Centre, 1060 Hay Street, West Perth, WA	Office	Syndicate	5,797	8,466	22%	13.7	(7.6)	(3.4)	2.7
6 Centro Avenue, Subiaco, WA	Office	Syndicate	1,607	1,065	50%	1.4	-	(0.3)	1.1
7 Turner Avenue, Bentley, WA	Office	Syndicate	3,488	1,098	35%	0.8	-	(0.1)	0.7
Albany Road Real Estate Partners Fund III	Office	SFC US Syndicate			1%	1.1	-	(0.0)	1.1
Albany Road Solana, Westlake, Texas, USA	Office	SFC US Syndicate	82,677	33,527	<1%	0.1	-	(0.0)	0.1
Albany Road Breck Exchange, Georgia, Atlanta, USA	Office	SFC US Syndicate	235,284	51,824	<1%	0.1	-	(0.0)	0.1
The Residences at Lakeview, Tennessee, USA	Residential	SFC US Syndicate	13,400	833 units	6%	1.7	-	(0.2)	1.5
The Residences at Bella Vista, St Louis, Missouri, USA	Residential	SFC US Syndicate	15,400	756 units	4%	1.9	-	(0.1)	1.8
Pier 5350 Apartments, Jacksonville, Florida, USA	Residential	SFC US Syndicate	89,000	43,200	7%	1.7	-	(0.1)	1.5
33 Glendale Crescent, Jandakot, WA	Residential	SFC Direct	10,000	344	100%	1.2	(0.9)	-	0.3
35 Glendale Crescent, Jandakot, WA	Residential	SFC Direct	6,504	442	100%	0.8	(0.6)	(0.2)	0.0
Parks Shopping Centre, Bunbury, WA	Retail	Syndicate	30,804	10,622	17%	8.1	(3.8)	(1.8)	2.4
						95.6	(29.0)	(18.7)	47.9

Development Sites

Lot 706 Jandakot Road, Jandakot, WA	Industrial	SFC Direct	449,639	N/A	100%	51.5	(12.2)	(10.4)	28.8
Lot 704 Jandakot Road, Jandakot, WA	Industrial	SFC Direct	32,442	N/A	100%	10.5	-	(2.9)	7.6
170 Flynn Drive, Neerabup, WA	Industrial	Syndicate	260,000	N/A	20%	2.4	-	(0.3)	2.2
61 Ashford Avenue, Milperra NSW	Industrial	Syndicate	20,000	N/A	3%	0.9	-	-	0.9
Lot 561 Paris Road, Australind, WA	Industrial	Gosh Syndicate	12,000	N/A	4%	0.6	-	(0.1)	0.6
Bennett Avenue, North Coogee, WA	Residential	Gosh Direct	21,035	N/A	83%	4.1	-	(0.8)	3.3
South Ocean Real Estate Fund III	Residential	SFC US Syndicate		N/A	1%	0.3	-	(0.0)	0.2
South Ocean Real Estate Fund V	Residential	SFC US Syndicate		N/A	1%	0.9	-	(0.0)	0.9
Part Lot 602 Yanchep Beach Road, WA	Residential	Gosh Syndicate	42,600	N/A	3%	0.3	-	0.1	0.3
Lot 39A Kenmore Avenue, Bayswater, WA	Residential	Syndicate	5,653	N/A	50%	1.8	-	(0.0)	1.7
40-250 Railway Parade, West Leederville, WA	Residential	Syndicate	1,970	N/A	27%	1.9	-	(0.0)	1.9
370 -374 Oxford St, Mount Hawthorn, WA	Residential	Syndicate	7,498	N/A	27%	1.8	-	(0.5)	1.3
						76.9	(12.2)	(15.0)	49.7
Total SFC Property Value						182.6	(41.2)	(34.7)	106.7

* All values represent SFC's share, i.e. 83.17% for Gosh Capital and other subsidiary held assets



SUSTAINABILITY

Schaffer Corporation is committed to working sustainably.

Schaffer Corporation is committed to working sustainably by fair work practices, community support, good environmental practices, and economic values that contribute to the long-term future of our businesses.

The Group is developing a Corporate Social Responsibility (CSR) program aligned with the three pillars of sustainable development—social, economic, and environmental sustainability. Schaffer Corporation is identifying and prioritising the most relevant areas that the Group can positively impact. Five key areas currently identified are:

- Sound business practices
- Responsible sourcing
- Staff wellbeing
- Health and safety
- Resource efficiency and carbon footprint

The Group is constantly striving to cultivate change to support society. As an organisation, our greatest challenge is to create products and processes that minimise their negative impact on our planet and protect our people. We remain profitable through investing in our people, products, and planet.

For example, the Automotive Leather division provides its customers with unsurpassed experience of luxury, elegance, and comfort - but beyond its statement, we contribute to ethical business practices, supplier development, sustainable growth and value creation supported by our investment strategies.

The Group's sustainability strategy focuses on the following United Nations (UN) Sustainable Development Goals:



Engaging an all-inclusive and safe workplace (UN Sustainable Development Goals 3 and 10)

Schaffer Corporation is committed to providing all our employees with a safe and healthy working environment. The Group continues to review and improve occupational health and safety management to improve outcomes. Measures and reporting to the Board includes Lost Time Injury Frequency Rate (LTIFR) and worker's compensation days. Management incentives include successful achievement of targets.

The Group supports diversity initiatives including multiculturalism. The Automotive Leather division has a multicultural workplace enhanced by the need to operate collaboratively over three very different countries – Australia, Slovakia, and China.

Gender diversity is important to the Group. At 30 June 2023, women represented 48% of the Group's workforce, 21% of senior executive positions, and 20% of the Board.

The Group is committed to the eradication of Modern Slavery practices, which includes forced and child labour. Sustainable Supplier Policies have been developed for issue to suppliers and the Group will continue to review and update risk analysis on areas where potential risk has been identified.

These sustainability goals are supported by Group policies such as the Code of Ethics, and staff education is used to reinforce the values associated with these goals into the various workplaces.



Responsible Consumption and Production (UN Sustainable Development Goal 12)

The Group seeks, evaluates, and implements initiatives that minimise water and energy use. For example, solar energy solutions have been implemented at our Australian manufacturing operations and implementation has commenced at our Slovakian facilities. We have also developed purpose-built energy reduction solutions to reduce our energy consumption requirements for our Automotive Leather operations in Europe during winter. Automotive Leather energy consumptions has reduced by 6% over the past two years.

The Automotive Leather division manages waste by investing in new technologies and using machines and processes that help minimise raw material and chemical usage and waste. Delta Corporation recycles concrete product waste through crushing for use in other applications such as road base.

The Automotive Leather division is actively auditing and working with trusted suppliers on tanning processes and chemical manufacturing to develop products that are safer, biodegradable and have less impact on the environment when finishing leather. This includes compliance with ZDHC (zero discharge of hazardous chemicals).



Climate Action (UN Sustainable Development Goal 13)

The Automotive Leather division is currently in the process of implementing further strategies to align with OEM's ambition for suppliers to be CO₂-neutral by 2039. This initiative covers all stages of value creation, including the upstream supply chain that Automotive Leather relies on.

Our decarbonisation journey started in 2019 as our baseline, setting in place the medium-term goal to achieve a 25% total reduction in our total CO₂ emissions from 2017 to 2025.

The Automotive Leather division is tracking Scope 1 and 2 greenhouse gas emissions that covers all greenhouse gases emitted from sources owned and controlled plus indirect emissions that result from the purchase of energy. These emissions have reduced by over 25% since 2017.



Life on Land (UN Sustainable Development Goal 15)

Our Automotive Leather division has trusted partnerships with hide suppliers around the world and animal welfare is one of the main criteria in selecting our leather suppliers. We oppose animal cruelty, and the Group works with suppliers that adhere to various certifications and meet the requirements of various welfare regulations such as SENASA directive, FSIS Directive 9200, and regulation 1099/2009 for animal protection. The division sources a portion of its hides from New Zealand which is rated at "A", the highest rating on the Animal Protection Index.

Supply Chain transparency from farm to automotive cut parts is important for maintaining brand reputation but also for avoidance of animal welfare issues, forced or child labour issues, and to demonstrate a best practice supply chain to our customers. Our Automotive Leather division has established 100% traceability of each batch of hides back to farming level.

Automotive Leather has also conducted comprehensive Life Cycle Assessment (LCA) on our products to assess the potential for environmental impacts associated with the production of our leather throughout the entire production life cycle. This has allowed the identification of factors that can contribute to lowering our carbon footprint. This includes factors influenced by the tannery and chemical suppliers, and our own leather finishing methods including energy consumption and waste treatment, and transport factors such as fuel consumption and packaging. Environmental considerations play an integral role in the way we source our materials, manufacture our products, and deliver to customers.

The Automotive Leather division continues to explore opportunities for sustainable chemical management by focusing on Restricted Substance Management. Our goal is to implement safer chemical alternatives through our supply chain. Suppliers and sub suppliers are required to provide MRSL ZDHC declarations of compliance. The ZDHC Gateway harnesses the power of transparency and collaboration to eliminate harmful substances from global value chains. The responsibility remains with us to strive for ZDHC Zero Discharge of Hazardous Chemicals.

SCHAFER CORPORATION LIMITED ABN 73 008 675 689

FINANCIAL REPORT 23

for the year ended 30 June 2023

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CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2023

	Note	CONSOLIDATED	
		2023	2022
		\$'000	\$'000
Revenue			
Revenue from contracts with customers	3	173,990	162,412
Rental income	4(a)	6,748	5,469
Interest income	4(b)	1,155	433
Dividends and distributions		1,745	2,115
Total revenue		183,638	170,429
Cost of sales and services rendered		(138,802)	(119,197)
Rental property expenses	4(a)	(3,684)	(2,633)
Gross profit		41,152	48,599
Share of profit of equity accounted investments		(805)	3,363
Other income	4(c)	(492)	5,160
Marketing expenses		(612)	(598)
Administrative expenses		(13,270)	(11,839)
Profit before tax and finance costs		25,973	44,685
Finance costs	4(b)	(3,100)	(1,840)
Profit before income tax		22,873	42,845
Income tax expense	5	(6,481)	(12,547)
Net profit for the period		16,392	30,298
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss			
Foreign currency translation gain attributable to parent		1,484	1,194
		1,484	1,194
Items that may not be reclassified subsequently to profit or loss			
Foreign currency translation gain attributable to non-controlling interest		214	66
Other comprehensive income for the period, net of tax		1,698	1,260
Total comprehensive income for the period		18,090	31,558
Profit for the period is attributable to:			
Non-controlling interest	27	2,799	4,107
Owners of the parent	26	13,593	26,191
		16,392	30,298
Total comprehensive income for the period attributable to:			
Non-controlling interest		3,013	4,173
Owners of the parent		15,077	27,385
		18,090	31,558
Earnings per share (EPS)			
Basic EPS	7	99.8¢	191.0¢
Diluted EPS	7	99.6¢	190.5¢
Dividends paid per share		90.0¢	90.0¢

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 30 June 2023

	Note	CONSOLIDATED	
		2023	2022
		\$'000	\$'000
ASSETS			
Current assets			
Cash and cash equivalents	8	28,324	37,885
Cash and cash equivalents – controlled Fund*	8	10,802	–
Restricted cash	8	–	6,100
Trade and other receivables	9	35,808	31,508
Inventories	11	58,715	51,594
Contract assets	10	1,737	3,585
Prepayments and deposits	12	4,296	3,512
Financial assets at fair value through profit or loss	14	11,535	53
Other financial assets	14	1,966	584
		153,183	134,821
Non-current assets			
Inventories	11	781	1,300
Contract assets	10	2,220	3,061
Financial assets at fair value through profit or loss	14	48,803	45,112
Other financial assets	14	1,749	3,039
Property, plant and equipment	20	17,535	17,783
Investment properties	21	140,458	128,371
Right-of-use assets	22	32,512	28,020
Equity accounted investments	13	7,834	8,968
Deferred income tax asset	5	5,251	4,084
Goodwill		1,299	1,299
Total non-current assets		258,442	241,037
Total assets		411,625	375,858
LIABILITIES			
Current liabilities			
Trade and other payables	16	21,333	37,225
Contract liabilities	10	1,348	444
Interest-bearing loans and borrowings	17	21,101	6,560
Lease liabilities	22	6,701	5,541
Financial liabilities at fair value through profit or loss	14	12,157	–
Income tax payable		1,625	1,655
Provisions	19	9,742	9,488
		74,007	60,913
Non-current liabilities			
Interest-bearing loans and borrowings	17	50,297	33,412
Lease liabilities	22	20,047	18,482
Deferred income tax liabilities	5	29,647	29,619
Provisions	19	12,695	12,447
Total non-current liabilities		112,686	93,960
Total liabilities		186,693	154,873
Net assets		224,932	220,985
EQUITY			
Equity attributable to equity holders of the parent			
Issued capital	25	9,921	10,590
Reserves	26	4,926	3,395
Retained earnings	26	195,201	193,867
Total parent entity interest in equity		210,048	207,852
Non-controlling interests	33	14,884	13,133
Total equity		224,932	220,985

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

*The consolidated financial statements include a controlled Fund. Refer to note 15.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2023

	Attributable to Equity Holders of the Parent					Total	Non-controlling Interest	Total equity
	Issued Capital	Retained Earnings	Reserves					
			Asset Revaluation	Share-based payments	Foreign currency translation			
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	
At 1 July 2022	10,590	193,867	2,585	(636)	1,446	207,852	13,133	220,985
Profit for the year	-	13,593	-	-	-	13,593	2,799	16,392
Other comprehensive income	-	-	-	-	1,484	1,484	214	1,698
Total comprehensive income for the year	-	13,593	-	-	1,484	15,077	3,013	18,090
Transactions with owners in their capacity as owners:								
Shares acquired under buy-back scheme	(695)	-	-	-	-	(695)	-	(695)
Employee share options exercised	26	-	-	-	-	26	-	26
Share-based payments	-	-	-	47	-	47	-	47
Equity dividends	-	(12,259)	-	-	-	(12,259)	(1,262)	(13,521)
At 30 June 2023	9,921	195,201	2,585	(589)	2,930	210,048	14,884	224,932
At 1 July 2021	11,622	180,031	2,585	(674)	252	193,816	10,642	204,458
Profit for the year	-	26,191	-	-	-	26,191	4,107	30,298
Other comprehensive income	-	-	-	-	1,194	1,194	66	1,260
Total comprehensive income for the year	-	26,191	-	-	1,194	27,385	4,173	31,558
Transactions with owners in their capacity as owners:								
Shares acquired under buy-back scheme	(1,969)	-	-	-	-	(1,969)	-	(1,969)
Employee share options exercised	937	-	-	-	-	937	-	937
Share-based payments	-	-	-	38	-	38	-	38
Equity dividends	-	(12,355)	-	-	-	(12,355)	(1,682)	(14,037)
At 30 June 2022	10,590	193,867	2,585	(636)	1,446	207,852	13,133	220,985

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 30 June 2023

	Note	CONSOLIDATED	
		2023	2022
		\$'000	\$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		174,538	161,867
Payments to suppliers and employees		(165,842)	(143,049)
Acquisition of current financial assets at fair value through profit or loss		-	(5,348)
Proceeds on disposal of current financial assets at fair value through profit or loss		-	11,347
Interest received		1,043	422
Dividends and distributions received		1,440	1,844
Other revenue received		6,364	5,469
Government subsidies		288	606
Interest paid		(3,564)	(1,735)
Income taxes paid		(7,663)	(10,459)
Goods and services tax paid		(848)	(321)
Net cash flows from operating activities	8	5,756	20,643
CASH FLOWS USED IN INVESTING ACTIVITIES			
Acquisition of property, plant and equipment	20	(7,093)	(5,922)
Acquisition of investment property		-	(1,293)
Proceeds on sale of property, plant and equipment		348	136
Improvements to investment properties		(11,968)	(5,219)
Acquisition of non-current financial assets at fair value through profit or loss		(6,715)	(5,979)
Proceeds on disposal of non-current financial assets at fair value through profit or loss		1,833	9,280
Capital distributions from financial assets at fair value through profit or loss		1,234	10,545
Acquisition of financial assets at amortised cost – loans receivable		(405)	(2,937)
Disposal of financial assets at amortised cost – loans receivable		584	-
Distributions from equity accounted investments		185	1,125
Investment in term deposits		(175)	-
Acquisition of current financial assets at fair value through profit or loss – controlled Fund		(41,255)	-
Proceeds on disposal of current financial assets at fair value through profit or loss – controlled Fund		33,793	-
Purchase of equity accounted investments		-	(681)
Net cash flows used in investing activities		(29,634)	(945)
CASH FLOWS FROM/(USED IN) FINANCING ACTIVITIES			
Proceeds from borrowings		31,426	5,893
Repayment of borrowings		-	(4,460)
Lease principal receipts		4,508	1,166
Lease principal repayments		(6,099)	(5,638)
Application funds received from external Fund investors		2,299	6,100
Dividends paid	6(a)	(13,497)	(14,037)
Shares acquired under share buy-back scheme		(695)	(1,969)
Proceeds from exercise of employee share options		26	937
Net cash flows from/(used in) financing activities		17,968	(12,008)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS		(5,910)	7,690
Net foreign exchange differences		1,051	(1,059)
Cash and cash equivalents at the beginning of the period		43,985	37,354
Cash and cash equivalents at the end of the period	8	39,126	43,985
Comprising:			
Cash and cash equivalents		28,324	37,885
Cash and cash equivalents – controlled Fund		10,802	-
Total cash and cash equivalents at the end of the period		39,126	37,885

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 1: Corporate Information

The consolidated financial report of Schaffer Corporation Limited and its controlled entities (the Group or Consolidated Entity) for the year ended 30 June 2023 was authorised for issue in accordance with a resolution of the Directors on 22 September 2023.

Schaffer Corporation Limited (SFC, the Parent or the Company) is a for-profit company limited by shares incorporated in Australia whose shares are publicly traded on the Australian Securities Exchange. The Company is domiciled in Australia.

The nature of the operations and principal activities of the Group are described in note 24.

Note 2: Summary of Significant Accounting Policies

(a) Basis of preparation

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001 and Australian Accounting Standards. The financial report has been prepared on a historical cost basis, except for financial instruments held at fair value through profit or loss and investment property held at fair value through profit or loss.

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) unless otherwise stated under the option available to the Company under ASIC Instrument 2016/191 Corporations (Rounding in Financial/ Directors Report). The Company is an entity to which the instrument applies.

The financial report also complies with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board.

(b) New accounting standards and interpretations

Adoption of New Accounting Standards

Several amendments and interpretations apply for the first time at 1 July 2022, but do not have a significant impact on the consolidated financial statements of the Group. The Group has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

New Accounting Standards and Interpretations not yet applicable

Applicable Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by the Group for the annual reporting period ended 30 June 2023. New Standards which are not yet effective, and which may have a material impact on the Group are included in the following table. The Group is currently assessing the potential impact of the standards.

Pronouncement	Title	Summary	Application date of standard	Application date for Group
AASB 2020-1	Amendments to AASBs – Classification of Liabilities as Current or Non-current	<p>A liability is classified as current if the entity has no right at the end of the reporting period to defer settlement for at least 12 months after the reporting period. The AASB recently issued amendments to AASB 101 Presentation of Financial Statements to clarify the requirements for classifying liabilities as current or non-current. Specifically:</p> <ul style="list-style-type: none"> The amendments specify that the conditions which exist at the end of the reporting period are those which will be used to determine if a right to defer settlement of a liability exists. Management intention or expectation does not affect classification of liabilities. In cases where an instrument with a conversion option is classified as a liability, the transfer of equity instruments would constitute settlement of the liability for the purpose of classifying it as current or non-current. <p>A consequence of the first amendment is that a liability would be classified as current if its repayment conditions failed their test at reporting date, despite those conditions only becoming effective in the 12 months after the end of the reporting period.</p> <p>In response to this possible outcome, the AASB has proposed further amendments:</p> <ul style="list-style-type: none"> Specifying that conditions with which an entity must comply after the reporting period do not affect the classification at the reporting date Adding presentation and disclosure requirements for non-current liabilities subject to conditions in the next 12 months Clarifying specific situations in which an entity does not have a right to defer settlement for at least 12 months after the reporting date Deferring the effective date of the original amendments to no earlier than 1 January 2024. <p>These amendments are applied retrospectively.</p>	1 January 2024	1 July 2024
AASB 2021-2	Amendments to AASB 7, AASB 101, AASB 134 Interim Financial Reporting and AASB Practice Statement 2 Making Materiality Judgements – Disclosure of Accounting Policies	<p>The amendments to AASB 101 Presentation of Financial Statements require disclosure of material accounting policy information, instead of significant accounting policies.</p> <p>Unlike 'material', 'significant' was not defined in Australian Accounting Standards. Leveraging the existing definition of material with additional guidance is expected to help preparers make more effective accounting policy disclosures. The guidance illustrates circumstances where an entity is likely to consider accounting policy information to be material. Entity-specific accounting policy information is emphasised as being more useful than generic information or summaries of the requirements of Australian Accounting Standards.</p> <p>The amendments to AASB Practice Statement 2 supplement the amendments to AASB 101 by illustrating how the four-step materiality process can identify material accounting policy information.</p> <p>Earlier application of the amendments is permitted.</p>	1 January 2023	1 July 2023

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

(b) New accounting standards and interpretations (continued)

Pronouncement	Title	Summary	Application date of standard	Application date for Group
AASB 2021-2	Amendments to AASB 108 – Definition of Accounting Estimates	<p>An accounting policy may require items in the financial statements to be measured using information that is either directly observable or estimated. Accounting estimates use inputs and measurement techniques that require judgements and assumptions based on the latest available, reliable information.</p> <p>The amendments to AASB 108 clarify the definition of an accounting estimate, making it easier to differentiate it from an accounting policy. The distinction is necessary as their treatment and disclosure requirements are different. Critically, a change in an accounting estimate is applied prospectively whereas a change in an accounting policy is generally applied retrospectively.</p> <p>The new definition provides that 'Accounting estimates are monetary amounts in financial statements that are subject to measurement uncertainty.' The amendments explain that a change in an input or a measurement technique used to develop an accounting estimate is considered a change in an accounting estimate unless it is correcting a prior period error.</p> <ul style="list-style-type: none"> For example, a change in a valuation technique used to measure the fair value of an investment property from market approach to income approach would be treated as a change in estimate rather than a change in accounting policy. In contrast, a change in an underlying measurement objective, such as changing the measurement basis of investment property from cost to fair value, would be treated as a change in accounting policy. <p>The amendments did not change the existing treatment for a situation where it is difficult to distinguish a change in an accounting policy from a change in an accounting estimate. In such a case, the change is accounted for as a change in an accounting estimate.</p> <p>The amendments are applied prospectively. Earlier application is permitted.</p>	1 January 2023	1 July 2023
AASB 2021-5	Amendments to AASBs – Deferred Tax related to Assets and Liabilities arising from a Single Transaction	<p>AASB 112 Income Taxes requires entities to account for income tax consequences when economic transactions take place, rather than when income tax payments or recoveries are made. Accounting for such tax consequences, means entities need to consider the differences between tax rules and accounting standards. These differences could either be:</p> <ul style="list-style-type: none"> Permanent – e.g., when tax rules do not allow a certain expense to ever be deducted <p>Or</p> <ul style="list-style-type: none"> Temporary – e.g., when tax rules treat an item of income as taxable in a period later than when included in the accounting profit <p>Deferred taxes representing amounts of income tax payable or recoverable in the future must be recognised on temporary differences unless specifically prohibited by AASB 112. One of these circumstances, known as the initial recognition exception, applies when a transaction affects neither accounting profit nor taxable profit, and is not a business combination. Views differed about applying this exception to transactions that, on initial recognition, create both an asset and liability (and could give rise to equal amounts of taxable and deductible temporary differences) such as:</p> <ul style="list-style-type: none"> Recognising a right-of-use asset and a lease liability when commencing a lease Recognising decommissioning, restoration and similar liabilities with corresponding amounts included in the cost of the related asset <p>Some entities have previously recognised deferred tax consequences for these types of transactions, having concluded that they did not qualify for the initial recognition exception. The amendments to AASB 112 clarify that the exception would not normally apply. That is, the scope of this exception has been narrowed such that it no longer applies to transactions that, on initial recognition, give rise to equal amounts of taxable and deductible temporary differences.</p> <p>The amendments apply from the beginning of the earliest comparative period presented to:</p> <ul style="list-style-type: none"> All transactions occurring on or after that date Deferred tax balances, arising from leases and decommissioning, restoration and similar liabilities, existing at that date <p>The cumulative effect of initial application is recognised as an adjustment to the opening balance of retained earnings or other component of equity, as appropriate.</p>	1 January 2023	1 July 2023

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

(b) New accounting standards and interpretations (continued)

Pronouncement	Title	Summary	Application date of standard	Application date for Group
AASB 2022-5	Amendments to AASBs 8 – Lease Liability in a Sale and Leaseback	<p>In a sale and leaseback transaction recognised as a sale under AASB 15 Revenue from Contracts with Customers, AASB 16 requires the seller-lessee to measure the right-of-use asset arising from the leaseback at the proportion of the previous carrying amount of the asset that relates to the right of use retained by the seller-lessee. The standard, however, does not specify how the liability arising in a sale and leaseback is measured. This impacts the measurement of the right-of-use asset and could result in recognition of a gain or loss on the right-of-use asset retained. Of particular concern is the impact of excluding from the lease liability, variable lease payments that do not depend on an index or rate.</p> <p>The issue has been addressed in the amendment, which specifies that the seller-lessee measures the lease liability arising from the leaseback in such a way that they would not recognise any gain or loss on the sale and leaseback relating to the right-of-use asset retained.</p> <p>The amendment does not prescribe specific measurement requirements for the lease liability arising from a leaseback. The seller-lessee will need to establish an accounting policy that results in information that is relevant and reliable in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.</p> <p>The amendment, however, includes examples illustrating the initial and subsequent measurement of the lease liability in a sale and leaseback transaction with variable lease payments that do not depend on an index or rate. The amendment may represent a significant change in accounting policy for entities that enter into sale and leaseback transactions with such variable payments.</p> <p>The amendment to AASB 16 is applied retrospectively to sale and leaseback transactions entered into after the beginning of the annual reporting period in which an entity first applied AASB 16. Earlier application of the amendment is permitted.</p>	1 January 2024	1 July 2024
AASB 2023-3	Amendments to Australian Accounting Standards – Disclosure of Non-current Liabilities with Covenants: Tier 2	<p>Consistent with the AASB 2020-1 and AASB 2022-6 amendments to Tier 1 reporting, as described on the previous page, AASB 2023-3 introduces changes to simplified disclosure (SDS) requirements for classifying and disclosing borrowings with covenants. The amendments:</p> <ul style="list-style-type: none"> Clarify that a liability is classified as non-current when the entity can defer settlement for at least 12 months from the reporting date Clarify how settlement by the issuance of equity instruments may impact classification Require additional disclosures to explain the risk of these borrowings becoming repayable within twelve months <p>These amendments are consistent with those made by AASB 2020-1 and AASB 2022-6 for Tier 1 reporting requirements, as described on the previous page.</p> <p>These amendments are applied retrospectively. Earlier application is permitted.</p>	1 January 2024	1 July 2024
AASB 2014-10	Amendments to AASBs – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	<p>The amendments to AASB 10 Consolidated Financial Statements and AASB 128 Investments in Associates and Joint Ventures clarify that a full gain or loss is recognised when a transfer to an associate or joint venture involves a business as defined in AASB 3 Business Combinations. Any gain or loss resulting from the sale or contribution of assets that does not constitute a business, however, is recognised only to the extent of unrelated investors' interests in the associate or joint venture.</p> <p>These amendments are applied prospectively.</p>	1 January 2025	1 July 2025

(c) Basis of consolidation

The consolidated financial statements comprise the financial statements of Schaffer Corporation Limited and its subsidiaries (the Group) as at 30 June of each year. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with an investee and has the ability to affect those returns through its power over the investee. Specifically, 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.

When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- the contractual arrangement with the other vote holders of the investee;
- rights arising from other contractual arrangements; and
- the Group's voting rights and potential voting right.

The Group re-assesses whether 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

(c) Basis of consolidation (continued)

Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the Consolidated 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. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies. 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. For foreign currency denominated intercompany receivables and payables which do not form part of a net investment in foreign operations, although intercompany balances are eliminated in the consolidated statement of financial position, the effect on profit or loss of their revaluation is not fully eliminated.

The financial statements of the subsidiaries are prepared for the same reporting period as the parent company, using consistent accounting policies.

Non-controlling interests represent the portion of profit or loss and net assets in Howe Automotive Limited and Gosh Holdings Pty Ltd not held by the Group and are presented separately in the Consolidated Statement of Comprehensive Income and within equity in the Consolidated Statement of Financial Position.

(d) Significant accounting judgments, estimates and assumptions

(i) Significant accounting judgments

In applying the Group's accounting policies, management continually evaluates judgments, estimates and assumptions based on experience and other factors, including expectations of future events that may have an impact on the Group. All judgments, estimates and assumptions made are believed to be reasonable based on the most current set of circumstances available to management. Actual results may differ from the judgments, estimates and assumptions. Significant judgments, estimates and assumptions made by management in the preparation of these financial statements are outlined below:

Determining the lease term of contracts with renewal options

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has the option, under some of its leases to lease the assets for additional terms of three to five years. The Group applies judgment in evaluating whether it is reasonably certain to exercise the option to renew. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise (or not to exercise) the option to renew (e.g., a change in business strategy).

(ii) Significant accounting estimates and assumptions

The carrying amounts of certain assets and liabilities are often determined based on estimates and assumptions of future events. The key estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of certain assets and liabilities within the next annual reporting period are:

Employee participation units

The Group measures the cost of cash-settled EPU termination payments in accordance with a valuation formula based on the future three-year average of 5.5 times Automotive Leather's estimated earnings before interest and tax minus the future three-year average estimated debt, discounted based on the estimated period until payment using a risk-free rate of return. Future earnings estimates have been decreased from prior year to reflect the ongoing global economic volatility, supply chain elongation and the Ukraine war. The valuation has sensitivity to the estimate of future earnings. A 10% reduction in the estimate of future earnings would reduce the provision by \$1,349,000 (2022: \$1,316,000) and vice versa. Refer note 29(c).

Construction contracts

Refer note 2(m).

Impairment of non-financial assets other than goodwill

The Group assesses impairment of all assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. These include product and manufacturing performance, technology, economic and political environments and future product expectations. If an impairment trigger exists, the recoverable amount of the asset is determined.

Variable consideration

The Group estimates variable consideration to be included in the transaction price for the sale of automotive leather components with rights to claim a refund.

At each reporting date, the Group estimates forecast claims as the larger value of the 12-month historical claims as a percentage of revenue from sales of automotive leather components applied to the current trade receivables balance, or the value of identified return materials authorities (RMAs) that have not yet been credited.

The Group estimates variable consideration to be included in the transaction price for the construction of precast concrete elements with rights for liquidated damages. The Group has no history of liquidated damages and accordingly has estimated forecasted liquidated damages to be nil.

Estimates of expected variable consideration are sensitive to changes in circumstances and the Group's past experience may not be representative of actual customer claims and liquidated damages in the future. Any significant change in experience as compared to history will impact the expected variable consideration in the future.

Provision for expected credit losses of trade receivables and contract assets

The provision for expected credit losses of trade receivables and contract assets is based on the historical default rates experienced by the Group, forecast economic conditions, financial strength of ongoing customers and the Group's credit policies, adjusted for forward looking factors specific to the debtors and the economic environment. The Group has suffered negligible default rates in recent years however the Group's credit loss experience may not be representative of actual customer defaults in the future, particularly due to ongoing economic uncertainty. Management has provided for an amount of expected credit loss based on the overall strength of the sectors to which the Group supplies.

Measurement of fair value

The Group's accounting policies and disclosures may require the measurement of fair values for both financial and non-financial assets and liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

When measuring the fair value of an asset or a liability, the Group uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

The Group owns investment property and certain financial instruments that are not valued using quoted market prices. The fair value of each these financial instruments is based on available information including guidance provided by investment managers, external valuations by independent third-party valuers, or market research. Refer notes 18(c) and 21.

(e) Foreign currency translation

Each entity in the Group determines its own functional currency and items included in the financial statements of each entity are measured using that functional currency. Both the functional and presentation currency of Schaffer Corporation Limited and its Australian subsidiaries is Australian dollars.

Transactions in foreign currencies are initially recorded in the functional currency at the exchange rates ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are retranslated at the rate of exchange ruling at the balance sheet date. All exchange differences arising from the above procedures are taken to the Consolidated Statement of Comprehensive Income.

As at the reporting date, the assets and liabilities of overseas subsidiaries (refer note 33) are translated into the presentation currency of Schaffer Corporation Limited at the rate of exchange ruling at the balance date and the Consolidated Statement of Comprehensive Income is translated at the average exchange rates for the year.

The exchange differences arising on the translation are taken directly to other comprehensive income.

On disposal of a foreign entity, the deferred cumulative amount recognised in the component of other comprehensive income relating to that particular foreign operation and attributable to the parent entity is recognised in the Consolidated Statement of Comprehensive Income.

(f) Investment properties

Investment properties are land and/or buildings held by the Group to earn rental income and/or for capital appreciation and exclude property used in production of goods or services or for administrative purposes.

Investment properties are initially measured at cost and subsequently at fair value with any change therein recognised in profit or loss. Any gain or loss on disposal of investment property (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss.

Rental income from investment property is recognised as other revenue on a straight-line basis over the term of the lease. Lease incentives granted are recognised as an integral part of the total rental income, over the term of the lease.

(g) Property, plant and equipment

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Such cost includes the cost of replacing parts that are eligible for capitalisation when the cost of replacing the parts is incurred.

Depreciation is calculated on a straight-line basis over the estimated useful life of the asset as follows:

- land – not depreciated
- buildings – over 40 years
- leasehold improvements – the shorter of the lease term and the asset's useful life
- plant and equipment – over 5 to 15 years

(h) Business combinations

Business combinations are accounted for using the acquisition method. The consideration transferred in a business combination shall be measured at fair value, which shall be calculated as the sum of the acquisition date fair values of the assets transferred by the acquirer, the liabilities incurred by the acquirer to former owners of the acquirer, the equity issued by the acquirer, and the amount of any non-controlling interest in the acquiree. For each business combination, the acquirer measures the non-controlling interest in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Acquisition-related costs are expensed as incurred.

When the Group acquires a business, it assesses the financial assets and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic conditions, the Group's operating or accounting policies and other pertinent conditions as at the acquisition date.

If the business combination is achieved in stages, the acquisition date fair value of the acquirer's previously held equity interest in the acquiree is remeasured at fair value as at the acquisition date through profit or loss.

Any contingent consideration to be transferred by the acquirer will be recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration which is deemed to be an asset or liability will be recognised in accordance with AASB 9 through profit or loss. If the contingent consideration is classified as equity, it shall not be remeasured.

The excess of the cost of the business combination over the net fair value of the Group's share of the identifiable net assets acquired is recognised as goodwill. If the cost of acquisition is less than the Group's share of the net fair value of the identifiable net assets of the subsidiary, the difference is recognised as a gain in the Consolidated Statement of Comprehensive Income, but only after a reassessment of the identification and measurement of the net assets acquired.

(i) Impairment of non-financial assets other than goodwill

The Group assesses at each reporting date whether there is an indication that an asset may be impaired. If any such indication exists, or when annual impairment testing for an asset is required, the Group makes an estimate of the asset's recoverable amount. An asset's recoverable amount is the higher of its fair value less costs of disposal and its value-in-use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets and the asset's value-in-use cannot be estimated to be close to its fair value. In such cases the asset is tested for impairment as part of the cash-generating unit to which it belongs. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset or cash-generating unit is considered impaired and is written down to its recoverable amount.

In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Impairment losses relating to continuing operations are recognised in those expense categories consistent with the function of the impaired asset unless the asset is carried at revalued amount (in which case the impairment loss is treated as a revaluation decrease).

An assessment is also made at each reporting date as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case the carrying amount of the asset is increased to its recoverable amount.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss unless the asset is carried at revalued amount, in which case the reversal is treated as a revaluation increase. After such a reversal, the depreciation charge is adjusted in future period to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

(j) Investments and other financial assets

Debt instruments at amortised cost

The Group's debt financial assets included in other financial assets are classified as debt instruments at amortised cost where they are held with the objective of holding the financial asset to collect contractual cash flows and the cash flows are solely payments of principal and interest.

Financial assets at fair value through profit or loss

The Group's other financial assets excluding debt instruments at amortised cost are classified as financial assets at FVTPL and comprise derivative instruments, plus quoted and unquoted equity instruments which the Group has not irrevocably elected, at initial recognition or transition, to classify at FVOCI.

(k) Inventories

Inventories include raw materials, work-in-progress (excluding contract work in progress), finished goods and land held for sale. Inventories are valued at the lower of cost and net realisable value. Costs incurred in bringing each product to its present location and condition are accounted for as follows:

- Raw materials – purchase cost on a first-in, first-out basis.
- Finished goods and work-in-progress – cost of direct materials and labour and a proportion of manufacturing overheads based on normal operating capacity but excluding borrowing costs. Costs are assigned on the first-in first-out basis.
- Land held for sale – land acquisition costs and costs attributable to bringing the land to a saleable condition.

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.

(l) Trade and other receivables

Trade and other receivables are classified as debt instruments at amortised cost. An allowance is recognised for expected credit loss based on the Group's historical loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

The Group considers a financial asset in default when contractual payments are 30 days past due. However, in certain cases, the Group may also consider a financial asset to be in default when internal or external information indicates that the Group is unlikely to receive the outstanding contractual amounts in full before considering any credit enhancements held by the Group.

(m) Contract assets and liabilities

Contract work in progress

Contract work in progress is classified as contract assets or contract liabilities in accordance with AASB 15 Revenue from Contracts with Customers.

Contract work in progress is stated at cost plus profit recognised to date calculated in accordance with the percentage of completion method, less an allowance for expected credit loss and progress payments received to date. Percentage completion is calculated on the actual costs to date as a percentage of the estimated total costs for each project.

An allowance for expected credit loss is based on the Group's historical loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

The gross amount due from customers for contract work for all contracts in progress for which costs incurred plus recognised profits (less recognised losses) exceeded progress billings, is presented in contract assets.

The gross amount due to customers for contract work for all contracts in progress for which progress billings exceeded costs incurred plus recognised profits (less recognised losses) is presented in contract liabilities.

Costs to obtain or fulfil a contract

The Group may incur incremental upfront costs associated with obtaining Long-term Agreements (LTAs) with customers that would otherwise not be incurred if the contract had not been obtained. Where such costs are expected to be recovered over the contract period, the Group recognises a contract asset on its Statement of Financial Position.

Costs to obtain a contract that would have been incurred regardless of whether the contract was obtained are recognised as an expense in the Statement of Comprehensive Income when incurred, unless explicitly recoverable from the customer regardless of whether the contract is obtained.

Contract assets are amortised on a straight-line basis over the estimated duration of the contract with the customer.

Use of judgement

The Group exercises judgement in determining the estimated duration of the contract based on information available at contract inception. Significant changes to the expected duration of the contract are accounted for prospectively as a change in accounting estimate in accordance with AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors.

The Group does not consider the identification and quantification of contract costs that can be capitalised an area of significant judgement due to low uncertainty regarding the recoverability and amount of contract costs associated with LTAs at inception.

(n) Cash and short-term deposits

Cash and short-term deposits in the Consolidated Statement of Financial Position comprise cash at banks and on hand and short-term deposits with a maturity of 90 days or less.

Restricted cash comprises cash at banks received from external parties and subject to restrictions on its use or transfer.

For the purpose of the Consolidated Statement of Cash Flows, cash and cash equivalents consist of cash and short-term deposits as defined above, net of outstanding bank overdrafts.

(o) Interest-bearing loans and borrowings

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method.

Gains and losses are recognised in profit or loss when the liabilities are derecognised.

(p) Provisions

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Where the Group expects some or all of a provision to be reimbursed, for example under an insurance contract, the reimbursement is recognised as a separate asset but only when the reimbursement is virtually certain. The expense relating to any provision is presented in the Consolidated Statement of Comprehensive Income net of any reimbursement.

If the effect of the time value of money is material, provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and, where appropriate, the risks specific to the liability.

Where discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

Restructure provisions

Provisions relating to restructures are recognised when:

- the Group has a detailed formal plan for the restructuring; and
- has raised a valid expectation in those affected that it will carry out the restructuring by starting to implement it or by announcing its main features to those affected.

(q) Employee entitlements

Provision is made for employee entitlement benefits accumulated as a result of employees rendering services up to the reporting date. These benefits include wages and salaries, annual leave and long service leave, and associated taxes and on-costs. Liabilities arising in respect of employee entitlements expected to be settled within twelve months of the reporting date are measured at the amounts expected to be settled. All other employee entitlement liabilities are measured at the present value of the estimated future cash outflows to be made in respect of services provided by employees up to the reporting date. In determining the present value of future cash outflows, the interest rates attaching to national high quality corporate bonds which have terms to maturity approximating the terms of the related liability are used.

Employee entitlements, expenses and revenues arising in respect of the following categories:

- wages and salaries, non-monetary benefits, annual leave, long service leave and other leave entitlements; and
- other types of employee entitlements;

are charged against profit or loss on a net basis in their respective categories.

Contributions to defined contribution superannuation plans are expensed when incurred.

(r) Executive share option arrangement

The Directors of Schaffer Corporation Limited may grant in their absolute discretion, without payment, share options to employees under an employee share scheme approved by shareholders at the Annual General Meeting in November 1999. Each option is convertible into one ordinary share of Schaffer Corporation Limited on payment of the exercise price, after a vesting period, but prior to the expiry date.

The exercise price is determined at the grant date at the absolute discretion of the Directors but not less than the greater of:

- the weighted average of the last sale price on the Australian Stock Exchange Limited of the shares in the Company for each of the five trading days on which a sale of the Company's shares was effected immediately preceding the date on which any options are issued to any participant; and
- 20 cents.

The options hold no voting or dividend rights and are not transferable. Schaffer Corporation Limited does not provide guarantees to enable executives to finance the exercise of their options. When an executive ceases to be employed by the entity, any unexercised options automatically lapse and are forfeited.

The cost of these equity-settled transactions with employees is measured by reference to the fair value at the date at which they are granted. The fair value is determined using a Black-Scholes model.

In valuing equity-settled transactions, no account is taken of any performance conditions, other than conditions linked to the price of the shares of Schaffer Corporation Limited (market conditions). There are no non-vesting conditions attached to the employee share scheme.

The cost of equity-settled transactions is recognised, together with a corresponding increase in equity, over the period in which the performance conditions are fulfilled, ending on the date on which the relevant employees become fully entitled to the award (vesting date).

The cumulative expense recognised for equity-settled transactions at each reporting date until vesting date reflects (i) the extent to which the vesting period has expired and (ii) the Group's best estimate of the number of equity instruments that will ultimately vest. No adjustment is made for the likelihood of market performance conditions being met as the effect of these conditions is included in the determination of fair value at grant date. The Consolidated Statement of Comprehensive Income charge or

credit for a period represents the movement in cumulative expense recognised as at the beginning and end of that period.

No expense is recognised for awards that do not ultimately vest, except for awards where vesting is conditional upon a market condition.

If the terms of an equity-settled award are modified, as a minimum an expense is recognised as if the terms had not been modified. In addition, an expense is recognised for any modification that increases the total fair value of the share-based payment arrangement, or is otherwise beneficial to the employee, as measured at the date of modification.

If an equity-settled award is cancelled, it is treated as if it had vested on the date of cancellation, and any expense not yet recognised for the award is recognised immediately. However, if a new award is substituted for the cancelled award and designated as a replacement award on the date that it is granted, the cancelled and new award are treated as if they were a modification of the original award, as described in the previous paragraph.

The dilutive effect, if any, of outstanding options is reflected as additional share dilution in the computation of earnings per share (refer note 7).

(s) Employee participation units

A controlled entity, Howe Automotive Limited (Howe), may grant employee participation units (EPU) in accordance with its Employee Incentive Plan adopted by Howe shareholders on 20 December 2001. For conditions refer to note 29(c).

An EPU provides an employee with a right on termination of employment under certain conditions and in certain other circumstances to receive a cash payment from Howe. Schaffer Corporation Limited has the option to compel the employee to use the whole or part of that cash payment to subscribe for Schaffer Corporation Limited shares.

The Group records a provision for EPU termination entitlements calculated using estimates of the probable future EPU cash payments for issued EPUs discounted based on the estimated period until payment using a risk-free rate of return. The amount estimated for EPU cash payments on termination is calculated in accordance with an equity valuation formula based on the three-year average, including one full year following termination, of 5.5 times Howe Automotive Limited's estimated earnings before interest and tax minus debt.

EPUs are cancelled once they are paid out. EPUs are also cancelled if the employee ceases to be an employee prior to the third anniversary of the grant date for any reason other than death or permanent disablement, if the employee acts in competition with Howe after the third anniversary but prior to pay out, is disparaging to Howe or any of its businesses, does anything which is illegal, fraudulent, dishonest or serious misconduct, discloses confidential information, or if the employee is a director or general manager and does not provide a minimum of 90 days' notice of intention to terminate employment.

Howe may at any time amend this plan, but amendments cannot prejudice the accrued rights of an employee without consent of not less than 75% in the number of employees who hold EPUs at the time of the amendment.

(t) Leases

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

Group as a lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

- buildings – 6 to 12 years
- plant and equipment – 5 to 15 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment assessments. Refer to note 2(i).

ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the lessee company's incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of plant and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of plant and equipment that are considered to be low value. Lease payments on short-term leases and leases of low value assets are recognised as expense on a straight-line basis over the lease term.

Group as a lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in revenue in the statement of profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned.

(u) Revenue recognition

Sale of Goods

Automotive leather components – Revenue is recognised at the point in time when control of the goods is transferred to the customer, generally on collection by the customer. The contracts for the sale of automotive leather components provide customers with the right to claim a credit or refund for components that do not satisfy agreed quality standards. The customer's right to claim is a variable consideration that is estimated at contract inception and constrained until the associated uncertainty is resolved. The estimate of constrained revenue is based on all available information including historic performance and is recognised to the extent that it is highly probable that a significant reversal of revenue will not occur. Payment terms are generally 30 to 90 days.

Hospitality sales

Revenue is recognised at the point in time when control of the goods is transferred to the customer.

Construction contracts

The Group recognises construction services revenue and expenses on an individual contract basis using the percentage of completion method based on cost inputs which align with the calculation of the contractually enforceable obligation a customer must pay for work completed to date. Once the financial outcome of a construction contract can be estimated reliably, contract revenues and expenses are recognised in the Consolidated Statement of Comprehensive Income in proportion to the stage of completion of the contract. Where modifications in design or contract requirements are entered into, the transaction price is updated to reflect these. Where the price of a modification has not been confirmed, an estimate is made of the amount of revenue to recognise whilst also considering any constrained revenue requirement. Payment terms are generally 30 to 45 days. The Group generally warrants that it will rectify construction works deemed defective for between 5 and 10 years from completion of the works.

Transport

The Group recognises transport revenue on an individual contract basis over the period the service is completed. Payment terms are generally 30 to 45 days.

Interest income

Revenue is recognised as the interest accrues (using the effective interest method, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument to the net carrying amount of the financial asset).

Dividends and distributions

Revenue is recognised when the shareholders' or unitholders' right to receive the payment is established, excluding dividends received from equity accounted investments, in which the dividends are recognised as a reduction in the equity accounted investment.

Rental income

Rental income arising on investment properties is accounted for on a straight-line basis over the lease term. Contingent rental income is recognised as income in the periods in which it is earned.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

(v) Income tax

Current tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the balance date.

Deferred income tax is provided on all temporary differences at the balance date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes, except as described below.

Deferred income tax liabilities are recognised for all taxable temporary differences except:

- where the deferred income tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and that at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences, such as the recognition of right-of-use assets and lease liabilities in accordance with AASB 16.
- where taxable temporary differences associated with investments in subsidiaries, associates and undivided interests, and the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred income tax assets are recognised for all deductible temporary differences, carry-forward of unused tax assets and unused tax losses, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry-forward of unused tax credits and unused tax losses can be utilised except:

- where the deferred income tax asset relating to the deductible temporary differences arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss; or
- where the deductible temporary difference is associated with investments in subsidiaries, or interests in joint ventures, in which case a deferred tax asset is only recognised to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary difference can be utilised.

The carrying amount of deferred income tax assets is reviewed at each balance date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Unrecognised deferred income tax assets are reassessed at each balance date and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax asset to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the balance date.

Income taxes relating to items recognised directly in equity are recognised in equity and not in the profit or loss.

Deferred tax assets and deferred tax liabilities are offset only if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred tax assets and liabilities relate to the same taxable entity and the same taxation authority.

The Company and all its wholly owned Australian resident subsidiaries are part of a tax consolidated group. The Company, being the head entity in a tax consolidated group, assumes the current tax liability and any deferred tax assets arising from tax losses and other unused tax credits of the subsidiaries in the tax consolidated group. Deferred tax balances of the subsidiaries in the tax consolidated group are not assumed by the Parent entity.

The Group allocates the tax balances for the period using the Group allocation approach, and a tax funding arrangement is in place to reimburse the parent entity for any liabilities of the subsidiaries it assumes and conversely, for the parent entity to reimburse the subsidiaries for any recognised tax losses it assumes.

(w) Other taxes

Revenues, expenses and assets are recognised net of the amount of goods and services tax ("GST") except:

- where the GST incurred on a purchase of goods and services is not recoverable from the taxation authority, in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Consolidated Statement of Financial Position.

Cash flows are included in the Consolidated Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Consolidated Statement of Financial Position.

Cash flows are included in the Consolidated Statement of Cash Flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority are classified as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

(x) Derivative financial instruments

The Group uses derivative financial instruments such as forward currency contracts and interest rate swaps to manage its risks associated with foreign currency and interest rate fluctuations. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured to fair value through profit or loss. Derivatives are carried as assets when their fair value is positive and as liabilities when their fair value is negative.

The Group has determined that these derivatives do not qualify for hedge accounting and as such, any gains or losses arising from changes in fair value are taken directly to the Consolidated Statement of Comprehensive Income.

Forward exchange contracts

The fair value of forward currency contracts is calculated by reference to current forward exchange rates for contracts with similar maturity profiles.

Interest rate swaps

The fair value of interest rate swap contracts is determined by reference to market values for similar instruments.

(y) Contributed equity

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds.

(z) Earnings per share

Basic earnings per share is calculated as net profit attributable to members of the Parent adjusted to exclude costs of servicing equity (other than dividends), divided by the weighted average number of ordinary shares outstanding during the period, adjusted for any bonus element.

Diluted earnings per share, is calculated as net profit attributable to members adjusted for:

- costs of servicing equity (other than dividends); and
- the after-tax effect of dividends and interest associated with dilutive potential ordinary shares that have been recognised as expenses;

divided by the weighted average number of ordinary shares outstanding during the period and dilutive potential ordinary shares, adjusted for any bonus element.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 2: Summary of Significant Accounting Policies (continued)

(aa) Borrowing costs

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

(ab) Trade and other payables

Trade payables and other payables are carried at amortised cost and represent liabilities for goods and services provided to the Group prior to the end of the financial year that are unpaid and arise when the Group become obliged to make future payments in respect of the purchase of these goods and services. The carrying amount approximates fair value.

(ac) Research costs

Research costs are expensed as incurred.

(ad) Government subsidies

Government subsidies are recognised when there is reasonable assurance that the subsidy will be received, and all attached conditions are complied with. When the subsidy relates to an expense item, it is recognised as income on a systemic basis over the periods that the related costs, for which it is intended to compensate, are expensed.

Note 3: Revenue From Contracts with Customers

Segments	FOR THE YEAR ENDED 30 JUNE 2023			
	Automotive Leather	Group Investments	Building Materials	Total
Type of goods or service	\$'000	\$'000	\$'000	\$'000
Sale of automotive leather components	142,738	-	-	142,738
Sale of land	-	1,363	-	1,363
Construction services	-	-	26,470	26,470
Transport services	-	-	2,228	2,228
Sale of goods and services – other	-	1,191	-	1,191
Total revenue from contracts with customers	142,738	2,554	28,698	173,990
Geographical Markets				
Europe	111,824	-	-	111,824
Asia	30,914	-	-	30,914
Australia	-	2,554	28,698	31,252
Total revenue from contracts with customers	142,738	2,554	28,698	173,990
Timing of revenue recognition				
Goods transferred at a point in time	142,738	2,554	-	145,292
Services transferred over time	-	-	28,698	28,698
Total revenue from contracts with customers	142,738	2,554	28,698	173,990
Relating to prior period performance	-	-	-	-
Relating to current period performance	142,738	2,554	28,698	173,990
Total revenue from contracts with customers	142,738	2,554	28,698	173,990

Segments	FOR THE YEAR ENDED 30 JUNE 2022			
	Automotive Leather	Group Investments	Building Materials	Total
Type of goods or service	\$'000	\$'000	\$'000	\$'000
Sale of automotive leather components	135,966	-	-	135,966
Sale of land	-	8,159	-	8,159
Construction services	-	-	15,251	15,251
Transport services	-	-	2,035	2,035
Sale of goods and services – other	-	1,001	-	1,001
Total revenue from contracts with customers	135,966	9,160	17,286	162,412
Geographical Markets				
Europe	99,710	-	-	99,710
Asia	36,256	-	-	36,256
Australia	-	9,160	17,286	26,446
Total revenue from contracts with customers	135,966	9,160	17,286	162,412
Timing of revenue recognition				
Goods transferred at a point in time	135,966	9,160	-	145,126
Services transferred over time	-	-	17,286	17,286
Total revenue from contracts with customers	135,966	9,160	17,286	162,412
Relating to prior period performance	-	-	-	-
Relating to current period performance	135,966	9,160	17,286	162,412
Total revenue from contracts with customers	135,966	9,160	17,286	162,412

At 30 June 2023 and 30 June 2022, the Group had no portion of transaction price allocated to remaining unfulfilled performance obligations for contracts with a duration of over 12 months.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 4: Significant Other Income and Expenses

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
(a) Net rental income		
Rental property income	6,748	5,469
Rental property expenses	(3,684)	(2,633)
Net rental income	3,064	2,836
(b) Finance (costs)/income		
Interest on loans	(2,678)	(1,370)
Interest on leases	(422)	(470)
Total finance costs	(3,100)	(1,840)
Interest income	1,155	433
Total finance income	1,155	433
(c) Other income/(losses)		
Net gain on investment property at fair value through profit or loss	115	18,738
Net gain/(loss) on financial assets at fair value through profit or loss	356	(15,833)
Net loss on financial liabilities at fair value through profit or loss	(610)	-
Gain on disposal of property, plant and equipment	16	4
Government subsidies	268	606
Net gain on derivatives	318	2,529
Foreign currency losses	(4,441)	(1,518)
Foreign currency gains	3,486	634
	(492)	5,160
(d) Depreciation, amortisation and impairment included in the consolidated statement of comprehensive income		
Depreciation included in:		
Cost of sales	7,913	7,241
Marketing and administrative expenses	72	58
Total depreciation	7,985	7,299
(e) Employee benefit expense		
Wages, salaries and bonuses	37,328	34,001
Post-employment benefits provisions increase/(reversal)	281	(650)
Long service leave provision	(33)	33
Worker's compensation costs	299	354
Superannuation costs	1,133	1,094
Share-based payments expense	47	38
	39,055	34,870

Note 5: Income Tax

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
The major components of income tax expense are:		
Consolidated statement of comprehensive income		
Current income tax		
Current income tax charge	7,724	10,979
Adjustment in respect of current income tax of previous years	(411)	274
Deferred income tax		
Origination and reversal of temporary differences	(832)	1,294
Income tax expense reported in the consolidated statement of comprehensive income	6,481	12,547
A reconciliation between tax expense and the product of accounting profit before income tax multiplied by the Group's applicable income tax rate is as follows:		
Accounting profit before tax	22,873	42,845
At the Group's statutory income tax rate of 30% (2022 – 30%)	6,862	12,856
– overseas currency translation adjustment	210	40
– expenses not allowable for income tax purposes	96	103
– other items	(41)	(582)
– effect of lower US tax rates	(235)	(150)
– over-provision of current income tax of previous years	(411)	274
– profit of equity accounted investment already taxed	-	6
Income tax expense reported in the consolidated statement of comprehensive income at the effective tax rate of 30% (2022 – 30%)	6,481	12,547

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 5: Income Tax (continued)

	Note	CONSOLIDATED STATEMENT OF FINANCIAL POSITION		CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME	
		2023	2022	2023	2022
		\$'000	\$'000	\$'000	\$'000
Deferred income tax					
Deferred income tax at 30 June relates to the following:					
Deferred tax liabilities					
Unrealised fair value adjustments		31,705	31,825	120	(218)
Depreciation of Right-of-use assets	(i)	5,338	5,123	(215)	902
Accelerated depreciation for tax purposes		1,446	1,277	(169)	(6)
Rollover of insurance proceeds		1,265	1,265	-	-
Derivatives		312	343	31	(343)
Prepayments		176	249	73	(47)
Share of profit in equity-accounted investees		(45)	78	123	(48)
Accrued income		122	197	75	(10)
Other individually insignificant balances		35	101	66	464
Gross deferred income tax liabilities		40,354	40,458		
Offset		(10,707)	(10,839)		
Net deferred tax liability		29,647	29,619		
Deferred tax assets					
Lease liabilities	(ii)	5,277	5,166	111	(775)
Employee entitlements		5,765	5,675	90	496
Accrued expenses		1,042	378	1,020	(422)
Foreign exchange losses		666	234	432	(58)
Unrealised fair value adjustments		373	191	(174)	(42)
Other individually insignificant balances		15	64	(49)	69
Derivatives		-	-	-	(86)
Impairment of plant and equipment		(474)	977	(1,451)	(197)
Losses carried forward		3,294	2,238	1,056	(973)
Gross deferred income tax assets		15,958	14,923		
Offset		(10,707)	(10,839)		
Net deferred tax asset		5,251	4,084		
Deferred tax expense/(credit)				1,139	(1,294)

- (i) Depreciation is not deductible for tax purposes for right-of-use assets relating to leases recognised as operating leases prior to the adoption of AASB 16. Depreciation is deductible for right-of-use assets relating to leases recognised as finance leases prior to the adoption of AASB 16.
- (ii) Lease payments are deductible for tax purposes for lease liabilities relating to leases recognised as operating leases prior to the adoption of AASB 16. Lease payments are not deductible for lease liabilities relating to leases recognised as finance leases prior to the adoption of AASB 16.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 10: Contract Assets and Liabilities
(continued)

Long-term agreement (LTA) payments are upfront costs associated with obtaining of contracts that would otherwise not be incurred if the contract had not been obtained. Such payments are amortised over the life of the contract in accordance with AASB 15.

Contract work in progress is classified as contract assets or contract liabilities in accordance with AASB 15. Contract work in progress is stated at cost plus profit recognised to date calculated in accordance with the percentage of completion method, less an allowance for expected credit loss and progress payments received to date.

Contracts for the construction of precast concrete elements generally require customer certification of work completed, generally within 10 business days of a submitting a monthly claim to the customer. An invoice is then raised for the completed work and is payable by the customer generally between 30 to 60 days.

The gross amount due from customers for contract work for all contracts in progress for which costs incurred plus recognised profits (less recognised losses) exceeded progress billings, is presented in contract assets. Contract assets are subject to credit risk which is managed by the Group's credit policy (refer note 17(e)).

The gross amount due to customers for contract work for all contracts in progress for which progress billings exceeded costs incurred plus recognised profits (less recognised losses) is presented in contract liabilities.

	CONSOLIDATED			
	Work in progress	Customer claims	LTA payments	Total
	\$'000	\$'000	\$'000	\$'000
Movement in contract assets				
At 1 July 2022	3,035	-	3,611	6,646
Movement in contract work in progress	(1,848)	-	-	(1,848)
Movement in contract advance payment	-	-	(841)	(841)
At 30 June 2023	1,187	-	2,770	3,957
At 1 July 2021	1,500	-	3,074	4,574
Movement in contract work in progress	1,535	-	-	1,535
Movement in contract advance payment	-	-	537	537
At 30 June 2022	3,035	-	3,611	6,646
Movement in contract liabilities				
At 1 July 2022	87	357	-	444
Movement in provision for refunds – customer claims	-	85	-	85
Movement in contract work in progress	819	-	-	819
At 30 June 2023	906	442	-	1,348
At 1 July 2021	1,150	546	-	1,696
Movement in provision for refunds – customer claims	-	(189)	-	(189)
Movement in contract work in progress	(1,063)	-	-	(1,063)
At 30 June 2022	87	357	-	444

Note 11: Inventories

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Current		
Raw materials – at cost	28,903	29,396
Work in progress – at cost	17,109	14,196
Finished goods – at cost	11,806	7,234
Land held for sale – at cost	897	768
	58,715	51,594
Non-current		
Land held for sale – at cost	781	1,300
Total inventory	59,496	52,894
Inventory recognised as an expense comprises:		
Land	487	3,844
Automotive leather	113,472	98,513
	113,959	102,357
Inventory write downs recognised as an expense included in the above.	32	364

Note 12: Prepayments and Deposits

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Prepayments	4,296	3,512
	4,296	3,512

Prepayments relate to leases, plant and equipment, insurance, raw materials, consumables and interest.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 13: Equity Accounted Investments

The Group has the following interests in associates and joint ventures which are accounted for using the equity method in the consolidated financial statements.

	Nature of investment	Country of incorporation	Percentage held	
			2023	2022
			%	%
TJS Advisory Pty Ltd – unlisted company	Associate	Australia	30	30
Primewest Tamworth Trust – unlisted unit trust	Associate	Australia	25	25
7 Turner Ave Unit Trust – unlisted unit trust	Associate	Australia	35	35
6 Centro Ave Unit Trust – unlisted unit trust	Joint Venture	Australia	50	50
WASO Club Pty Ltd – unlisted company	Joint Venture	Australia	27	27
Parcel Bayswater Pty Ltd – unlisted company	Joint Venture	Australia	50	50
	Activity	Principal place of business		
TJS Advisory Pty Ltd	Property asset management and consultancy services	Australia		
Primewest Tamworth Trust	Bulky goods property investment	Australia		
6 Centro Ave Unit Trust	Office property investment	Australia		
7 Turner Ave Unit Trust	Office property investment	Australia		
WASO Club Pty Ltd	Property development	Australia		
Parcel Bayswater Pty Ltd	Property development	Australia		

The following table illustrates the aggregated and summarised financial information of the Group's investment in the above entities.

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Summary Statement of Financial Position		
Current assets	20,392	2,282
Non-current assets	41,550	41,592
Current liabilities	(489)	(8,518)
Non-current liabilities	(35,828)	(6,936)
Equity	25,625	28,420
Group's share in equity	7,315	8,077
Goodwill	519	891
Group's carrying amount of the investments	7,834	8,968
Summary Statement of Comprehensive Income		
Revenue from contracts with customers	529	663
Rental income	3,404	3,073
Finance income	47	1
Total revenue	3,980	3,737
Cost of sales and services rendered	(4,868)	(1,575)
Revaluation of investment property to fair value to fair value	(622)	3,137
Administration expenses	(225)	(792)
Finance costs	(775)	(570)
Profit before tax	(2,510)	3,937
Income tax expense	145	12
Profit for the year	(2,365)	3,949
Group's share of profit for the year	(805)	3,363
Total equity accounted profit recognised	(805)	3,363

Note 14: Financial Assets and Liabilities

	Note	CONSOLIDATED	
		2023	2022
		\$'000	\$'000
Financial assets at amortised cost			
Current			
Cash and cash equivalents	8	28,324	37,885
Cash and cash equivalents – controlled Fund	8,15	10,802	-
Restricted cash	8	-	6,100
Trade and other receivables	9	35,808	31,508
Other financial assets at amortised cost		1,966	584
		76,900	76,077
Non-current			
Interest-bearing loans receivable		1,749	3,039
Total financial assets at amortised cost		78,649	79,116
Financial assets at fair value through profit or loss			
Current			
Listed equity shares – held by controlled Fund	15	11,175	-
Derivatives not recognised as hedging instruments			
Forward exchange contracts		239	53
Interest rate swaps		121	-
		11,535	53
Non-current			
Unlisted investments in property unit trusts and LLCs		18,428	18,145
Units in managed equity funds		7,976	5,867
Listed equity shares		2,746	5,026
Unlisted equity shares		14,920	7,541
Convertible notes		3,817	7,392
Derivatives not recognised as hedging instruments			
Interest rate swaps		917	1,141
		48,804	45,112
Total financial assets at fair value through profit or loss		60,339	45,165
Total financial assets		138,988	124,281
Financial liabilities at amortised cost			
Current			
Trade and other payables	16	21,333	37,225
Current interest-bearing loans and borrowings:			
Bank loans – Property	17	21,101	6,560
Current lease liabilities	22	6,701	5,541
		49,135	49,326
Non-current			
Non-current interest-bearing loans and borrowings:			
Revolving loan facility – Automotive Leather	17	27,722	8,862
Bank loans – Property	17	22,575	24,550
Non-current lease liabilities	22	20,047	18,482
		70,344	51,894
Total financial liabilities at amortised cost		119,479	101,220
Financial liabilities at fair value through profit or loss			
Current			
Short equity positions held by controlled Fund	15	3,090	-
Net assets attributable to external investors of the controlled Fund	15	9,010	-
Derivatives not recognised as hedging instruments			
Forward exchange contracts		57	-
		12,157	-
Total financial liabilities at fair value through profit or loss		12,157	-
Total financial liabilities		131,636	101,220

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 14: Financial Assets and Liabilities
(continued)

Derivative financial instruments are used by the Group in the normal course of business to protect against exposure to fluctuations in interest and foreign exchange rates.

(i) Forward currency contracts

The Group has the following contracts outstanding at balance date:

	2023	2022	2023	2022
	\$'000	\$'000	Average Exchange Rate	Average Exchange Rate
Sell US \$ / Buy Australian \$				
Maturity 0-12 months	4,000	-	1.4832	-
Sell Euro € / Buy Australian \$				
Maturity 0-12 months	11,110	754	1.6653	1.5913

Such contracts are fair valued by comparing the contracted rate to the market rates for contracts with the same length of maturity. All movements in fair value are recognised in the Consolidated Statement of Comprehensive Income in the period they occur. The net fair value movement on the Group's forward currency contracts during the year was \$476,000 profit (2022: \$1,100,000 profit).

(ii) Interest Rate Swaps

Interest-bearing loans of the Group currently bear an average variable interest rate of 5.99% (2022: 2.86%). To protect against rising interest rates the Group has entered into interest rate swap contracts under which it has a right to receive interest at variable rates and to pay interest at fixed rates on syndicate bank loans (refer note 17(i)). Swaps in place cover approximately 77% (2022: 78%) of the principal outstanding on syndicate bank loans.

At 30 June 2023, the notional principal amounts and period of expiry of the interest rate swap contracts are as follows:

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
0 – 1 years	7,415	-
1 – 2 years	-	7,415
2 – 3 years	9,796	-
3 – 4 years	-	9,796
	17,211	17,211

The maturity profiles of the underlying interest-bearing loans are included in note 17(i).

The Group has entered into interest rate swaps that do not satisfy the requirements for hedge accounting.

The fair value of interest rate swaps at 30 June 2023 is an asset of \$1,038,000 (2022: \$1,141,000 asset) which is recorded on the Consolidated Statement of Financial Position.

Note 15: Net Assets Attributable to External Investors in Controlled Fund

From July 2022, the Group has acted as Trustee and Fund Manager for a fund under the control of the Group. At 30 June 2023, the Group held 52% of the units in the Fund and external investors held the remaining 48%. Under the Australian Accounting Standards (AASBs), the Group is required to include the Fund in its consolidated financial statements.

The Group has irrevocably designated the net assets attributable to external investors in the Fund as a financial liability at fair value through profit or loss. The Group determined that designation of the financial liability at fair value through profit or loss significantly reduces an accounting mismatch that would otherwise arise if the liability and corresponding financial assets in the fund were measured on different bases. As such, movements in net assets attributable to external investors in the Fund are included as fair value adjustments in the Consolidated Statement of Comprehensive Income.

Note 15: Net Assets Attributable to External Investors in Controlled Fund
(continued)

Shown below is the financial position of the controlled Fund

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Net assets in controlled Fund attributable to shareholders of the Group	9,683	-
Net assets in controlled Fund attributable to external investors	9,010	-
Net assets held in controlled Fund	18,693	-
Comprising:		
Current assets		
Cash and cash equivalents – controlled Fund	10,802	-
Financial assets at fair value through profit or loss	11,175	-
Other financial assets	75	-
Total assets	22,052	-
Current liabilities		
Trade and other payables	269	-
Financial liabilities at fair value through profit or loss	3,090	-
Total liabilities	3,359	-
Net assets held in controlled Fund	18,693	-

While external investors possess no direct interest in individual assets and liabilities of the Fund, the balance of net assets attributable to external investors in the Fund has been determined with reference to the following allocation.

Composition of net assets attributable to external investors in the Fund

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Current assets		
Cash and cash equivalents – controlled Fund	5,206	-
Other financial assets	36	-
Financial assets at fair value through profit or loss	5,386	-
Total assets	10,628	-
Trade and other payables	130	-
Financial liabilities at fair value through profit or loss	1,488	-
Total liabilities	1,618	-
Net assets held in controlled Fund attributable to external investors	9,010	-

Note 16: Trade and Other Payables

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Trade creditors	20,029	30,575
Liability to controlled Fund investors	-	6,100
Goods and services tax (net)	-	104
Other creditors	1,305	446
	21,334	37,225

The carrying value of trade and other payables is at amortised cost and approximates fair value.

All trade and other payables are non-interest-bearing and are normally settled on 30-day terms.

Investor applications to the SFC Global Equity Fund, a new investment fund being managed by the Group, were received prior to 30 June 2022 for subsequent payment into the fund for the issue of units to investors. A corresponding liability was recorded in trade and other payables for \$6,100,000 at 30 June 2022.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 17: Interest-Bearing Loans and Borrowings

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Current		
Syndicate bank loans – secured (i)	21,101	-
Bank loans – secured (ii)	-	6,560
Total interest-bearing loans and borrowings – current	21,101	6,560
Non-current		
Syndicate bank loans – secured (i)	1,140	22,125
Other bank loan – secured (ii)	21,435	2,425
Revolving loan facility (iii)	27,722	8,862
Total interest-bearing loans and borrowings – non-current	50,297	33,412
Total interest-bearing loans and borrowings	71,398	39,972

(i) Syndicate bank loans

The syndicate bank loans are secured by a first registered mortgage over all the assets and undertakings of undivided interests in property syndicates which include investment property and working capital. Included in syndicate bank loans is the consolidated entity's direct share of syndicate borrowings.

GROUP'S SHARE OF LOANS AT 30 JUNE 2023				
Maturity Date	Interest Rate	Current	Non-current	Carrying Value of Assets Pledged
		\$'000	\$'000	\$'000
Dec 2023	4.00% Fixed	3,841	-	8,225
Apr 2024	5.77% Variable	3,890	-	-
Apr 2024	2.24% Fixed	3,713	-	13,802
May 2024	2.64% Fixed	9,657	-	19,362
Jul 2024	6.98% Variable	-	1,140	3,558
		21,101	1,140	44,947

GROUP'S SHARE OF LOANS AT 30 JUNE 2022				
Maturity Date	Interest Rate	Current	Non-current	Carrying Value of Assets Pledged
		\$'000	\$'000	\$'000
Dec 2023	4.00% Fixed	-	3,841	8,203
Apr 2024	3.64% Variable	-	3,890	-
Apr 2024	2.24% Fixed	-	3,713	14,458
May 2024	2.64% Fixed	-	9,655	19,096
Jul 2024	4.85% Variable	-	1,027	3,475
		-	22,126	45,232

Fixed Interest Rate loans are variable interest rate loans economically hedged with a corresponding interest rate swap at a fixed interest rate for the term of the loan (refer note 14(ii)). Note hedge accounting is not applied.

(ii) Other bank loans

A bank loan secured by the property at 39 Dixon Road, Rockingham was renewed and the facility limit increased during the financial year to \$7,810,000 (2022: \$6,560,000). The interest rate on the bank loan is BBSY plus a margin. The facility expires on 30 November 2025.

A bank loan for \$1,425,000 (2022: \$1,425,000) is secured by 33 and 35 Glendale Crescent, Jandakot. The interest rate on the bank loan is BBSY plus a margin. The facility expires 30 May 2025.

A bank facility for \$14,200,000 (2022: \$14,200,000) is secured by 7 and 27 Jandakot Road, Jandakot. The amount drawn down at 30 June 2023 was \$12,200,000 (FY22: \$1,000,000). The interest rate on the bank loan is BBSY plus a margin. The facility expires 22 June 2025.

(iii) Revolving loan

The Automotive Leather division has a Revolving Loan facility to a maturity date of 31 March 2025, to be available for working capital requirements. The facility limit at 30 June 2023 was €20,000,000 (\$32,792,000) and the interest rate is EURIBOR plus a margin. The amount available to draw down is limited to the lesser of:

- €20,000,000 (\$32,792,000) and
- the Principal Outstanding under the Revolving Loan Facility less the balance of cash deposits in accounts held with HSBC Bank Australia Limited supported by 90% of total net working capital of all Howe Automotive subsidiaries, excluding Howe Shanghai, and also excluding all receivables past 30 days overdue, uninsured receivables, and obsolete inventory. At 30 June 2023, drawings from this facility amounted to €16,833,000 (\$27,722,000) (2022: €5,833,000 (\$8,862,000)).

	CONSOLIDATED	
Note	2023	2022
	\$'000	\$'000

Financing facilities available

At reporting date, the following financing facilities had been negotiated had been negotiated and were available:

Total facilities			
– Bankers undertaking (a)	5,606	5,507	
– Asset finance (b)	8,030	5,839	
– Bank loans	45,676	44,310	
– Revolving loan facility	32,793	30,354	
	92,105	86,010	

Facilities used at reporting date

– Bankers undertaking	4,944	3,725
– Asset finance	8,030	5,839
– Bank loans	43,676	31,110
– Revolving loan facility	27,722	8,862
	84,372	49,536

	2023		2022	
	\$'000	Expiry	\$'000	Expiry
Facilities unused at reporting date				
– Bankers undertaking	662	2023	1,782	2022
– Bank loans	2,000	2025	13,200	2025
– Revolving loan facility	5,070	2025	21,492	2025
	7,733		36,474	

- (a) The Group has three Bankers Undertaking facilities. A \$3,850,000 (2022: \$3,850,000) facility with an Australian bank is rolled annually. Guarantees issued under this facility have an all-in interest rate of 1.2% (2022: 1.2%). A \$425,000 (2022: \$425,000) facility with a global bank expires in March 2025. Guarantees issued under this facility have an all-in interest rate of 1.40% (2022: 1.40%). A €812,000 (2022: €812,000) facility with a global bank expires in March 2025. Guarantees issued under this facility have an all-in interest rate of 1.40%.

- (b) Asset finance sale and leaseback agreements have an average term of 5 years. The average discount implicit in the agreements is 2.20% per annum (2022: 1.16% per annum). The lease liabilities relating to these asset finance sales and leaseback agreements are secured by charges over the leased-back assets.

The Group has complied with all covenants in relation to the above facilities at all times during the year.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 18: Financial Instruments

Financial risk management, objectives and policies

The Group's financial instruments comprise bank loans, leases, foreign exchange contracts, interest rate swaps, cash and short-term deposits, trade receivables, trade payables, equities and financial assets held at fair value through profit or loss.

Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset and financial liability instrument are disclosed in note 2 to the financial statements.

The Group manages its exposure to key financial risks, including interest rate and currency risk in accordance with the Group's financial risk policy. The objective of the policy is to support the delivery of the Group's financial targets while protecting future financial security.

The Group enters into derivative transactions, principally interest rate swaps, and forward currency contracts. The purpose is to manage the interest rate and currency risks arising from the Group's operations and its sources of finance. Trading in derivatives has also been undertaken, specifically in forward currency contracts. These derivatives do not qualify for hedge accounting and are based on limits set by the Board. The main risks arising from the Group's financial instruments are interest rate risk, foreign currency risk, credit risk, market risk and liquidity risk. The Group uses different methods to measure and manage different types of risks to which it is exposed.

These include monitoring by the Board of levels of exposure to interest rate and foreign exchange risk and assessments of market forecasts for interest rate, foreign exchange and commodity prices. Ageing analyses and monitoring of specific credit allowances are undertaken to manage credit risk. Liquidity risk is monitored through the development of future rolling cash flow forecasts.

(a) Interest rate risk

Interest rate risk is the risk that the Group's financial position will fluctuate due to changes in market interest rates. The Group's exposure to the risk of market interest rates relates primarily to the Group's long-term debt obligations with floating interest rates.

In respect of the Group's syndicated property borrowings, the funding and interest rate decision are managed externally by unanimous consent amongst the joint operators, including the use of interest rate swaps (refer note 14(ii)).

At balance date the Group had the following mix of financial assets and liabilities exposed to variable interest rate risk that are not designated in cash flow hedges:

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Financial assets		
Cash and short-term deposits	28,324	37,885
Cash – restricted	–	6,100
Cash – controlled Fund	10,802	–
	39,126	43,985
Financial liabilities		
Net bank loans subject to variable rates (refer note 17(i) and (ii))	(25,040)	(13,901)
Revolving loan	(27,722)	(8,862)
	(52,762)	(22,763)
Net exposure	(13,636)	21,222

The Group manages its interest rate risk on borrowings by using a mix of fixed rate debt, variable rate debt and interest rate swaps. At 30 June 2023, approximately 31.8% of the Group's borrowings are at a fixed rate of interest after applying interest rate swaps (2022: 50.3%).

The following sensitivity analysis is based on the interest rate risk exposures in existence at 30 June 2023. If interest rates had moved, as illustrated in the table below, with all other variables held constant, after tax profit and equity would have been affected as follows:

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Judgements of reasonably possible movements*:		
+0.25 (25 basis points)	(45)	26
-0.25 (25 basis points)	45	(26)

*Restricted cash is excluded.

There is immaterial exposure to any change in interest rates.

(b) Assets pledged as security

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

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Current		
<i>Floating charges</i>		
Cash and cash equivalents	18,278	24,917
Receivables	32,828	29,433
Inventories	56,772	50,308
Other financial assets	4,308	–
Total current assets pledged as security	112,186	104,658
Non-current		
<i>Floating charges</i>		
Plant and equipment	5,744	7,482
Other financial assets	2,642	3,503
<i>First mortgages</i>		
Freehold land and buildings	6,446	5,236
Investment properties	88,986	85,198
	103,818	101,419
<i>Leases</i>		
Plant and equipment	14,544	10,876
Total non-current assets pledged as security	118,362	112,295

Cash and cash equivalents pledged as security may be subject to offsetting by lenders against the secured liabilities.

The terms and conditions relating to the pledged assets are as follows:

Cash and cash equivalents, inventories, receivables, freehold land and buildings, other financial assets and plant and equipment are pledged against the banker's undertaking facilities and revolving loan facility on an ongoing floating basis (refer note 17 for more details).

Investment properties are pledged as security for syndicate bank loans and other bank loans (refer note 17(i) and 17(ii)).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 18: Financial Instruments (continued)

(c) Fair values

Financial assets at fair value through profit or loss are carried on the balance sheet at fair value.

The carrying values of all other financial assets and liabilities have been recognised at the balance date at amounts which approximate fair value.

	Quoted market price (Level 1)	Valuation technique market observable inputs (Level 2)	Valuation technique non-market observable inputs (Level 3)	Total
	\$'000	\$'000	\$'000	\$'000
Year ended 30 June 2023				
Consolidated				
Financial assets at fair value				
Listed investments	13,092	829	–	13,921
Unlisted investments	–	10,367	34,773	45,140
Foreign exchange contracts	–	239	–	239
Interest rate swaps	–	1,038	–	1,038
	13,092	12,473	34,773	60,338
Financial liabilities at fair value				
Listed financial instruments	3,090	–	–	3,090
Net liability to external investors in the controlled Fund	–	9,010	–	9,010
Foreign exchange contracts	–	57	–	57
	3,090	9,067	–	12,157
Year ended 30 June 2022				
Consolidated				
Financial assets at fair value				
Listed investments	3,200	1,826	–	5,026
Unlisted investments	–	12,980	25,965	38,945
Foreign exchange contracts	–	53	–	53
Interest rate swaps	–	1,141	–	1,141
	3,200	16,000	25,965	45,165

Level 1 assets' fair value is determined based on quoted prices on active markets as at the reporting date without any deduction for transaction costs or tax. The fair value of the listed equity investments is based on quoted market prices at the reporting date.

Level 2 assets include the fair value as of 30 June 2023 of the Group's original \$2,000,000 investment in convertible notes in Harvest Technology Group ("HTG") and the Group's investments in unlisted managed equity funds. The 2,000,000 notes are convertible at \$0.022 cents with an expiry date of 28 November 2024. The financial instruments are classified as fair value through profit or loss. The convertible notes comprise two components, a debt component and an equity option component. The equity option component of the convertible notes has been valued using Black Scholes.

The share price used in the valuation is \$0.030 (2022: \$0.066), which is below the \$0.042 closing share price of HTG at 30 June 2023 (2022: \$0.09). The discount to the closing price takes into consideration the significant volume of HTG shares that would be held by the Group on conversion of the convertible notes, and the Stout Restricted Stock methodology that quantifies marketable discounts for lack of marketability.

At 30 June 2023, the convertible notes have been recognised at \$3,469,000 (2022: \$7,113,000) comprising the option valuation of \$1,453,000 (2022: \$5,041,280) and a debt component of \$2,016,000 (2022: \$2,072,170). The profit and loss for the year ending 30 June 2023 includes an unrealised loss on the convertible notes of \$3,644,000 (2022: \$14,640,000 loss) and interest received of \$180,000 (2022: \$180,000).

Level 3 assets include unlisted equity investments and unlisted property trust investments.

Fair value for the unlisted property trust investments is determined by the calculation of the Group's percentage ownership in the investment entity multiplied by the total fair value of the investment entity. Fair value of the investment entity is determined by available information including independent external valuations, guidance from the investment managers, or industry market research.

A reasonably possible movement of 10% in the value of the net assets of the unlisted property would result in a further movement of \$2,257,000 to profit and equity representing unrealised gains/(losses) on financial assets at fair value before tax (2022: \$2,248,000).

Unlisted equity investments include the Group's investment in Updater Incorporated. The Group has estimated the fair value of the investment using the market comparison approach. The fair valuation of the investment is based on multiples derived from market information of comparable investments. A weighted average revenue multiple of 4.3 times (2022: 4.4 times) was used and is comparable to other technology and high-growth companies. The current economic volatility may have an impact on revenue multiples and a reasonably possible movement of 10% on revenue multiple would result in a further movement of \$1,453,000 to profit and equity representing unrealised gains/(losses) on financial assets at fair value before tax (2022: \$486,000).

Reconciliation of the fair value measurement of Level 3 unlisted investments

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Balance at the beginning of the financial period	25,965	30,354
Purchase of units in unlisted unit trusts and LLC's	922	2,203
Purchase of convertible notes	530	2,084
Purchase of unlisted shares	3,760	549
Purchase of units in managed equity funds	460	–
Proceeds from divestments	(1,833)	(2,416)
Capital distribution	(1,185)	(6,702)
Foreign currency translation adjustment	361	842
Remeasurement recognised in profit and loss	5,793	(949)
Balance at the end of the financial period	34,773	25,965

The Group enters into derivative financial instruments with various counterparties, principally financial institutions with investment grade credit ratings. Interest rate swaps and foreign exchange forward contracts are valued using valuation techniques, which employ the use of market observable inputs. The most frequently applied valuation techniques include forward pricing and swap models using present value calculations. The models incorporate various inputs including foreign exchange spot and forward rates, yield curves of the respective currencies, currency basis spreads between the respective currencies and interest rate curves.

(d) Market price risk

Market price risk is the risk that changes in market prices will affect the fair value of a financial instrument.

The Group is an investor in companies and trusts and is therefore exposed to market risk through the movement of the share/unit prices of the companies and trusts in which it is invested.

The fair value of these investments changes continuously because the equity price of individual listed companies within the portfolio fluctuates throughout the day. The change in the fair value of the portfolio is recognised through the profit or loss. Listed investments and investments with value that is derived from listed company share prices represent 40% (2022: 40%) of total financial assets at fair value.

At 30 June 2023, a 10% movement in the market value of these assets would have resulted in a movement of \$2,429,000 to unrealised gains/(losses) on financial assets at fair value before tax (2022: \$1,800,000).

The performance of the companies within the portfolio, both individually and as a whole, is monitored by management and the Board.

The Group seeks to reduce market price risk at the investment portfolio level by ensuring that it is not, in the opinion of management, overly exposed to one economic sector or region.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 18: Financial Instruments (continued)

(e) Credit risk exposures

Credit risk is the risk that a customer or counterparty to a financial instrument will fail to perform or fail to pay amounts due causing financial loss to the Group and arises from cash and cash equivalents, derivative financial instruments, loans receivable, convertible notes, deposits with financial institutions and particularly from credit exposures to customers relating to outstanding receivables.

The consolidated entity's maximum exposure to credit risk at balance date in relation to each class of recognised financial assets, is the carrying amount of those assets as indicated in the Consolidated Statement of Financial Position.

Cash and cash equivalents

Credit risk from cash and cash equivalent balances with banks is managed by placing short-term deposits with reputable financial institutions with strong investment grade credit ratings.

The consolidated entity minimises concentration of credit risk in relation to cash by investing only in reputable banking facilities.

Trade Receivables

The consolidated entity minimises concentrations of credit risk in relation to trade receivables by undertaking transactions with a large number of customers within the specified industries both within Australia and overseas.

Concentration of credit risk on trade receivables arises in the following industries:

Industry	Maximum credit risk exposure			
	CONSOLIDATED			
	Trade debtors – gross carrying amount			
	2023	2022	2023	2022
	%	%	\$'000	\$'000
Automotive leather	93	86	29,378	26,659
Building materials	7	14	2,130	1,622
Total	100	100	31,508	28,281

There are no trade debtors held in the parent entity.

The Group has a credit policy that is designed to implement consistent processes throughout the Group to measure and manage credit risk. Credit risk is considered as part of the risk-reward balance of doing business. On entering into any business contract, the extent to which the arrangement exposes the Group to credit risk is considered. Key requirements of the policy are formal delegated authorities to the divisional accountant to incur credit risk to a specialised credit function to set counterparty limits; the establishment of credit systems and processes to ensure that counterparties are rated and limits set; and systems to monitor exposure against limited and report regularly on those exposures, and immediately on any excesses, and to track and report credit losses.

Before trading with a new counterparty can start, its creditworthiness is assessed by referring to a credit reporting agency. The assessment process takes into account all available qualitative and quantitative information about the counterparty and the Group, if any, to which the counterparty belongs. The counterparty's business activities, financial resources and business risk management processes are taken into account in the assessment, to the extent that this information is publicly available or otherwise disclosed to the Group by the counterparty, together with external credit ratings, if any. Creditworthiness continues to be evaluated after transactions have been initiated and a watch list of higher-risk counterparties is maintained. Once assessment is complete, each counterparty is allocated a maximum exposure limit.

A balance is maintained of providing sufficient credit so as not to jeopardise potential sales but at the same time not put the company under undue risk. In addition, the Leather division where possible, purchases insurance to cover the estimated credit risk exposure of the division's individual debtors.

The maximum credit risk exposure for the Group does not take into account the value of any insurances, collateral or other security held, in the event other entities/parties fail to perform their obligations under the financial instruments in question. The only security provided is in the form of director's personal guarantees from debtors, which cannot be quantified due to the continual changing circumstances of the guarantee provider.

At 30 June, the ageing analysis of trade receivables is as follows:

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Trade receivables at 30 June		
Current	17,565	19,490
31 to 60 days	10,136	6,635
61 to 90 days	2,308	583
Over 90 days	1,499	1,573
Total trade receivables	31,508	28,281

An impairment analysis is performed at each reporting date. The trade receivables are grouped by product type and the analysis considers supportable information regarding historical default rates experienced by the Group, forecast economic conditions, financial strength of ongoing customers and the Group's credit policies.

The Group has recognised a provision for expected credit loss of \$333,000 on trade receivables at 30 June 2023 (2022: \$333,000). This assessment was based on default rates of corporate bond and loans in relevant geographical regions where our businesses operate, adjusted for a judgment on probability related to the credit strength of the industry.

Trade receivables are written off if they have been past due for over a year and are not subject to enforcement activity. No trade receivables have been written off during the year ending 30 June 2023 (2022: nil).

Financial assets

The Group's Investments division holds debt instruments in the form of convertible notes and loans receivable.

The convertible notes are secured over assets of the counterparty and all its subsidiaries. It is however expected that the convertible notes investment would not have significant value in the event that the counter party was liquidated or defaulted. The risk of this investment is limited by the initial amount invested and the interest rate payable.

The Group holds "interest-free", non-derivative debt instruments receivable from equity accounted investees. Due to the nature of the relationship between the Group and the counterparties, the investments exhibit properties of both debt instruments and equity instruments. The Group has therefore recognised the debt and equity components of the loans separately, with the latter recognised as a further equity investment in the equity accounted investees.

At initial recognition, the Group has recognised the debt component of the "interest-free" loans at fair value. The contractual cash flows associated with the debt component represent only payments of principal and interest, therefore the Group has adopted the amortised cost method for subsequent measurement in accordance with AASB 9 Financial instruments.

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Interest-bearing loan receivable (at amortised cost)	3,467	3,623
Convertible notes – debt component (at fair value through profit and loss)	2,360	2,072
	5,827	5,695

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 18: Financial Instruments (continued)

(f) Capital management

Capital management is undertaken to ensure that a secure, cost-effective and flexible supply of capital is available to meet the Group's operating, investing and capital expenditure requirements. A stable capital base is maintained from which the Group can pursue its operating, growth and investment objectives, while maintaining a flexible capital structure that allows access to a range of debt and equity markets to both draw upon and repay capital. The Group does not have a target debt/equity ratio.

The Group's total capital (non-IFRS) is defined as Schaffer Corporation Limited's shareholders' funds plus amounts attributable to non-controlling shareholders plus net debt (excluding liabilities arising under AASB 16 Leases adopted on 1 July 2019). This amounted to \$249,288,000 at 30 June 2023 (2022: \$222,740,000). Leases previously classified as finance leases prior to 1 July 2019 are included in total capital and are thought of differently to other leases because they are finite (< 5 years), don't require judgments on length of term, don't have the ability to be subleased to mitigate liabilities, and title to the financed asset is transferred to the Group at the end of the term.

The Group currently maintains back up liquidity by way of a revolving loan facility and banker's undertaking facilities. Facilities undrawn at 30 June 2023 amounted to \$7,733,000 (2022: \$36,474,000). The Group's committed and standby credit facilities contain financial undertakings relating to interest cover and borrowing base ratios. A compliance certificate must be produced quarterly attesting to compliance with the covenants.

During the financial year, Schaffer Corporation Limited paid dividends of \$12,259,000 (2022: \$12,355,000) to the owners of the parent (refer to note 6).

The Board assesses its payout ratio policy of balancing returns to shareholders with the need to fund growth in both manufacturing and investment divisions, and to maintain financial strength and capacity during uncertain and volatile economic conditions. In line with that policy, subsequent to 30 June 2023, the Company declared a final dividend of \$0.45 per share (fully franked) payable to shareholders on record at 8 September 2023. Dividends relating to the 2023 financial year totalled \$0.90 per share (fully franked).

Management monitors capital through the non-IFRS gearing ratio (net debt/total capital). The gearing ratios based on continuing operations at 30 June 2023 and 2022 were as follows:

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Total interest-bearing loans and borrowings	71,398	39,972
Total leases (excluding liabilities arising under AASB 16 Leases adopted on 1 July 2019)	8,030	5,839
Less cash and cash equivalents	(28,324)	(37,885)
Net debt	51,104	7,926
Total equity	224,932	220,985
Total capital	276,036	228,911
Gearing ratio	19%	3%

(g) Liquidity risk

Liquidity risk arises from the financial liabilities of the Group and the Group's subsequent ability to meet its obligations to repay financial liabilities as and when they fall due. The liquidity position of the Group is managed to ensure sufficient liquid funds are available to meet its financial commitments in a timely and cost-effective manner.

The Group's liquidity is continually reviewed, including cash flow forecasts to determine the forecast liquidity position and maintain appropriate liquidity levels.

The table below shows the timing of cash outflows relating to trade and other payables. The amounts shown for bank loans in the table below include interest payments resulting from recognised financial liabilities over the term of the loan and the future expected lease payments with respect to leases. Derivative financial instruments consist of interest rate swaps (refer note 14(ii)) and forward currency contracts (refer note 14(i)).

Bank loans and commercial bills are shown in the period when the facility expires.

Cash flows for financial liabilities without fixed amount or timing are based on the conditions existing at balance date.

	CONSOLIDATED					
	Within 1 year	1 to 2 years	2 to 3 years	3 to 4 years	4 to 5 years	Over 5 years
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
2023						
Trade and other payables	24,481	-	-	-	-	-
Net assets attributable to external investors in controlled Fund	9,010	-	-	-	-	-
Leases	3,885	5,099	4,087	3,964	5,546	4,167
Bank loans	23,028	16,024	7,995	-	-	-
Revolving loan	1,380	28,758	-	-	-	-
	61,784	49,881	12,082	3,964	5,546	4,167

2022

Trade and other payables	31,125	-	-	-	-	-
Liability to external SFC						
Global Equity Fund investors	6,100	-	-	-	-	-
Leases	4,776	4,711	4,724	3,168	2,664	4,085
Bank loans	7,396	22,893	2,507	-	-	-
Revolving loan	137	137	8,965	-	-	-
	49,534	27,741	16,196	3,168	2,664	4,085

2022

Trade and other payables	31,125	-	-	-	-	-
Liability to external SFC						
Global Equity Fund investors	6,100	-	-	-	-	-
Leases	4,776	4,711	4,724	3,168	2,664	4,085
Bank loans	7,396	22,893	2,507	-	-	-
Revolving loan	137	137	8,965	-	-	-
	49,534	27,741	16,196	3,168	2,664	4,085

Debt associated with the Automotive Leather and Group Investments segments represents 100% (2022: 100%) of Group borrowings. At 30 June 2023, 99% (2022: 98%) of Group debt was non-recourse to the Parent as the Parent has not guaranteed those debts that are entirely secured by the Automotive Leather subsidiaries or by specific investment property assets.

Debt associated with syndicate investment property totals \$22,241,000 at 30 June 2023 (2022: \$22,125,000). SFC's minority property interests are managed externally to the Group. Accordingly, SFC does not control the funding structure. SFC, and other joint operators to an investment, have the discretion to approve finance facility agreements when presented by the investment manager.

SFC's objective is for property borrowing to be predominantly non-recourse to the Parent. At 30 June 2023, 97% (2022: 96%) of the property borrowings were non-recourse to the Parent.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 18: Financial Instruments (continued)

(h) Changes in liabilities arising from financing activities

	1 July 2022	Cash Payments	Cash Receipts	Non-cash modifications and additions	Changes in fair value	Foreign exchange adjustments	30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Interest-bearing loans and borrowings	39,972	–	29,229	–	–	2,197	71,398
Lease liabilities	24,023	(6,099)	4,508	2,441	–	1,875	26,748
Derivative financial liabilities	–	(260)	–	–	317	–	57
Total liabilities from financing activities	63,995	(6,359)	33,737	2,441	317	4,072	98,203

	1 July 2021	Cash Payments	Cash Receipts	Non-cash modifications and additions	Changes in fair value	Foreign exchange adjustments	30 June 2022
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Interest-bearing loans and borrowings	38,539	(4,460)	5,893	–	–	–	39,972
Lease liabilities	27,647	(5,638)	1,166	2,097	–	(1,249)	24,023
Derivative financial liabilities	402	(260)	–	–	(142)	–	–
Total liabilities from financing activities	66,588	(10,358)	7,059	2,097	(142)	(1,249)	63,995

(i) Foreign exchange risk

The consolidated entity operates globally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the Euro (EUR), US Dollar (USD) and Chinese Renminbi (RMB). Foreign exchange risk arises from the translation of the Group's balance sheet into AUD as well as from the commercial transactions for the purchase of raw materials including hides and chemicals, and the processing, finishing and cutting of these hides, as well as foreign exchange risk from the sale of leather products in EUR, USD and RMB.

To manage the foreign exchange risk arising from future commercial transactions the Group regularly considers the use of forward foreign exchange contracts with reference to existing and future currency exposure levels, sensitivity, and financial capacity to tolerate currency rate fluctuations. The foreign exchange risk management policy allows up to 100% of future foreign exchange exposure from the Group's balance sheet as well as from the Group's commercial transactions to the EUR, USD and RMB to be managed using foreign currency forward exchange contracts, for a maximum tenure of 24 months.

At 30 June 2023, the Group had the following exposure to USD foreign currency that is not designated in cash flow hedges:

	CONSOLIDATED (AUD)	
	2023	2022
	\$'000	\$'000
Financial assets		
Cash and cash equivalents	2,090	4,603
Trade and other receivables	1,577	3,862
Other financial assets	26,429	18,228
	30,096	26,693
Financial liabilities		
Trade and other payables	(8,320)	(15,491)
Net exposure	21,776	11,202

At 30 June 2023, the Group had the following exposure to EUR foreign currency that is not designated in cash flow hedges:

	CONSOLIDATED (AUD)	
	2023	2022
	\$'000	\$'000
Financial assets		
Cash and cash equivalents	12,773	10,262
Trade and other receivables	27,353	23,115
	40,126	33,377
Financial liabilities		
Trade and other payables	(7,768)	(12,675)
Leases	(22,403)	(19,456)
Revolving loan	(27,722)	(8,881)
Forward rate agreements	(18,297)	(1,148)
	(76,190)	(42,160)
Net exposure	(36,064)	(8,783)

At 30 June 2023, the Group had the following exposure to RMB foreign currency that is not designated in cash flow hedges:

	CONSOLIDATED (AUD)	
	2023	2022
	\$'000	\$'000
Financial assets		
Cash and cash equivalents	4,050	2,028
Trade and other receivables	6,838	10,526
	10,888	12,554
Financial liabilities		
Trade and other payables	(3,161)	(7,721)
Leases	(1,128)	(1,351)
	(4,289)	(9,072)
Net exposure	6,599	3,482

At 30 June 2023, had the Australian dollar moved as illustrated in the table below, with all other variables held constant, after tax profit would have been affected as follows:

Sensitivity to reasonably possible currency movements

	Change in foreign exchange rate		Effect on profit after tax	
	2023	2022	2023	2022
			\$'000	\$'000
Consolidated				
AUD/USD USD Weakening	10%	10%	2,363	1,617
AUD/USD USD Strengthening	-10%	-10%	(2,888)	(1,977)

Sensitivity has increased primarily due to an increase in the Group's USD-denominated working capital, partially offset by an increase in the notional value of Forward Exchange Contracts entered into.

AUD/EUR EUR Weakening	10%	10%	(3,971)	(3,650)
AUD/EUR EUR Strengthening	-10%	-10%	4,853	4,461

Sensitivity has increased due to the increase in EUR-denominated exposures, primarily interest-bearing borrowings, offset by an increase in the notional value of Forward Exchange Contracts entered into.

AUD/RMB RMB Weakening	10%	10%	(1,199)	995
AUD/RMB RMB Strengthening	-10%	-10%	1,465	(725)

Sensitivity has increased due to higher RMB denominated working capital.

Currency movements used above are representative of a likely movement in the next 12 months based on historical movements, economic forecasters' expectations and increased currency volatility.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 19: Provisions

		CONSOLIDATED	
	Note	2023	2022
		\$'000	\$'000
Provision for employee entitlements			
Current	28	9,742	9,488
Non-current	28	12,695	12,447
		22,437	21,935

Note 20: Property, Plant and Equipment

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Freehold land		
At cost	1,145	1,145
Buildings on freehold land		
At cost	8,538	8,319
Accumulated depreciation	(3,237)	(3,085)
	5,301	5,234
Net carrying amount of land and buildings	6,446	6,379
Plant and equipment		
At cost	51,215	48,801
Accumulated depreciation and impairment	(40,126)	(37,397)
Net carrying amount of plant and equipment	11,089	11,404
Total property, plant and equipment		
At cost	60,898	58,265
Accumulated depreciation, amortisation and impairment	(43,363)	(40,482)
Total property, plant and equipment	17,535	17,783

Assets pledged as security

Included in the balances of property, plant and equipment are assets over which charges have been granted as security over bank facilities (refer note 18(b)). The terms of the charges preclude the assets being sold or being used as security for further charges without the permission of the charge holders. The charges also require buildings that form part of the security to be fully insured at all times. Assets under lease are pledged as security for the associated lease liabilities (refer note 18(b)).

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
The carrying value of assets pledged as security are:		
Property, plant and equipment	12,190	13,840

Reconciliations of the carrying amounts

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Freehold land		
Carrying amount at beginning	1,145	1,145
Buildings on freehold land		
Carrying amount at beginning	5,234	5,095
Additions	219	287
Depreciation expense	(152)	(148)
Net carrying amount of land and buildings	6,446	6,379
Plant and equipment		
Carrying amount at beginning	11,404	7,541
Additions	6,881	5,635
Transfers to right-of-use assets (sale and lease back)	(4,998)	(1,422)
Transfers from right-of-use assets	338	2,226
Depreciation expense	(2,150)	(2,424)
Foreign currency translation adjustment	157	(20)
Disposals	(543)	(132)
Net carrying amount of plant and equipment	11,089	11,404
Total carrying amount of property, plant and equipment	17,535	17,783

Note 21: Investment Property

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
At the beginning of the financial year	128,371	103,121
Additions and improvements (subsequent expenditure)	11,972	6,512
Net gain from fair value measurement	115	18,738
At the end of the financial year	140,458	128,371

Investment properties are measured at fair value. The fair value of the investment property at 30 June 2023 as estimated by Directors is based on valuations by certified independent valuers who hold recognised and relevant professional qualifications and licenses, and who specialise in valuing these types of investment properties.

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Rental income derived from investment properties	6,748	5,469
Direct operating expenses (including repairs and maintenance) generating rental income (included in cost of sales)	(3,626)	(2,556)
Direct operating expenses (including repairs and maintenance) that did not generate rental income (included in cost of sales)	(58)	(77)
Profit arising from investment properties carried at fair value	4(a) 3,064	2,836

Reconciliation of fair value

	INVESTMENT PROPERTIES					
	Office property	Retail property	Factory premises	Development property	Residential property	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
At 1 July 2021	13,260	37,133	15,700	36,357	671	103,121
Remeasurement recognised in profit or loss	497	2,372	3,300	12,498	71	18,738
Acquisitions	–	–	–	–	1,293	1,293
Improvements to investment property	–	154	–	5,065	–	5,219
At 30 June 2022	13,757	39,659	19,000	53,920	2,035	128,371
Remeasurement recognised in profit or loss	(711)	722	100	–	4	115
Improvements to investment property	214	143	–	11,469	146	11,972
At 30 June 2023	13,260	40,524	19,100	65,389	2,185	140,458

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 21: Investment Property (continued)

Valuers used the following approaches when assessing properties in accordance with the specific characteristics of the property and availability of market evidence:

Description of valuation techniques and key valuation inputs

Investment property	Valuation technique	Significant unobservable inputs	Range (weighted average)	
			2023	2022
Office properties	Capitalisation and DCF	• Capitalisation rate	6.5%	6.25%
		• Risk adjusted discount rate	6.75%	6.75%
		• Terminal yield	6.75%	6.5%
		• Market rental escalation	3.10% - 3.39%	2.34% - 3.17%
Retail properties	Capitalisation and DCF	• Capitalisation rate	6.50% - 7.00%	6% - 6.75%
		• Terminal yield	6.75% - 7.5%	7% - 7.5%
		• Risk adjusted discount rate	7.25% - 7.5%	7.25%
		• Market rental escalation	2% - 3.2%	2% - 3.2%
Factory premises	Capitalisation and DCF	• Capitalisation rate	5%-10%	5%
		• Risk adjusted discount rate	6.25%	6.25%
		• Terminal yield	5.75%	5.75%
		• Market rental escalation	2.29% - 3.09%	2.29% - 3.09%
Vacant land	Market comparison	• Rate per land square metre	\$82 - \$479 / m ²	\$82 - \$479 / m ²
Residential property – leased	Market comparison	• Rental assessment per week (per property)	\$700	\$700
		• Rate per living m ²	\$4,000-\$7,000	\$4,000-\$7,000

The capitalisation approach capitalises the assessed net market income at an appropriate market yield to establish the fully leased value of the property. Appropriate adjustments are then made to reflect the specific cash flow profile and the general characteristics of the property.

The DCF approach involves the discounting of the net cash flows over an assumed cash flow period of 10 years at an appropriate rate to reflect risk to derive a market value.

Where relevant, valuers have used a combination of the capitalisation and discounted cash flow approach when assessing the Group's investment properties.

The market comparison approach involves the analysis of the comparable sales evidence on a rate per square metre of land area, adjusting for any varying points of difference in order to assess an appropriate market value. The valuation considers current zoning, approved uses and the potential for a higher use/zoning.

The current use of all developed Investment Property is its highest and best use.

The approaches for the valuation of the Group's investment properties are classified as Level 3 as the fair value is estimated using inputs that are not based on observable market data.

Valuation approach	Valuation technique non-market observable inputs (Level 3)	
	2023	2022
Capitalisation and discounted cash flow	\$53,785	\$67,916
Market comparison	\$86,673	\$60,455
	\$140,458	\$128,371

Assets pledged as security

Included in the balances of investment properties are assets over which first mortgages have been granted as security over bank loans (refer note 17). The terms of the first mortgages preclude the assets being sold or being used as security for further mortgages without the permission of the first mortgage holder. The mortgage also requires investment properties that form part of the security to be fully insured always.

The carrying value of assets pledged as security are:

	CONSOLIDATED	
	2023	2022
Investment properties	\$100,458	\$88,371

Note 22: Leases

The Group has lease contracts for various items of property, plant and equipment used in its operations. Leases of property generally have lease terms between 3 and 10 years. Plant and equipment generally have lease terms between 1 and 5 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets. Generally, the Group is restricted from assigning and subleasing the leased assets and some contracts require the Group to maintain certain financial ratios. There are several lease contracts that include extension and termination options and variable lease payments. These options are negotiated by management to provide flexibility in managing the leased property and align with the Group's business needs. Management exercises significant judgment in determining whether these extension options that are not included in the lease term. Extension options not included in the lease term are too distant in the future for management to judge that exercising the option is reasonably certain.

The Group also has certain leases of machinery with lease terms of 12 months or less and leases of office equipment with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the period:

	Factory premises	Plant and machinery	Total
	\$'000	\$'000	\$'000
As at 1 July 2022	16,993	11,027	28,020
Transfers to property, plant and equipment	–	(334)	(334)
Additions	1,865	5,198	7,063
Modifications	413	–	413
Depreciation expense	(3,320)	(2,152)	(5,472)
Foreign currency translation adjustment	1,777	1,045	2,822
As at 30 June 2023	17,728	14,784	32,512
As at 1 July 2021	18,773	13,929	32,702
Transfers to property, plant and equipment	–	(2,226)	(2,226)
Additions	87	1,422	1,509
Modifications	2,341	(204)	2,137
Depreciation expense	(3,074)	(1,653)	(4,727)
Foreign currency translation adjustment	(1,134)	(241)	(1,375)
As at 30 June 2022	16,993	11,027	28,020

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 22: Leases (continued)

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	Factory premises	Plant and machinery	Total
	\$'000	\$'000	\$'000
As at 1 July 2022	17,941	6,082	24,023
Additions	1,865	4,636	6,501
Modifications	414	–	414
Interest expense	414	132	546
Payments	(3,290)	(3,321)	(6,611)
Foreign currency translation adjustment	1,115	760	1,875
As at 30 June 2023	18,459	8,289	26,748
Current	3,834	2,867	6,701
Non-current	14,743	5,304	20,047
	18,577	8,171	26,748
As at 1 July 2021	19,660	7,987	27,647
Additions	–	1,253	1,253
Modifications	2,288	52	2,340
Interest expense	391	79	470
Payments	(3,401)	(3,066)	(6,467)
Foreign currency translation adjustment	(997)	(223)	(1,220)
As at 30 June 2022	17,941	6,082	24,023
Current	3,261	2,280	5,541
Non-current	14,680	3,802	18,482
	17,941	6,082	24,023

The following are the amounts recognised in profit or loss:

	Factory premises	Plant and machinery	Total
	\$'000	\$'000	\$'000
For the year ended 30 June 2023			
Depreciation expense of right-of-use assets	3,320	2,152	5,472
Interest expense on lease liabilities	414	132	546
Expenses relating to short-term leases (included in cost of sales)	–	51	51
Expenses relating to low-value assets (included in cost of sales)	–	7	7
Total amount recognised in profit or loss	3,734	2,342	6,076
For the year ended 30 June 2022			
Depreciation expense of right-of-use assets	3,074	1,653	4,727
Interest expense on lease liabilities	391	79	470
Expenses relating to short-term leases (included in cost of sales)	–	101	101
Expenses relating to low-value assets (included in cost of sales)	–	7	7
Total amount recognised in profit or loss	3,465	1,840	5,305

Set out below are the undiscounted potential future rental payments relating to periods following the exercise date of extension options that are not included in the lease term:

	Within five years	More than five years	Total
	\$'000	\$'000	\$'000
As at 30 June 2023	5,031	22,594	27,625

Extension options not included in lease term

Note 23: Auditors Remuneration

Amounts received or due and receivable by Ernst & Young for any audit or review of the financial report of the parent and any other entity in the consolidated group.

	CONSOLIDATED	
	2023	2022
	\$	\$
Fees to Ernst & Young (Australia)		
Fees for auditing the statutory financial report of the parent covering the group and auditing the statutory financial reports of any controlled entities.	213,000	198,950
Fees for other services		
– Tax compliance & other services	52,140	44,850
– Research and development claims	71,878	42,240
Total fees to Ernst & Young (Australia) (A)	337,018	286,040
Fees to other overseas member firms of Ernst & Young (Australia)		
Fees for auditing the financial report of any controlled entities	38,000	35,000
Total fees to overseas member firms of Ernst & Young (Australia) (B)	38,000	35,000
Total auditor's remuneration (A + B)	375,018	321,040
Amounts received or due and receivable by non-Ernst & Young audit firms for audit services	21,000	13,849

Note 24: Segment Information

Identification of reportable segments

The Group has identified its operating segments based on the internal reports that are reviewed and used by the executive management team (the chief operating decision makers) in assessing performance for determining the allocation of resources.

The operating segments are identified by management based on the nature of the product and customer supplied, and services provided and the identity of service line manager. Discreet financial information about each of these operating businesses is reported to the executive management team monthly.

The reportable segments are based on aggregated operating segments determined by the similarity of economic characteristics, the products produced and sold and/or the services provided, as these are the sources of the Group's major risks and have the most effect on the rates of return.

The Group comprises the following reportable segments:

The Automotive Leather segment is a global manufacturer and supplier of leather to the automotive industry.

The Building Materials segment comprises Delta Corporation Limited and sells precast and prestressed concrete elements.

The Group Investments segment includes the Group's share of syndicated property, 100% owned investment property, investments in managed equity funds and direct investment in global equity instruments. The activities of the segment include the leasing of office, industrial, residential and retail properties, and the development and sale of property assets, and general investing.

Major customers

The Group has several major clients to which it provided both products and services. There were two customers within the Automotive Leather segment which individually accounted for more than 10% of Group revenue (2022 – two customers).

	2023		2022	
	\$'000	% of total revenue	\$'000	% of total revenue
Customer 1	34,022	19%	20,653	12%
Customer 2	28,761	16%	20,023	12%
Sales to major customers	62,783	35%	40,676	24%
Revenue from continuing operations	183,638		170,429	

The accounting policies used by the Group in reporting segments internally are the same as those contained in note 2. There are no inter-segment transactions.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 24: Segment Information (continued)

Allocation of assets

It is the Group's policy that if items of revenue and expense are not allocated to operating segments then any associated assets are also not allocated to segments. This is to avoid asymmetrical allocations within segments which management believe would be inconsistent.

Operating segments

The following table presents revenue and profit information and certain asset and liability information regarding operating segments for the years ended 30 June 2023 and 30 June 2022.

	Automotive Leather		Group Investments		Building Materials		Consolidated	
	2023	2022	2023	2022	2023	2022	2023	2022
Business segment information	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue								
Revenue from contracts with customers	142,738	135,966	2,554	9,160	28,698	17,286	173,990	162,412
Other revenue	24	8	9,573	8,009	51	-	9,648	8,017
Total revenue	142,762	135,974	12,127	17,169	28,749	17,286	183,638	170,429
Results								
Net profit/(loss) after tax	13,275	21,822	3,781	11,957	2,008	(623)	19,064	33,156
Less profit attributable to non-controlling interests	(2,234)	(3,673)	(565)	(434)	-	-	(2,799)	(4,107)
Profit/(loss) attributable to owners of the parent	11,041	18,149	3,216	11,523	2,008	(623)	16,265	29,049
Unallocated items								
(Loss)/profit of equity accounted investments							(7)	5
Corporate overheads							(4,173)	(4,066)
Income tax benefit							1,508	1,203
Profit after tax							13,593	26,191
Assets								
Total segment non-current assets	46,957	43,833	198,496	185,296	10,745	9,236	256,198	238,415
Unallocated							1,327	7,695
Total non-current assets							257,525	239,794
Total segment assets	159,143	139,356	234,248	212,566	16,736	16,241	410,127	368,163
Unallocated							1,498	7,695
Total assets							411,625	375,858
Liabilities								
Segment liabilities	93,215	80,649	72,486	47,111	4,045	1,330	169,746	129,090
Unallocated							16,947	25,783
Total liabilities							186,693	154,873
Other segment information								
Segment capital expenditure	4,691	2,513	12,109	6,510	2,364	3,067	19,164	12,090
Unallocated							45	344
Total capital expenditure							19,209	12,434
Segment depreciation and amortisation	7,071	6,428	-	-	856	825	7,927	7,253
Unallocated							58	46
Total depreciation and amortisation							7,985	7,299
Other non-cash expenses/(revenues)	1,891	972	(509)	(2,701)	(230)	(291)	1,152	(2020)

Unallocated assets and liabilities including the following material items:

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Non-current assets		
Property plant and equipment	1,031	1,044
Cash – restricted*	-	6,100
Investments in equity accounted investees	296	335
Current assets		
Prepayments	73	100
Receivables	98	116
	1,498	7,695
Liabilities		
Trade creditors	319	688
Receipts from SFC Global Equity Fund Investors*	-	6,100
Deferred tax liability	14,171	16,700
Provision for employee entitlements	2,457	2,295
	16,947	25,783

*Relates to funds received from external investors in the controlled Fund prior to its launch in July 2022.

Revenue from external customers by geographical locations is detailed below.

Revenue is attributed to geographic location based on the location of the customers.

	2023	2022
	\$'000	\$'000
Australia	40,900	31,120
Asia	30,914	45,798
Europe	111,824	119,416
Total revenue	183,638	196,334

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 24: Segment Information (continued)

Non-current assets (excluding deferred tax assets and financial instruments) by geographic location comprise:

	Australia	Asia	Europe	Total
	\$'000	\$'000	\$'000	\$'000
2023				
Property, plant and equipment	8,517	1,270	7,748	17,535
Right-of-use assets	7,431	922	24,159	32,512
Inventory	781	-	-	781
Investment properties	140,458	-	-	140,458
Goodwill	1,299	-	-	1,299
	158,486	2,192	31,907	192,585
2022				
Property, plant and equipment	12,012	1,418	4,353	17,783
Right-of-use assets	2,939	922	24,159	28,020
Inventory	1,300	-	-	1,300
Investment properties	128,371	-	-	128,371
Goodwill	1,299	-	-	1,299
	145,921	2,340	28,512	176,773

Note 25: Contributed Equity

a) Issued and paid up capital

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
As at 30 June 2023		
13,580,852 ordinary fully paid shares (2022 – 13,618,527)	9,921	10,590

b) Movement in ordinary shares on issue

	2023		2022	
	Number of shares	\$'000	Number of shares	\$'000
At the beginning of the financial year	13,618,527	10,590	13,657,825	11,622
Options exercised under an employee share scheme	2,500	26	71,250	937
Shares acquired under a share buy-back scheme	(40,175)	(695)	(110,548)	(1,969)
At the end of the financial year	13,580,852	9,921	13,618,527	10,590

For details of movement in options and details of employee share options plan refer to notes 29 and 30.

c) Terms and conditions of contributed equity

Ordinary shares

Ordinary shares have the right to receive dividends as declared and, in the event of winding up the company, to participate in the proceeds from the sale of all surplus assets in proportion to the number of and amounts paid up on shares held. Ordinary shares entitle their holder to one vote, either in person or by proxy, at a meeting of the company.

Share options

The Company has a share-based payment option scheme under which options to subscribe for the company's shares can be granted to certain executives and other employees (refer note 29).

The share option holders carry no rights to dividends and no voting rights.

Note 26: Reserves and Retained Profits

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Reserves		
Asset revaluation	2,585	2,585
Share-based payment – EPU's	(1,082)	(1,082)
Share-based payment – SFC options	493	446
Foreign currency translation reserve	2,930	1,446
	4,926	3,395

Nature and purpose of reserve

Asset revaluation

The asset revaluation reserve was used to record increases and decreases in the value of non-current assets prior to the adoption of Australian Equivalents to International Reporting Standards with effect from 1 July 2005. The reserve can be used to pay dividends in limited circumstances.

Share-based payment – EPU's

This reserve was previously used to record the value of EPUs provided to employees and directors as part of their remuneration prior to a change in payout practice to cash as payment instead of SFC shares. Refer to note 29(c) for further details of this plan.

Share-based payment – SFC options

This reserve represents the amount expensed for the value of options issued. Refer to note 29(b) for further details of this plan.

Foreign currency translation reserve

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of foreign subsidiaries.

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Retained profits		
At the beginning of the financial period	193,867	180,031
Net profit attributable to members of the parent entity	13,593	26,191
Dividends paid or payable	(12,259)	(12,355)
At the end of the financial period	195,201	193,867

Note 27: Non-Controlling Interest

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Reconciliation of non-controlling interest in controlled entities:		
At the beginning of the financial year	13,133	10,642
– Add share of operating profit	2,799	4,107
– Share of foreign currency translation reserve movement	214	66
– Dividends paid	(1,262)	(1,682)
At the end of the financial year	14,884	13,133

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 28: Contingent Liabilities and Expenditure Commitments

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
(a) Expenditure commitments		
At 30 June 2023, the Group had commitments of \$408,000 relating to the acquisition of plant and equipment for the Automotive Leather and Building Materials divisions. The group has also committed \$2,200,000 to investments that will be drawn down by external managers over approximately the next two years and \$4,390,000 for ongoing development of the Jandakot property.	6,998	8,084
(b) Banker's undertakings		
First mortgages have been registered over the assets and undertakings of controlled entities by banks which have issued performance guarantees to third parties on behalf of the consolidated entity.		
The aggregate of the performance guarantees issued by the banks amount to:	4,944	3,725

Note 29: Employee Benefits and Superannuation Commitments

(a) Superannuation commitments

The consolidated entity contributes to superannuation plans elected by individual employees, generally at the rate of 10.5% of gross salaries and wages for the financial year.

The company complies with the Superannuation Guarantee Charge obligations legislated in the Superannuation Guarantee (Administration) Act 1992.

The amount of superannuation expense for the year ended 30 June 2023 is \$1,020,000 (2022: \$1,094,000).

(b) Employee share option plan

An employee share option plan has been established. The plan was approved by shareholders at the Annual General Meeting in November 1999. The plan permits the granting of options (at the absolute discretion of the Board) to Group employees to acquire ordinary shares in Schaffer Corporation Limited. The options issued for nil consideration, are issued in accordance with performance guidelines established by the Directors of Schaffer Corporation Limited. Once issued, the options cannot be transferred and will not be quoted on the ASX. At any time, the number of unexercised options issued is limited to 5% of the number of shares on issue. The Directors have discretion over the vesting of the options.

Options issued over ordinary shares as part of an employee share scheme are as follows:

Date issued	No. on issue 30 June 2022	Issued during the year	Forfeited during the year	Exercised during the year	No. on issue 30 June 2023	Exercise price	First exercise date	Last exercise date
2 Aug 2018	5,000	-	-	-	5,000	\$14.10	02 Aug 2018	02 Aug 2023
15 May 2020	26,250	-	-	(2,500)	23,750	\$10.50	15 May 2020	15 May 2025
Total	31,250	-	-	(2,500)	28,750			

The Company has calculated the value at the respective issue dates of all options issued to employees pursuant to the Employee Share Option Plan (ESOP) pursuant to the methodology set out in AASB 2 Share-based Payments. To do this the Company has used the Black-Scholes options valuation method. Inputs into the Black-Scholes model applied include:

- the Schaffer Corporation Limited share price on issue date;
- the exercise price;
- the volatility of Schaffer Corporation Limited shares over the 12 months ended immediately prior to the issue date;
- the expiry date;
- dividend yield for the financial year ended immediately prior to the issue date;
- the risk-free rate over the life of the option, estimated from the yield of 5-year Commonwealth Government Bonds on the grant date, and extrapolating to a 5-year term.

The table below summarises, for each issue not expired, the inputs into the model used this year to assess the options' values:

Date issued	Expiry Date	Price on date of issue	Exercise Price	Volatility	Risk-free rate (estimated)	Dividends per annum	Valuation
2 Aug 2018	2 Aug 2023	\$14.75	\$14.10	28%	2.34%	\$0.64	\$2.53
15 May 2020	15 May 2025	\$10.52	\$10.50	36%	0.39%	\$0.53	\$2.01

(c) Employee participation units

A controlled entity, Howe Automotive Limited, has established a Howe Automotive Limited shareholder approved employee incentives plan which permits the granting of employee participation units (EPU) at the discretion of its shareholders up to an EPU limit. The EPU limit is 10% of the total combined number of shares plus EPUs issued by Howe Automotive Limited.

An EPU provides an employee with a right to receive a cash payment from Howe Automotive Limited in the following circumstances:

- If an employee dies or becomes permanently disabled at any time after the grant date.
- If an employee ceases employment after the three-year initial vesting period.
- Upon a liquidity event (trade sale or listing on an Australian or overseas stock exchange).
- On issue of a compulsory payment notice by Schaffer Corporation Limited.

For cash payments, other than upon a liquidity event, the amount is dependent on vesting and the financial performance of Howe Automotive Limited (refer to remuneration report for details).

The vesting requirements are:

- up to 3 years – nil
- 3 years to 4 years – 33.3%
- 4 years to 5 years – 66.7%
- over 5 years – 100%

Note: Employees are ineligible to receive any payment in the following circumstances:

- termination due to misconduct;
- failure to provide 90 days' written notice of intention to terminate employment;
- acting in competition prior to the payment date (payment date is at least 12 months after termination).

The amount of payment, other than for a liquidity event, is calculated in accordance with a valuation formula based on 5.5 times Howe Automotive Limited's earnings before interest and tax minus net debt. The formula uses a three-year average including one full year following termination.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 29: Employee Benefits and Superannuation Commitments (continued)

For a liquidity event, the amount of payment is calculated in accordance with a valuation based on the consideration to be paid for ownership of Howe Automotive Limited less associated costs.

Schaffer Corporation Limited has the option to compel the employee to use the whole or part of that cash payment in subscribing for Schaffer Corporation Limited shares based on the average Schaffer Corporation Limited share price for the same three-year period.

The provision for EPU termination payments is included in provision for employee entitlements – non-current (refer note 19)

EPU Tranche	Issue number	Grant date	Number issued	Number redeemed	Number cancelled	Balance outstanding	Balance as a % of Howe's capital	Number vested
Series 1		04-October-2000	3,383,634	2,289,591	1,026,370	67,673	0.1%	67,673
Series 2	Issue 1	21-December-2001	2,884,434	931,733	1,861,553	91,148	0.1%	91,148
	Issue 2	01-July-2002	120,000	20,000	70,000	30,000	0.0%	30,000
	Issue 3	01-July-2003	245,000	31,667	188,333	25,000	0.0%	25,000
	Issue 4	01-July-2004	57,672	-	32,672	25,000	0.0%	25,000
	Issue 5	16-May-2005	150,000	-	150,000	-	0.0%	-
	Issue 6	01-July-2005	1,350,000	350,000	750,000	250,000	0.4%	250,000
	Issue 7	21-August-2006	500,000	-	-	500,000	0.8%	500,000
	Issue 8	01-July-2007	200,000	200,000	-	-	0.0%	-
	Issue 9	01-July-2017	1,450,000	-	100,000	1,350,000	2.1%	1,350,000
Series 3	Issue 1	01-January-2008	1,150,000	433,333	416,667	300,000	0.5%	300,000
	Issue 2	01-July-2009	100,000	100,000	-	-	0.0%	-
	Issue 3	01-January-2011	250,000	-	-	250,000	0.4%	250,000
	Issue 4	01-July-2013	1,075,000	150,000	375,000	550,000	0.9%	550,000
Series 4	Issue 5	01-July-2014	200,000	66,667	133,333	-	0.0%	-
	Issue 6	01-July-2016	330,000	-	30,000	300,000	0.5%	300,000
	Issue 1	01-July-2018	1,275,000	-	100,000	1,175,000	1.9%	783,333
	Issue 2	01-July-2019	275,000	-	58,333	216,667	0.3%	72,222
	Issue 3	01-July-2020	450,000	-	75,000	375,000	0.6%	-
Issue 4	01-July-2021	75,000	-	-	75,000	0.1%	-	
Issue 5	01-July-2022	50,000	-	-	50,000	0.1%	-	
			15,570,740	4,572,991	5,367,261	5,630,488	8.9%	4,594,376

Note 30: Directors and Executives Disclosures

(a) Details of Key Management Personnel (KMP)

- Remuneration of Key Management Personnel
Refer to Remuneration Report in the Directors' Report
- Remuneration by category: Key Management Personnel

	CONSOLIDATED	
	2023	2022
	\$'000	\$'000
Short term	4,549	5,299
Long term incentives	91	33
Share-based payments	40	38
Post-employment	49	(280)
	4,729	5,090

(b) Option holdings of Key Management Personnel**30 June 2023**

Executives	Balance at 30 June 2022	Granted as remuneration during the period	Options exercised during the period	Balance at end of period	Vested as at 30 June 2023	
					Vested	Not vested
R Leib	23,750	-	-	23,750	17,500	6,250
J Cantwell	7,500	-	(2,500)	5,000	2,500	2,500
Total	31,250	-	(2,500)	28,750	20,000	8,750

30 June 2022

Executives	Balance at 30 June 2021	Granted as remuneration during the period	Options exercised during the period	Balance at end of period	Vested as at 30 June 2022	
					Vested	Not vested
R Leib	62,500	-	(38,750)	23,750	11,250	12,500
J Cantwell	40,000	-	(32,500)	7,500	2,500	5,000
Total	102,500	-	(71,250)	31,250	13,750	17,500

There have been no other transactions concerning shares between entities in the reporting entity and directors of the reporting entity or their related entities.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 30: Directors and Executives Disclosures

(c) EPU holdings of Key Management Personnel

30 June 2023

Executives	Balance at 30 June 2022	Granted as remuneration during the period	Redeemed during the period	Cancelled during the period	Balance at 30 June 2023	Vesting status as at 30 June 2023	
						Vested	Not vested
D Birks	1,200,000	-	-	-	1,200,000	1,200,000	-
R Leib	550,000	-	-	-	550,000	433,333	116,667
Total	1,750,000	-	-	-	1,750,000	1,633,333	116,667

30 June 2022

Executives	Balance at 30 June 2021	Granted as remuneration during the period	Redeemed during the period	Cancelled during the period	Balance at 30 June 2022	Vesting status as at 30 June 2022	
						Vested	Not vested
D Birks	1,200,000	-	-	-	1,200,000	1,133,333	66,667
R Leib	550,000	-	-	-	550,000	200,000	350,000
Total	1,750,000	-	-	-	1,750,000	1,333,333	416,667

For details of terms and conditions for each grant refer to note 29.

Note 31: Related Party Disclosures

The following related party transactions occurred during the financial year within the consolidated entity.

Schaffer Corporation Limited holds 83.17% (2022: 83.17%) of the share capital of both Howe Automotive Limited and Gosh Holdings Pty Ltd of which Mr J M Schaffer AM and Mr A K Mayer are Directors. Dividends from Howe Automotive Limited and/or Gosh Holdings Pty Ltd were received by Schaffer Corporation Limited during the year amounting to \$6,237,774 (2022: \$8,317,016).

The Group has a 30% interest in a property asset management company controlled by Mr T J Schaffer, son of Mr J M Schaffer AM. The Group paid for property asset management services from the same company amounting to \$431,501 (2022: \$345,000) and sales commission of \$29,500 (2022: \$176,600).

During the financial year, entities associated with directors and employees of the Group purchased 26.45% of the SFC Global Equity Fund at "arm's length". The SFC Global Equity Fund commenced during the financial year and is a fund controlled by the Group.

All transactions with related parties are conducted at "arm's length".

Note 32: Parent Entity Information

Information relating to Schaffer Corporation Limited:

	2023	2022
	\$'000	\$'000
Current assets	5,788	12,022
Total assets	179,666	182,248
Current liabilities	12,561	3,055
Total liabilities	58,668	48,397
Issued capital	9,185	9,854
Retained earnings	109,041	120,277
Share-based payments reserve – SFC options	493	408
Asset revaluation reserve	2,283	2,283
Total shareholders' equity	121,002	132,822
Profit of the parent entity	2,456	10,923
Total other comprehensive income of the parent entity	-	-

The parent entity has entered into Deeds of Cross Guarantee with controlled entities as disclosed in note 33.

Tax consolidation

The Company and its wholly owned Australian resident subsidiaries have formed a tax-consolidated group with effect from 1 July 2003 and are therefore taxed as a single entity from that date. The head entity within the tax-consolidated group is Schaffer Corporation Limited.

Members of the Group have entered into a tax sharing agreement that provides for the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. No amounts have been recognised in the financial statements in respect of this agreement on the basis that the possibility of default is remote.

Tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the individual financial statements of the members of the tax-consolidated group using the group allocation approach.

Current tax liabilities and assets and deferred tax assets arising from unused tax losses and tax credits of the members of the tax-consolidated group are recognised by the Company (as head entity in the tax-consolidated group).

Due to the existence of a tax funding arrangement between the entities in the tax-consolidated group, amounts are recognised as payable to or receivable by the Company and each member of the Group in relation to the tax contribution amounts paid or payable between the parent entity and the other members of the tax-consolidated group in accordance with the arrangement.

Tax consolidation contributions by (or distributions to) equity participants

The net amount recognised for the period under tax consolidation contributions by (or distributions to) equity participants, its major components and the accounts affected are as follows:

Major components of tax consolidation contributions by (or distributions to) equity participants

	2023	2022
	\$'000	\$'000
Net assumptions of tax liabilities of members of the tax-consolidated group	(541)	(343)
Tax funding contribution receivable from controlled entities	541	343
Excess of tax funding contributions over tax liabilities assumed	-	-

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 33: Controlled Entities

Controlled entity	Beneficial percentage held by the Group		Place of incorporation
	2023	2022	
	%	%	
Schaffer Properties Pty Ltd*	100	100	Australia
Delta Corporation Limited*	100	100	Australia
Garden Holdings Pty Ltd*	100	100	Australia
SFC No.7 Pty Ltd	100	100	Australia
SFC Management Pty Ltd	100	100	Australia
JDK Land Pty Ltd	100	100	Australia
Jandakot No.1 Pty Ltd	100	100	Australia
SFC Global Pty Ltd	100	100	Australia
SFC US Limited	100	100	United States of America
SFC US1 LLC	100	100	United States of America
Gosh Holdings Pty Ltd***	83.17	83.17	Australia
Gosh Capital Pty Ltd ***	83.17	83.17	Australia
Howe Automotive Limited**	83.17	83.17	Australia
Rosedale Leather Pty Ltd**	83.17	83.17	Australia
Australian Leather Upholstery Pty Ltd**	83.17	83.17	Australia
Howe & Co Pty Ltd**	83.17	83.17	Australia
Howe Slovensko S.R.O.	83.17	83.17	Slovakia
Howe Leather (Shanghai) Co. Ltd.****	83.17	83.17	People's Republic of China
Howe Hong Kong Pty Limited	83.17	83.17	Hong Kong

* Pursuant to the ASIC Corporations (Wholly-owned Companies) Instrument 2016/785 relief has been granted to various controlled entities from the Corporations Act 2001 requirements for preparation, audit and lodgement of their financial reports. As a condition of the Instrument, Schaffer Corporation Limited and the controlled entities subject to the Instrument (the Schaffer 'Closed Group') entered into Deeds of Cross Guarantee at various dates. The effect of the deeds is that Schaffer Corporation Limited has guaranteed to pay any deficiency in the event of winding up of the controlled entities. The controlled entities have also given a similar guarantee in the event that Schaffer Corporation Limited is wound up.

** Pursuant to the ASIC Corporations (Wholly-owned Companies) Instrument 2016/785 relief has been granted to various controlled entities from the Corporations Act 2001 requirements for preparation, audit and lodgement of their financial reports. As a condition of the Instrument, Howe Automotive Limited and the controlled entities subject to the Instrument (the Howe Automotive 'Closed Group') entered into Deeds of Cross Guarantee at various dates. The effect of the deeds is that Howe Automotive Limited has guaranteed to pay any deficiency in the event of winding up of the controlled entities. The controlled entities have also given a similar guarantee in the event that Howe Automotive Limited is wound up.

*** Pursuant to the ASIC Corporations (Wholly-owned Companies) Instrument 2016/785 relief has been granted to various controlled entities from the Corporations Act 2001 requirements for preparation, audit and lodgement of their financial reports. As a condition of the Instrument, Gosh Holdings Pty Ltd and the controlled entities subject to the Instrument (the Gosh Holdings 'Closed Group') entered into Deeds of Cross Guarantee at various dates. The effect of the deeds is that Gosh Holdings Pty Ltd has guaranteed to pay any deficiency in the event of winding up of the controlled entities. The controlled entities have also given a similar guarantee in the event that Gosh Holdings Pty Ltd is wound up.

**** Howe Leather (Shanghai) Co. Ltd has a 1 January to 31 December financial year to coincide with local tax and statutory reporting requirements. Financial statements for this subsidiary are prepared and audited for the year to 30 June for the purposes of Group consolidation. All other entities have 1 July to 30 June financial years.

The Consolidated Statement of Financial Performance and Consolidated Statement of Financial Position of the entities which are members of the Schaffer 'Closed Group' are as follows:

	Schaffer Closed Group	
	2023	2022
	\$'000	\$'000
CONSOLIDATED STATEMENT OF FINANCIAL PERFORMANCE AND RETAINED EARNINGS RECONCILIATION		
Profit from continuing operations before income tax	2,843	12,930
Income tax benefit/(expense)	1,294	(1,266)
Net profit for the year	4,137	11,664
Other comprehensive income	-	-
Total comprehensive income	4,137	11,664
Retained earnings at the beginning of the year	142,592	143,284
Total profit for the year	4,137	11,664
Dividends provided for or paid	(12,259)	(12,356)
Retained earnings at the end of the year	134,470	142,592

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

ASSETS

Current assets

Cash and cash equivalents	7,763	12,726
Trade and other receivables	2,264	1,848
Inventories	1,046	1,343
Contract assets	1,187	3,035
Financial assets at fair value through profit or loss	121	-
Other financial assets	-	584
Prepayments and deposits	501	625
Total current assets	12,822	20,161

Non-current assets

Financial assets at fair value through profit or loss	53,029	55,571
Equity accounted investments	7,661	8,305
Receivables	7,191	8,417
Property, plant and equipment	11,776	10,280
Investment property	121,396	110,034
Goodwill	84	84
Total non-current assets	201,137	192,691
Total assets	214,019	212,852

LIABILITIES

Current liabilities

Trade and other payables	3,659	2,384
Provisions	3,413	3,524
Interest-bearing loans and borrowings	21,101	-
Financial liabilities at fair value through profit or loss	57	-
Total current liabilities	28,230	5,908

Non-current liabilities

Interest-bearing loans and borrowings	13,340	24,550
Deferred income tax liability	24,655	25,898
Provisions	113	71
Total non-current liabilities	38,108	50,519
Total liabilities	66,338	56,427
Net assets	147,681	156,425

EQUITY

Issued capital	10,133	10,802
Reserves	3,078	3,031
Retained profits	134,470	142,592
Total equity	147,681	156,425

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

year ended 30 June 2023

Note 33: Controlled Entities (continued)

	Howe Automotive Limited	Gosh Holdings Pty Ltd
	\$'000	\$'000
Accumulated balances of material non-controlling interest		
2023	11,955	2,929
2022	10,726	2,407
Profit allocated to material non-controlling interest		
2023	2,277	522
2022	3,635	472
Summarised statement of profit or loss for 2023		
Revenue	142,762	2,337
Profit before tax and finance costs	21,336	4,684
Finance costs	(1,721)	(363)
Profit before tax	19,615	4,321
Income tax	(6,085)	(1,227)
Profit for the year	13,530	3,094
Other comprehensive income	-	-
Total comprehensive income	13,530	3,094
Attributable to non-controlling interests	2,277	522
Dividends paid to non-controlling interests	1,262	-
Summarised statement of profit or loss for 2022		
Revenue	135,974	5,557
Profit before tax and finance costs	31,856	4,292
Finance costs	(1,000)	(163)
Profit before tax	30,856	4,129
Income tax	(9,259)	(1,320)
Profit for the year	21,597	2,809
Other comprehensive income	394	-
Total comprehensive income	21,991	2,809
Attributable to non-controlling interests	3,701	473
Dividends paid to non-controlling interests	842	842
Summarised statement of financial position at 2023		
Current assets	111,636	2,393
Non-current assets	52,599	27,173
Current liabilities	(32,864)	(263)
Non-current liabilities	(60,351)	(11,895)
Total equity	71,020	17,408
Attributable to:		
Equity holders of parent	59,065	14,479
Non-controlling interest	11,955	2,929
Summarised statement of financial position at 2022		
Current assets	95,473	2,957
Non-current assets	48,895	22,599
Current liabilities	(40,929)	(7,968)
Non-current liabilities	(39,720)	(3,273)
Total equity	63,719	14,315
Attributable to:		
Equity holders of parent	52,993	11,908
Non-controlling interest	10,726	2,407
Summarised cash flow information for year ended 30 June 2023		
Operating	258	430
Investing	(4,342)	(2,198)
Financing	9,223	1,250
Net foreign exchange difference	(390)	-
Net increase in cash and cash equivalents	4,749	(518)
Summarised cash flow information for year ended 30 June 2022		
Operating	7,740	6,812
Investing	(2,700)	2,028
Financing	(10,061)	(7,680)
Net foreign exchange difference	(61)	-
Net (decrease)/increase in cash and cash equivalents	(5,082)	1,160

Note 34: Significant Events After Balance Date

Following the end of the reporting period, a final fully franked dividend of 45¢ per share to shareholders on record at 8 September 2023 has been declared and is payable on 22 September 2023.

No other matter or circumstance has arisen since the end of the financial year which materially 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 periods.

DIRECTORS' DECLARATION

year ended 30 June 2023

DIRECTORS' DECLARATION

In accordance with a resolution of the Directors of Schaffer Corporation Limited, we state that:

1. In the opinion of the Directors:
 - a) the financial statements and notes of the consolidated entity are in accordance with the Corporations Act 2001, including:
 - i. giving a true and fair view of the consolidated entity's financial position as at 30 June 2023 and of its performance for the year ended on that date; and
 - ii. complying with Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Regulations 2001;
 - b) the financial statements and notes also comply with International Financial Reporting Standards as disclosed in note 2; and
 - c) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.
1. This declaration has been made after receiving the declarations required to be made to the Directors in accordance with section 295A of the Corporations Act 2001 for the financial period ended 30 June 2023.
2. As at the date of this declaration, there are reasonable grounds to believe that the members of the Closed Group identified in note 33 will be able to meet any obligation or liabilities to which they are or may become subject to, by virtue of the Deed of Cross Guarantee.

On behalf of the Board



J M Schaffer AM
Chairman and Managing Director

Perth, 22 September 2023

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SCHAFFER CORPORATION LIMITED
year ended 30 June 2023



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

Tel: +61 8 9429 2222
Fax: +61 8 9429 2436
ey.com/au

Independent auditor's report to the members of Schaffer Corporation Limited

Report on the audit of the financial report

Opinion

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

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

- a. Giving a true and fair view of the consolidated financial position of the Group as at 30 June 2023 and of its consolidated financial performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

Basis for opinion

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

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

Key audit matters

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SCHAFFER CORPORATION LIMITED
year ended 30 June 2023



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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.

Construction service revenue

Why significant	How our audit addressed the key audit matter
<p>As disclosed in Note 3 to the financial report, for the year ended 30 June 2023, the Building Materials segment of the Group recognised \$28.7 million in revenue from construction and transportation services.</p> <p>Revenue from construction and transportation services is recognised over time by reference to its percentage of completion.</p> <p>The measurement of revenue from construction and transportation services was considered a key audit matter due to the judgement required to be exercised by the Group in relation to the estimation of the transaction price, total contract costs and the stage of completion of the contract.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▶ Evaluated the Group's process to recognise construction and transportation revenues ▶ Assessed the operating effectiveness of management's controls over the revenue process including management's periodic assessment of the percentage of completion, actual contract costs incurred to date and estimated total contract costs ▶ Assessed the qualifications, competence and objectivity of management's expert used in the calculation of revenue to be recognised. ▶ For a sample of contracts, we performed the following procedures: <ul style="list-style-type: none"> ▶ Agreed total contract revenue to the original contract and approved variations or claims ▶ Agreed actual contract costs incurred to date to source documentation, such as timesheets and vendor invoices ▶ Assessed the Groups' historic ability to accurately forecast project gross margin and total contract costs by comparing the accuracy of prior period forecasts to actual outcomes across the year ended 30 June 2023 ▶ Enquired of management's experts, with direct oversight over the contract portfolio, to understand the performance and status of the contracts at 30 June 2023. ▶ Assessed the adequacy of the disclosures in relation to construction and transportation services revenue in Note 3 to the financial report.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SCHAFFER CORPORATION LIMITED
year ended 30 June 2023



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Fair Value of financial instruments

Why significant	How our audit addressed the key audit matter
<p>As disclosed in Note 14 to the financial report, at 30 June 2023, the Group had \$60.4 million in financial assets recognised at fair value through the profit or loss.</p> <p>These financial assets include unlisted investments in property unit trusts and LLCs, units in managed funds, listed equity shares, unlisted equity shares, convertible notes, units in unlisted loan trusts and derivatives not designated as hedging instruments.</p> <p>Depending on the underlying nature of the financial instrument, the valuations may be classified as level 1, 2 or 3 in the Group's fair value hierarchy.</p> <p>This was considered a key audit matter as the valuations can be complex and involve a combination of market, non-market and judgemental assumptions.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▶ Verified the existence of financial instruments through supporting documentation including third-party confirmations and inspection of share certificates ▶ Agreed listed equity valuations to the closing share price as at 30 June 2023 ▶ For valuations which depend on observable and unobservable inputs, we evaluated the assumptions, methodologies and models used by management ▶ Tested the clerical accuracy of valuation models ▶ For unlisted property unit trusts we re-performed the calculations of unit price and total holding including agreeing material assets and liabilities to source documentation, such as external valuation reports prepared by accredited, independent real estate valuation specialists and loan statements ▶ For a sample of financial instruments, we engaged EY Valuation, Modelling and Economics specialists to review the methodology and assumptions applied in the valuation models. ▶ Assessed the adequacy of the disclosures in relation to financial instruments in Note 14 to the financial report.

Fair value of investment properties

Why significant	How our audit addressed the key audit matter
<p>As disclosed in Note 21 to the financial report, at 30 June 2023, the Group had \$140.6 million in investment properties carried at fair value with a net gain of \$0.1 million recognised through profit or loss.</p> <p>The Group obtains valuations for each investment property, either internally or externally, to determine their fair value. The valuation of the investment properties is classified as level 3 in the Group's fair value hierarchy.</p> <p>This was considered a key audit matter as the valuations may be complex and involve a combination of non-market and judgemental assumptions.</p>	<p>Our audit procedures included the following:</p> <ul style="list-style-type: none"> ▶ Obtained valuation reports for all investment properties for the year ended 30 June 2023. ▶ Evaluated the qualifications, competence and objectivity of the external valuers engaged by management, as well as the assumptions, methodologies and models used by the valuers. ▶ For a sample of valuations, we engaged EY Real Estate Advisory Services specialists to review for the appropriateness of the valuation methodology and assumptions adopted to determine the valuation having regard to the requirements of accounting standard AASB 13 <i>Fair Value Measurement</i>. ▶ Assessed the adequacy of the disclosures in relation to the investment properties in Note 21 to the financial report.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SCHAFFER CORPORATION LIMITED
year ended 30 June 2023



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

The directors are responsible for the other information. The other information comprises the information included in the Company's 2023 annual report, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon, 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, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

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.

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SCHAFFER CORPORATION LIMITED
year ended 30 June 2023



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

- ▶ Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- ▶ Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- ▶ Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- ▶ Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- ▶ Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- ▶ Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

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

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

INDEPENDENT AUDITOR'S REPORT
TO THE MEMBERS OF SCHAFFER CORPORATION LIMITED
year ended 30 June 2023



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

Report on the audit of the Remuneration Report

Opinion on the Remuneration Report

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

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

Responsibilities

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

Ernst & Young

Timothy G Dachs
Partner
Perth
22 September 2023

DIRECTORS' REPORT

year ended 30 June 2023

Your directors submit their report for the year ended 30 June 2023 made in accordance with a resolution of the Directors.

Directors

Details of the Directors of the company during the financial year and up to the date of this report are:

J M SCHAFFER AM BCom(Hons) FCPA Managing Director Executive Director since 6/9/1972	Mr John Schaffer AM joined the company in 1972. Mr Schaffer has held the position of Managing Director since 1987.
D E BLAIN AM BA Non-executive Director Appointed 5/6/1987	Mrs Danielle Blain AM joined the company in 1987. Mrs Blain served as Managing Director of Gosh Leather Pty Ltd from 1993 to 2001. Mrs Blain has diverse experience serving on several NGO boards and is also a past Pro Chancellor of Edith Cowan University.
A K MAYER Executive Director Appointed 21/11/2001	Mr Anton Mayer is the Executive Chairman of Howe Automotive Limited. Mr Mayer has over 50 years of international leather experience, broad business skills and a global business perspective.
M D PERROTT AM BCom FAIM FAICD Independent Director Appointed 23/2/2005	Mr Michael Perrott AM joined the Board as an independent director in February 2005. Mr Perrott AM has over 40 years' experience in the construction and contracting industry.
D J SCHWARTZ Independent Director Appointed 29/6/1999	Mr David Schwartz joined the Board as an independent director in June 1999. He has over 25 years' experience negotiating acquisitions and overseeing the development of property. Over the past 40 years, David has been involved in many different businesses including retail, manufacturing and distribution. During the past three years Mr Schwartz has also served as a director of the following listed company: Primewest Management Ltd 8 November 2019 – 30 June 2021

Directors were in office for the entire period unless otherwise stated.

Company Secretary

J M CANTWELL BBus(Acc) CPA MBA GIA(Affiliate)

Mr Jason Cantwell joined the company in 2011 and has over 25 years' experience in senior financial management roles within both private and publicly listed companies. Mr Cantwell is a Member of CPA Australia and an Affiliated Member of the Governance Institute of Australia.

Attendance at Board and Committee 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:

	Directors' Board Meetings	Meetings of Committees	
		Audit	Nomination & Remuneration
Number of meetings held:	8	2	1
J M Schaffer AM	8	-	-
D E Blain AM	8	2	1
A K Mayer	7	-	-
M D Perrott AM	8	2	1
D J Schwartz	8	2	1

Committee Membership

The Company has an audit committee and a nomination and remuneration committee. The members of both committees are Mr D J Schwartz (Chairperson), Mrs D E Blain AM, and Mr M D Perrott AM.

Rotation of Directors

In accordance with the Articles of Association, at the SFC Annual General Meeting scheduled for 15 November 2023, Mr M D Perrott AM will retire by rotation and being eligible, will offer himself for re-election.

Interests in the Shares of the Company and Related Bodies Corporate

On 1 September 2023, the economic interest of the Directors, including their related parties, in the shares of the Company were:

	SCHAFFER CORPORATION LIMITED	
	Ordinary shares	Options over ordinary shares
J M Schaffer AM	2,777,817	-
D E Blain AM	1,562,360	-
D J Schwartz	688,552	-
A K Mayer	354,263	-
M D Perrott AM	8,500	-

Principal Activities

The principal activities of the entities within the consolidated entity, over the financial year were automotive leather manufacture, concrete product manufacture, property and equity investing, and property leasing.

Results

The consolidated entity's operating profit after tax for the financial year was a profit of \$16,392,000 (2022: \$30,298,000).

Operating and Financial Review

Please refer to Managing Director's report for details.

Significant Changes in the State of Affairs

The 2023 financial performance of the Group decreased compared to prior year due to the performance of the Automotive Leather division and one-off gains from the sale of investments and capital distributions that were realised in the prior year. The Automotive Leather division was impacted by various challenges, including the delayed launch of a major renewed program in Europe, high energy costs and volatile adverse currency movements. Production volumes have now normalised, but ongoing risks of the Group include delayed commencement of new programs, continued currency volatility, global economic uncertainties and inflationary pressures, particularly labour and energy.

In the opinion of the Directors of the consolidated entity there has not arisen any other matter or circumstance that has significantly affected, or may significantly affect, the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity in subsequent financial years.

DIRECTORS' REPORT

year ended 30 June 2023

Dividends

The following dividends have been paid or declared by the company since the commencement of the financial year.

	\$'000
Dividends paid for the year ended 30 June 2023	
On ordinary shares	
- 45¢ per share final, paid on 23 September 2022	6,130
- 45¢ per share interim, paid on 17 March 2023	6,129
	12,259
Dividends paid for the year ended 30 June 2022	
On ordinary shares	
- 45¢ per share final, paid on 17 September 2021	6,177
- 45¢ per share interim, paid on 11 March 2022	6,178
	13,355
Not recognised as a liability as at 30 June 2023	
Final franked dividend for 2023 – 45¢ (2022 – 45¢)	6,111

Review of Operations

The consolidated entity's revenue from continuing operations increased by 8% to \$183,638,000 from \$170,429,000 this year. The pre-tax operating profit of \$22,873,000 was a decrease compared to \$42,845,000 for last year. The consolidated entity's net profit after tax, excluding non-controlling interests, decreased by 48% to \$13,593,000 from \$26,191,000.

Likely Developments and Expected Results

Other than the discussion of the Company's operations and outlook already set out from pages 1-16 of this Annual Report, the Directors have no further comment to make on likely developments in the operations of the consolidated entity and the expected results of those operations in subsequent financial years.

Environmental Regulation and Performance

Schaffer Corporation Limited is subject to a range of environmental regulations. During the financial year, Schaffer Corporation Limited met all reporting requirements under any relevant legislation. There were no incidents which required reporting. The Company aims to continually improve its environmental performance.

Significant Events After Balance Date

Following the end of the reporting period, a final fully franked dividend of 45¢ per share has been declared payable on 22 September 2023.

No other matter or circumstance has arisen since the end of the financial year which materially 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 periods.

Indemnification and Insurance of Directors

During or since the financial year, the company has agreed to indemnify directors against a liability for costs and expenses incurred in defending proceedings brought against them for a liability incurred in their role as directors of the company other than in respect of any wilful misconduct. The total amount of insurance contract premiums paid is not disclosed due to a confidentiality clause within the insurance policy.

Indemnification of Auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Ernst & Young, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the financial year.

Remuneration Report (Audited)

This remuneration report outlines the director and executive remuneration arrangements of the Company and the Group in accordance with the requirements of the Corporations Act 2001 and its Regulations. For the purposes of this report, Key Management Personnel (KMP) of the Group are defined as those persons having authority and responsibility for planning, directing and controlling the major activities of the Company and the Group, directly or indirectly, including any director (whether executive or otherwise) of the parent company.

Details of Key Management Personnel

Directors	
J M Schaffer AM	Managing Director
D E Blain AM	Director (non-executive)
A K Mayer	Director (executive)
M D Perrott AM	Director (non-executive/independent)
D J Schwartz	Director (non-executive/independent)
Executives	
R Leib	Chief Financial Officer
D Birks	General Manager, Howe Automotive Limited
J Walsh	General Manager, Delta Corporation Limited
J Cantwell	Group Financial Controller and Company Secretary

This report outlines the remuneration arrangements in place for directors and executives of the Schaffer Corporation Limited Group of companies.

Remuneration philosophy

SFC's remuneration policy is directed at attracting, motivating and retaining quality directors and executives. SFC's key internal performance measures at the business unit and consolidated levels are earnings before interest and tax (EBIT) and return on average capital employed (ROACE). EBIT and ROACE have been chosen by the Group as measures of executive performance because they align the interests of management with those of all SFC shareholders.

Remuneration Committee

The SFC Board operates a Nomination and Remuneration Sub-Committee to support and advise the SFC Board in fulfilling its responsibility to shareholders to ensure that the company has remuneration policies and practices which enable it to attract and retain directors and executives who will best contribute towards achieving positive outcomes for shareholders. The committee determines the remuneration and other conditions of service of the chief executive officer and executive directors, if any. The committee makes recommendations to the Board on the remuneration of non-executive directors within the aggregate approved by shareholders in general meetings from time to time. The committee considers individual performance, company performance, internal relativity, and fairness in setting levels of remuneration and may seek appropriate independent external advice to assist in its decision making. The structure of non-executive director and executive remuneration are separate and distinct.

DIRECTORS' REPORT

year ended 30 June 2023

Senior Manager and Executive Director Remuneration

Objective

SFC's remuneration policy aims to remunerate executives with a level and mix of remuneration commensurate with their position and responsibilities within the Group.

Structure

The remuneration of SFC's senior executive consists of fixed remuneration and variable remuneration (annual and long-term incentives). The company aims to reward executives for Company, business unit and individual performance, align executive remuneration with the interests of shareholders, link rewards with the strategic goals such as profitability or return on capital employed and ensure that total remuneration is effective in retaining and motivating senior executives and executive directors.

Fixed remuneration

This includes base salary and the statutory Superannuation Guarantee Contribution (SGC) which comprises the cash component. The Schaffer Corporation Limited Superannuation Fund is available to executives for superannuation contributions and life insurance. Premiums for life insurance are deducted from member accounts. Executives can elect to have the company contribute superannuation beyond the statutory SGC level by way of a salary sacrifice in lieu of cash salary. Fixed remuneration is reviewed annually by the Nomination and Remuneration Committee in respect of each executive director. The fixed remuneration of executives is reviewed annually by the SFC Managing Director in the case of the Building Materials and Corporate divisions and by the Howe Automotive Limited General Manager in the case of the Automotive Leather division. The review process considers company-wide, business unit and individual performance in the context of any annual change during the preceding 12-month period to the consumer price index and wages cost index as published by the Australian Bureau of Statistics. For the year beginning 1 July 2022, a 3% increase was applied for Senior Executives.

Variable remuneration – Short-Term Incentive

The Group has performance-based incentive plans in place at each of its operations in which management and the labour force participate. The level of remuneration payable to participating executives is linked to the financial performance of their business. Executives are provided with cash incentives provided profitability thresholds are met. A summary of the annual incentive schemes for the Automotive Leather, Building Materials and Corporate divisions is provided below:

Automotive Leather Division – Profit Participation Scheme

Howe Automotive Limited operates a profit participation scheme for the staff and management of the Automotive Leather division. Prior to the commencement of each financial year, the division management submits an annual budget for consideration and approval by the Howe Automotive Limited Executive Director and the SFC Board. The scheme provides for a bonus pool of 5% of actual EBIT, which becomes payable when a 15% return on capital employed (ROACE) has been achieved as at 30 June balance date.

The profit participation bonus is subject to approval by the Executive Chairman of Howe Automotive Limited. A full year 2023 bonus was approved (2022: approved). ROACE has been chosen as the relevant performance conditions as this performance measure is readily monitored and available. ROACE performance aligns the interest of staff and management with those of shareholders. The scheme has been designed to incentivise a wide range of the Automotive Leather division workforce from top executive management to factory floor personnel.

Delta – Profit Participation Scheme

During the financial year, the Company implemented a profit participation scheme for the staff and management of Delta Corporation. Prior to the commencement of each financial year Delta Corporation management submits an annual budget for consideration by SFC's Managing Director and the SFC Board. The scheme provides for a bonus pool of 10% of EBIT, which becomes payable once a minimum target EBIT is achieved for the financial year.

The profit participation bonus is subject to approval by the Managing Director of SFC. A full year 2023 bonus was approved (2022: N/A). The scheme has been designed to align the interest of staff and management with those of shareholders. The scheme may be discontinued at any time by the SFC Managing Director without prior notice.

Corporate

Short-Term Incentive Plan

SFC has implemented a formal Short-Term Incentive (STI) Plan for the Group Managing Director, Chief Financial Officer and Group Financial Controller approved by the Nomination and Remuneration Committee. The STI Plan has been updated to combine the STI plan and previously discretionary bonuses. The financial objectives of the updated STI plan are assessed on achievement of ROACE based on a tiered approach to reward superior performance.

80% (FY22: 60%) of any STI award is based on achievement against tiered Group ROACE targets. 20% (FY22: 40%) of any STI award is based on performance against pre-agreed KPI's which are critical to the company's future success.

The executives can earn a cash bonus with a value of up to 60% (FY22: 30% plus 30% discretionary) of their base annual remuneration, based on actual performance against defined objectives, with discretion from the Nominations and Remuneration Committee. This equates to a maximum of \$559,689 for the Group Managing Director, \$247,200 for the Chief Financial Officer and \$138,323 for the Group Financial Controller, for the year ended 30 June 2023. The minimum possible award for the Group Managing Director, Chief Financial Officer and the Group Financial Controller is nil. The Nominations and Remuneration Committee approved STI awards for the 2023 year on 22 August 2023. The Managing Director received an STI award of 58.5% (2022: 97.5%) of the maximum possible award. The Chief Financial Officer received an STI award of 58.5% (2022: 97.5%). The Group Financial Controller received an STI award of 58.5% (2022: 93.75%) of the maximum possible award. The STI awards were significantly lower than prior year due to the lower ROACE achieved in the 2023 financial year.

Variable remuneration – Long-Term Incentive

Long-term incentive grants are typically made to executives who can influence the generation of shareholder wealth and thus have a direct impact on the Company's performance. Howe Automotive Limited operates the Employee Participation Unit (EPU) Plan for its executives. SFC's senior executives (other than Mr Schaffer and Mr Mayer) can participate in SFC's Employee Share Option Plan (ESOP). The Howe Automotive Limited EPU and SFC ESOP plans have long-term vesting provisions and are designed to align the interests of the participating executives with those of all SFC shareholders. A summary of the long-term incentive schemes is provided below:

Howe Automotive Limited Employee Participation Units Plan

Howe Automotive Limited operates an employee incentive plan which permits the granting of employee participation units (EPUs) at the discretion of its shareholders up to an EPU limit. The EPU limit is 10% of the total combined number of shares plus EPUs issued by Howe Automotive Limited. Howe Automotive Limited dividends, divided by the total number of shares and EPUs on issue, is applied to reduce a bonus threshold for each EPU until the balance of the bonus threshold is reduced to nil. Once the threshold is nil, each EPU receives a remuneration bonus payment when Howe Automotive Limited makes a dividend payment, calculated based on the total dividends divided by the total number of shares and EPUs on issue.

An EPU provides an employee with a right to receive either, at the discretion of SFC, a cash payment from Howe Automotive Limited or shares in SFC in the following circumstances:

- If an employee dies or becomes permanently disabled at any time after the grant date.
- If an employee ceases employment after the three-year initial vesting period.
- Upon a liquidity event (trade sale or listing on an Australian or overseas stock exchange).
- On issue of a compulsory payment notice by SFC.

The amount of the payment, other than upon a liquidity event, is dependent on vesting and the financial performance of Howe Automotive Limited. The vesting requirements are:

- up to 3 years – nil
- 3 years to 4 years – 33.3%
- 4 years to 5 years – 66.7%
- over 5 years – 100%

DIRECTORS' REPORT

year ended 30 June 2023

Senior Manager and Executive Director Remuneration (continued)

Note: Employees are ineligible to receive any payment in the following circumstances:

- termination due to misconduct.
- failure to provide 90 days' written notice of intention to terminate employment.
- acting in competition prior to the payment date (payment date is at least 12 months after termination).

The performance hurdle to be eligible for a payment is a positive equity valuation for Howe Automotive Limited. The eligibility and amount of payment, other than upon a liquidity event, is calculated in accordance with an equity valuation formula based on 5.5 times Howe Automotive Limited's earnings before interest and tax minus net debt. The formula uses a three-year average including one full year following termination. For a liquidity event, the amount of payment is calculated in accordance with a valuation based on the consideration to be paid for ownership of Howe Automotive Limited. The formulas are designed to incentivise EPU holders in respect of building the long-term value of Howe Automotive Limited and provides a fair and readily calculable means for valuing that long-term interest.

SFC has the option to compel the employee to use the whole or part of that cash payment in subscribing for SFC shares based on the average SFC share price for the same three-year period.

SFC Employee Share Option Plan (ESOP)

An employee share option plan has been established. The plan was approved by shareholders at the Annual General Meeting in November 1999. The plan permits the granting of options (at the absolute discretion of the Board) to Group employees to acquire ordinary shares in SFC. The options issued for nil consideration, are issued in accordance with performance guidelines established by the Directors of SFC. The options cannot be transferred and will not be quoted on the ASX. The number of options which can be issued is limited to 5% of the number of shares on issue. At the date of this report, there were 21,250 options on issue (2022: 31,250).

For issues dated 6 September 2017 and 2 August 2018, options may be exercised as follows:

- during the first 12 months of each option period and including each date of issue, no more than 25% of the options issued to that participant on that date of issue;
- during the period of 24 months from and including each date of issue exercise no more than 50% of the options issued to that participant on that date of issue;
- during the period of 36 months from and including each date of issue exercise no more than 75% of the options issued to that participant on that date of issue;
- after 36 months 100% of the options may be exercised.

For issues dated 15 May 2020, options may be exercised as follows:

- during the first 12 months of each option period and including each date of issue, no more than 50% of the options issued to that participant on that date of issue;
- during the period of 24 months from and including each date of issue exercise no more than 62.5% of the options issued to that participant on that date of issue;
- during the period of 36 months from and including each date of issue exercise no more than 75% of the options issued to that participant on that date of issue;
- during the period of 48 months from and including each date of issue exercise no more than 87.5% of the options issued to that participant on that date of issue;
- after 48 months 100% of the options may be exercised.

While the ESOP contains vesting conditions, the exercising of ESOP options is not dependent on a performance condition because:

- ESOP options have been issued with an exercise price at or above the VWAP of the share price on five preceding days that SFC shares traded on the ASX before the issue date;
- ESOP options do not participate in dividends; and
- are not transferable or saleable. Accordingly, ESOP options only provide an economic benefit to the recipient in the event the share price (which adjusts for dividends paid) significantly exceeds the exercise price (which is not adjusted for dividends paid) over the option vesting period thereby aligning the interests of management with those of all shareholders.

No options have been issued since May 2020.

The following table details the proportion of fixed remuneration and variable remuneration paid for the year ended 30 June 2023 as detailed in this report:

2023 Remuneration Structure	% Fixed	% Variable
Specified Directors		
J M Schaffer AM	77	23
D E Blain AM	100	–
A K Mayer	76	24
M D Perrott AM	100	–
D J Schwartz	100	–
Specified Executives		
D Birks	74	26
R Leib	43	57
J Walsh	78	22
J Cantwell	77	23

Non-executive Director Remuneration

SFC's non-executive directors receive fees for their services (including statutory superannuation) and the reimbursement of reasonable expenses. The Constitution and the ASX Listing Rules specify that the aggregate remuneration of non-executive directors shall be determined from time to time by a general meeting. An amount not exceeding that amount is then divided between the non-executive directors as agreed. The latest determination was at the Annual General Meeting held 13 November 2019 when shareholders approved an aggregate remuneration limit of \$500,000 per annum. The amount of aggregate remuneration to be approved by shareholders and the manner in which it is to be apportioned amongst the non-executive directors is reviewed annually. This limit is not currently fully utilised. The fee pool is payable only to non-executive directors. The amount payable to non-executive directors is set by the Board after having taken regard to the size of the Company and Board, the responsibilities, demands and accountabilities faced by those directors in discharging their duties and after seeking external advice to ensure the fees are in line with market standards. All three non-executive directors are members of the Audit Committee and the Nomination and Remuneration Committee, and the fixed annual fee received by non-executive directors is inclusive of these sub-committee commitments. It is current SFC policy that non-executive directors do not receive shares, options or other securities and are not eligible to participate in SFC's Employee Share Option Plan. Payment of fees (including statutory superannuation) and the reimbursement of reasonable expenses are the only remuneration payable to Mrs Blain AM, Mr Schwartz and Mr Perrott AM.

Non-executive directors appointed prior to July 2003 are entitled to a retirement benefit equivalent to one year's annual director's fees. The retirement benefit was reduced from three years' to one year's annual director's fees in July 2003 (a three-year retirement benefit was in place at the time Mrs Blain AM and Mr Schwartz accepted their appointment to the Board). SFC considers the reduced benefit modest and appropriate given the benefit which historically existed. It is SFC's policy that no retirement benefit applies to new directors appointed after July 2003.

It is not a requirement of the Constitution of the Company that directors hold shares in the Company.

Relationship of Company Performance to Shareholder Wealth

Total Shareholder Return

Total shareholder return (TSR) is an accepted and understood measure of performance. SFC calculates TSR as follows:

- movement in Share Price (including bonus issues)
- plus Dividends Paid
- plus Dividend Imputation Credits

DIRECTORS' REPORT

year ended 30 June 2023

Senior Manager and Executive Director Remuneration (continued)

The chart below itemises the constituents to SFC's TSR by year for each of the past five years. SFC's average TSR for the past five years is 9%.

	1 Sept 2019	1 Sept 2020	1 Sept 2021	1 Sept 2022	1 Sept 2023
Tax Rate	30%	30%	30%	30%	30%
Share Price	\$14.81	\$16.25	\$22.63	\$18.00	\$17.10
Ord Dividends	\$0.70	\$0.80	\$0.90	\$0.90	\$0.90
Imputation Credit	\$0.30	\$0.34	\$0.39	\$0.39	\$0.39
TSR	(\$1.24)	\$2.58	\$7.67	(\$3.34)	\$0.39
TSR	(7%)	17%	47%	(15%)	(2%)

At the date of this report, on an aggregate dollar paid basis, SFC paid to shareholders \$12.2 million fully franked dividends in respect of 2023 and a total of \$57.3 million was paid in fully franked ordinary dividends over the past 5 years.

Earnings Per Share (EPS)

SFC's average EPS over the past five years has been 185.8¢.

	June 2019	June 2020	June 2021	June 2022	June 2023
EPS	165.6¢	171.9¢	300.6¢	191.0¢	99.8¢

Remuneration of Key Management Personnel for the year ended 30 June 2023

	Short-term		Long-term benefits		Post-employment			Total	Performance related
	Salary & fees	Cash bonus	Long service leave (2)	Share-based payment (3)	Superannuation	Subtotal	Termination benefit		
30/06/2023	\$	\$	\$	\$	\$	\$	\$	\$	
Directors									
J M Schaffer AM	940,461	320,626	26,824	-	27,500	1,315,411	84,254	1,399,665	22.91%
D E Blain AM	80,493	-	-	-	8,452	88,945	3,558	92,503	0.00%
A K Mayer	715,360	226,244	-	-	-	941,604	-	941,604	24.03%
M D Perrott AM	88,945	-	-	-	-	88,945	-	88,945	0.00%
D J Schwartz	80,493	-	-	-	8,452	88,945	3,558	92,503	0.00%
Executives									
R Leib	379,435	430,319	7,498	33,468	25,291	876,011	157,784 ⁽¹⁾	1,033,795	56.89%
D Birks	354,728	344,477	(16,583)	-	27,500	710,122	(213,775) ⁽¹⁾	496,347	26.33%
J Walsh	322,811	92,500	(16,925)	-	27,495	425,881	-	425,881	21.72%
J Cantwell	210,812	73,387	4,637	13,387	22,753	324,976	-	324,976	22.58%
	3,173,538	1,487,553	5,451	46,855	147,443	4,860,840	35,379	4,896,219	

(1) Termination benefits for Mr Birks and Mr Leib include a provision for EPU's based on projections of future earnings and a vesting profile.

This provision can increase or decrease based on vesting and profit expectations of Howe Automotive Limited.

(2) Net of long service leave taken during the period.

(3) Includes the value of options issued under the SFC Employee Share Options Plan (ESOP) using the Black-Scholes model.

Remuneration of Key Management Personnel for the year ended 30 June 2022

	Short-term		Long-term benefits		Post-employment			Total	Performance related
	Salary & fees	Cash bonus	Long service leave (2)	Share-based payment (3)	Superannuation	Subtotal	Termination benefit		
30/06/2022	\$	\$	\$	\$	\$	\$	\$		
Directors									
J M Schaffer AM	932,104	536,595	20,829	-	27,500	1,517,028	27,588	1,544,616	34.74%
D E Blain AM	78,504	-	-	-	7,850	86,354	2,591	88,945	0.00%
A K Mayer	658,331	343,134	-	-	-	1,001,465	-	1,001,465	34.26%
M D Perrott AM	86,354	-	-	-	-	86,354	-	86,354	0.00%
D J Schwartz	78,504	-	-	-	7,850	86,354	2,591	88,945	0.00%
Executives									
D Birks	341,828	451,180	5,574	-	27,500	826,082	(516,620) ⁽¹⁾	309,462	72.08%
R Leib	388,906	497,789	13,912	27,005	23,568	951,180	8,314 ⁽¹⁾	959,494	52.75%
J Walsh	339,856	2,500	6,714	-	27,462	376,532	-	376,532	0.66%
M Perrella ⁽⁴⁾	219,089	2,273	7,292	-	27,500	256,154	-	256,154	0.89%
J Cantwell	211,326	131,189	3,904	10,802	21,084	378,305	-	378,305	34.68%
	3,334,802	1,964,660	58,225	37,807	170,314	5,565,808	(475,536)	5,090,272	

(1) Termination benefits for Mr Birks and Mr Leib include a provision for EPU's based on projections of future earnings and a vesting profile.

This provision can increase or decrease based on vesting and profit expectations of Howe Automotive Limited.

(2) Net of long service leave taken during the period.

(3) Includes the value of options issued under the SFC Employee Share Options Plan (ESOP) using the Black-Scholes model.

(4) Mr Perrella retired on 30 June 2022.

DIRECTORS' REPORT

year ended 30 June 2023

Shareholding of Key Management Personnel

Economic interests in the shares of Schaffer Corporation Limited held by Directors of the reporting entity and their related parties are as follows:

	Balance at beginning of year	Exercise of employee share options	Net change other	Balance at end of year
As at 30 June 2023				
Specified directors				
J M Schaffer AM	2,769,430	-	8,387	2,777,817
D E Blain AM	1,562,360	-	-	1,562,360
D J Schwartz	668,214	-	20,338	688,552
A K Mayer	344,263	-	-	344,263
M D Perrott AM	8,500	-	-	8,500
Specified executives				
R Leib	52,000	-	(12,000)	40,000
J Cantwell	28,500	2,500	-	31,000
J Walsh	2,903	-	-	2,903
Total	5,436,170	2,500	16,725	5,455,395

Share Options and EPU's

a) Options issued over ordinary shares as part of an employee share scheme are as follows:

Date issued	No. on issue 30 June 2022	Issued during the year	Forfeited during the year	Exercised during the year	No. on issue 30 June 2023	Exercise price	First exercise date	Last exercise date
2 Aug 2018	5,000	-	-	-	5,000	\$14.10	02-Aug-18	02-Aug-23
15 May 2020	26,250	-	-	(2,500)	23,750	\$10.50	15-May-20	15-May-25
Total	31,250	-	-	(2,500)	28,750			

b) Remuneration options: Granted and vested during the year

The table below discloses the number of share options granted, vested or lapsed during the year. Share options do not carry any voting or dividend rights and can only be exercised once the vesting conditions have been met. There were no alterations to the terms and conditions of options awarded as remuneration since their award date.

Executives	Balance at 30 June 2022	Grant date	Value per option at grant date	Value of options granted during the year (\$)	Exercise price per share	No. vested during year	No. exercised during year	Value of options exercised during the year \$	Vested as at 30 June 2023	
									Vested	Not vested
R Leib	18,750	15 May 2020	\$2.01	-	\$10.50	6,250	-	-	12,500	6,250
R Leib	5,000	2 Aug 2018	\$2.53	-	\$14.10	-	-	-	5,000	-
J M Cantwell	7,500	15 May 2020	\$2.01	-	\$10.50	2,500	2,500	5,025	2,500	2,500
Total	31,250			-		8,750	2,500	5,025	20,000	8,750

30 June 2022

Executives	Balance at 30 June 2021	Grant date	Value per option at grant date	Value of options granted during the year (\$)	Exercise price per share	No. vested during year	No. exercised during year	Value of options exercised during the year \$	Vested as at 30 June 2022	
									Vested	Not vested
R Leib	25,000	15 May 2020	\$2.01	-	\$10.50	6,250	6,250	12,563	6,250	12,500
R Leib	37,500	2 Aug 2018	\$2.53	-	\$14.10	12,500	32,500	82,225	5,000	-
J M Cantwell	20,000	15 May 2020	\$2.01	-	\$10.50	2,500	12,500	25,125	2,500	5,000
J M Cantwell	20,000	2 Aug 2018	\$2.53	-	\$14.10	5,000	20,000	50,600	-	-
Total	102,500			-		26,250	71,250	170,513	13,750	17,500

c) EPU's held by Key Management Personnel

30 June 2023

Executives	Balance at beginning of period	Granted as remuneration	Redeemed during the period	Cancelled during the period	Balance at end of period	Vested as at 30 June 2023	
						Vested	Not vested
D Birks	1,200,000	-	-	-	1,200,000	1,200,000	-
R Leib	550,000	-	-	-	550,000	433,333	116,667
Total	1,750,000	-	-	-	1,750,000	1,633,333	116,667

30 June 2022

Executives	Balance at beginning of period	Granted as remuneration	Redeemed during the period	Cancelled during the period	Balance at end of period	Vested as at 30 June 2022	
						Vested	Not vested
D Birks	1,200,000	-	-	-	1,200,000	1,133,333	66,667
R Leib	550,000	-	-	-	550,000	200,000	350,000
Total	1,750,000	-	-	-	1,750,000	1,333,333	416,667

d) Shares issued on exercise of compensation options

2,500 shares were issued during the current year on exercise of compensation options (2022: 71,250)

DIRECTORS' REPORT

year ended 30 June 2023

Employment Contracts

Mr Schaffer, SFC's Managing Director, is employed under a Service Agreement. The service agreement was entered into on 18 July 1984. Mr Schaffer's employment continues until terminated by Mr Schaffer or the Company. Under the terms of the service agreement, the agreement may be terminated by the Company or Mr Schaffer after the expiration of one month's notice in writing given to one of them by the other. Upon termination of this agreement, Mr Schaffer is entitled to receive from the Company a lump sum equal to the annual remuneration paid immediately preceding that termination, except if the termination is for reasons of gross misconduct, fraud or dishonesty resulting in a material loss or injury to the Company or if Mr Schaffer is found guilty of wilful disobedience or any other conduct resulting in a material prejudice to the Company or such as to bring the Company into disrepute.

Mr Mayer provides management services to the Automotive Leather division pursuant to a Consultancy Agreement. The agreement was renewed for the period 1 July 2021 to 30 June 2024. The Consultancy Agreement may be terminated sooner:

- by the consultee without prior notice for cause (i.e. wilful misconduct, wilfully wrongful act, gross negligence, criminal act or a prohibition by law in company management);
- by either party for any reason upon 90 days prior written notice to the other party;
- by the consultee 30 days after giving notice of termination to Mr Mayer for reason of his physical or mental incapacity on a permanent basis;
- on the death of Mr Mayer.

The Consultancy Agreement with Mr Mayer does not provide for a termination payment upon termination of the agreement.

All other senior executives are employed under standard employment contracts that define the role, duties, remuneration and benefits, leave entitlements, dismissal and confidentiality of information conditions of employment. Notice periods are one month unless termination is for serious misconduct in which case no notice period is applicable.

End of remuneration report

Tax Consolidation

Effective 1 July 2003, for purposes of income tax, Schaffer Corporation Limited and its 100% owned subsidiaries have formed a tax consolidated group.

Effective 1 July 2003, for purposes of income tax, Howe Automotive Limited and its 100% owned Australian resident subsidiaries for tax purposes have formed a tax consolidated group.

Effective 1 July 2007, for purposes of income tax, Gosh Holdings Pty Ltd and its 100% owned Australian resident subsidiaries for tax purposes have formed a tax consolidated group.

Rounding

The amount contained in this report and in the financial statements has been rounded to the nearest \$1,000 under the option available to the company under ASIC Instrument 2016/191 Corporations (Rounding in Financial/Directors Report).

Corporate Governance

In recognising the need for the highest standards of corporate behaviour and accountability, the directors of Schaffer Corporation Limited support the principles contained in the company's corporate governance statement in the corporate governance section of this annual report.

Auditor's Independence and Non-Audit Services

The directors received the following declaration from the auditor of Schaffer Corporation Limited.

DIRECTORS' REPORT

year ended 30 June 2023



Building a better
working world

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

Tel: +61 8 9429 2222
Fax: +61 8 9429 2436
ey.com/au

Auditor's independence declaration to the directors of Schaffer Corporation Limited

As lead auditor for the audit of the financial report of Schaffer Corporation Limited for the financial year ended 30 June 2023, 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 Schaffer Corporation Limited and the entities it controlled during the financial year.

Ernst & Young

Timothy Dachs
Partner
22 September 2023

DIRECTORS' REPORT

year ended 30 June 2023

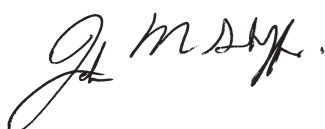
Non-Audit Services

The following non-audit services were provided by the entity's Auditor, Ernst & Young. The directors are satisfied that the provision of non-audit services is compatible with the general standard of independence for auditors imposed by the Corporations Act. The nature and scope of each type of non-audit service provided means that auditor independence was not compromised.

Ernst & Young received, or are due to receive, the following amounts for the provision of non-audit services:

Tax compliance, research and development claims	\$124,018
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Signed in accordance with a resolution of the directors.



J M Schaffer AM

Chairman and Managing Director

Perth, 22 September 2023

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

year ended 30 June 2023

ASX Corporate Governance Council issued its fourth edition of the Corporate Governance Principles and Recommendations on 27 February 2019 with effect from 1 January 2020.

"Corporate Governance is the framework of rules, relationships, systems and processes within and by which authority is exercised and controlled in corporations. It encompasses the mechanisms by which companies, and those in control, are held to account. Different entities may legitimately adopt different governance practices, based on a range of factors, including their size, complexity, history and corporate culture." (ASX Corporate Governance Principles and Recommendations, February 2019).

The Board of SFC is committed to best practice in corporate governance where the Board considers these practices are appropriate and add shareholder value to a company and board of SFC's size and structure.

This Corporate Governance Statement outlines the main corporate governance practices of Schaffer in the context of the Principles adopted by the ASX Corporate Governance Council (Council). Unless otherwise stated below, the Company has complied with the Council's Recommendations.

Lay Solid Foundations for Management and Oversight

The strategic control of the business of the Group is vested with the Board. The Board's objective to create, build and sustain shareholder value is carried out in accordance with their duties and obligations to act honestly, fairly, diligently as are imposed upon them by the Constitution, regulatory authorities and ethical standards. Key matters reserved for the Board include the following:

- Approval of the Strategic Business Plan
- Approval of the Annual Budgets
- Review of the operating results and approval of the financial accounts
- Setting the Corporate Governance practices within the Group
- Determining SFC's dividend policies
- Approval of the Group financial policies
- Approval of the Group risk management strategies
- Review of Board nominations and composition
- Determining the terms and conditions for and evaluate the performance of the Managing Director
- Delegation of authority to the Managing Director and senior management on operational matters, or approval of matters in excess of any discretion which may have been delegated from time to time
- Acquisition, establishment, disposal or cessation of any significant business of SFC
- Approving the issue of any securities in SFC
- Approving the capital management strategy of SFC
- Approving the appointment of SFC's External Auditor

The Board has delegated authority for the management of the Group through the Managing Director to executive management. Accordingly, the Group's executive management team are charged with implementing Board directives and the day-to-day management and reporting of the Group's activities. The Board has a formal Charter setting out the roles of Board and Management. Consistent with Council Principle 1, the Board Charter has been posted to the corporate governance section of the Company's website – www.schaffer.com.au

The Board is primarily responsible for identifying potential new Directors. When a vacancy exists, or where it is considered that the Board would benefit from the services of a new Director with specific

skills, candidates with the appropriate experience, expertise and diversity are considered.

The Board undertakes appropriate checks including character, experience, education, criminal record and bankruptcy history, before appointing a person as a Director or putting forward to shareholders a candidate for election as a Director. The Board ensures that shareholders are provided with all material information in the Board's possession relevant to a decision on whether or not to elect or re-elect a Director.

Directors and senior executives have written agreements setting out the terms of their appointment.

The Company Secretary is accountable directly to the Board, through the Chair, on all matters to do with the proper functioning of the Board.

Board and Management Evaluation

Under the Board Charter, the Chairman is responsible for ensuring that board meetings are conducted competently and ethically and that Directors individually and as a group have opportunities to air differences, explore ideas and generate the collective views and wisdom necessary for the proper operation of the Board and Company. In this context, the Chairman undertakes a continuous review of the performance and contribution of individual Directors, whilst the Board as a whole, conducts an ongoing evaluation of its performance and that of its committees. These processes can also identify areas for additional professional development relevant to the role of Director.

The Nomination and Remuneration Committee annually assess the performance of the Managing Director. The Managing Director conducts annual reviews of all Senior Executives. Annual reviews were conducted during the reporting period.

Diversity policy

Schaffer Corporation recognises the benefits to be gained from a variety of skills, backgrounds and experiences being applied to specific work objectives. Therefore, SFC is committed to diversity throughout our workforce.

Schaffer Corporation has established a diversity policy which includes the requirement for the Board to establish measurable objectives for achieving gender diversity and for the Board to assess annually both the objectives and progress in achieving them. The copy of the Company's Diversity Policy can be accessed from the corporate governance section of the Company's website – www.schaffer.com.au. Our commitment to diversity will be supported by:

Communication – Schaffer Corporation will maintain an inclusive workplace culture via the organisation-wide awareness of workplace diversity principles and benefits. Management will ensure ongoing communication of these principles to the workforce.

Human Resource strategies – Schaffer Corporation Human Resource strategies and policies including recruitment, promotion and employee development will incorporate diversity principles to encourage a diverse workforce at all levels of the organisation. Where appropriate opportunities exist, and strong candidates are available for recruitment or promotion, diversity will be a consideration.

Action against inappropriate workplace behaviour – Schaffer Corporation does not tolerate discrimination, harassment, bullying, victimisation and/or vilification in the workplace. Action will be taken against these types of behaviour that do not value diversity.

Flexible work practices – where appropriate, flexible work practices will be accepted to meet the differing needs of a diverse workforce.

The table below outlines the gender diversity objectives established by the Board.

Objectives	Status
Comply with the Workplace Gender Equality Agency Act as determined by the Workplace Gender Equality Agency (WGEA)	The annual compliance reporting was submitted on 29 May 2023 to the WGEA.
Ensure reporting systems satisfy the reporting requirements as stipulated by the WGEA	The monthly Board reporting includes statistics on the numbers of each gender represented in senior executive positions and the total workforce at various business units and locations. Reporting systems are established to collate Group-wide information for reporting on the gender equality indicators stipulated by the WGEA.
Provide ongoing communication, education and updates on issues related to equal opportunity in the workplace.	Staff memorandums have been distributed and displayed at various SFC business unit locations presenting SFC's policy on diversity and encouraging contribution and communication on diversity within the workplace.
Implement and revise Business Unit specific diversity plans.	Business Unit specific plans are being continually developed, reviewed, and revised according to the specific circumstances of each Business Unit.

At 30 June 2023, women represented 48% (2022: 48%) of the Group's workforce, 21% (2022: 24%) of senior executive positions, and 20% (2022: 20%) of the Board.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

year ended 30 June 2023

Structure the Board to add Value

The Schaffer Board currently consists of five directors: two independent; one non-executive; and two executive directors namely the Executive Chairman of the Leather division and the Group Managing Director and Chairman. The Board considers that between them, the directors bring the range of skills, knowledge and experience (both local and international) necessary to successfully direct the Group's operations.

The Board of Directors consists of:

John Schaffer AM Chairman and Managing Director (Age 72)

John joined the Company in 1972 and has held the positions of Managing Director since 1987 and Chairman since 1988. John holds a Bachelor of Commerce degree with honours from the University of Western Australia and is an FCPA.

Danielle Blain AM Non-executive Director (Age 78)

Danielle joined the Board in 1987. Mrs Blain served as a director of Howe Automotive Limited from 1993 to 2005 and as Managing Director of Gosh Leather Pty Ltd (the furniture division) from 1993 to 2001. Mrs Blain holds a Bachelor of Arts degree from the University of Western Australia and is a member on several NGO boards. Mrs Blain is a member of the Board's Audit Committee and the Nomination and Remuneration Committee.

The names of Schaffer's current directors, their year of appointment, status as non-executive, executive or independent directors, their economic interest in SFC and whether they retire at the next Annual General Meeting is summarised in the table below.

Director	Year appointed	Classification	Audit Committee	Nomination & Remuneration Committee	Economic Interest in SFC	Retiring at next AGM	Seeking Re-election
J M Schaffer AM	1972	Chairman/Executive	–	–	20.5%	N/A	N/A
D E Blain AM	1987	Non-executive	Member	Member	11.5%	No	No
A K Mayer	2001	Executive	–	–	2.5%	No	No
M D Perrott AM	2005	Independent	Member	Member	0.1%	Yes	Yes
D J Schwartz	1999	Independent	Chairman	Chairman	5.1%	No	No

Board Committees

The Board may from time to time establish committees where the Board is of the belief that the establishment of such a committee will improve the performance of the Board in accomplishing its duties.

The Board operates an Audit Committee and a Nomination and Remuneration Committee. Both committees comply with Council guidelines. The Charter of each committee is summarised later in this section. Full details of SFC Audit Committee and Nomination and Remuneration Committee can be found on the Company's website. The Board does not believe the Board it is of sufficient size to warrant the establishment of additional dedicated Board Committees. The Audit Committee held two meetings during the year and the Nomination and Remuneration Committee held one meeting. All members were in attendance at all committee meetings.

Board Meetings

Management provides the Board with information in a form, timeframe and quality that facilitates the Board in effectively discharging its duties. The Board meets at least 8 times per year. Board papers are, where possible, provided to directors at least four days prior to the relevant meeting. The non-executive Board members are joined at Board meetings by the Group's Managing Director, the Executive Chairman of Howe Automotive Limited and the Company's Company Secretary.

Director Independence

The Board applies the Council's independence criteria in assessing director independence. Mr Schwartz and Mr Perrott are considered by the Board to be independent directors. In analysing Mr Schwartz's independence, the Board considered the materiality of Mr Schwartz's minority interests in the relevant syndicated property interests of the Company. Accordingly, the Board confirms Mr Schwartz's independence on the basis that (i) operating revenue from SFC's property interests represents less than 10% of Group revenue; and (ii) no interest held by Mr Schwartz represents a controlling interest in any single property. While the Board considers Mr Schwartz independent for the above reasons, standard Board meeting procedures and governance principles apply whereby in respect of any property business where Mr Schwartz has an interest, Mr Schwartz does not receive the relevant Board

Michael Perrott AM Independent Director (Age 77)

Michael joined the Board as an independent director in February 2005 and is a member of the Board's Audit Committee and the Nomination and Remuneration Committee. Mr Perrott AM has been involved in industries associated with construction, contracting, mining and land development since 1969.

Anton Mayer Executive Director (Age 81)

Anton joined the Board in 2001. Anton is the Executive Chairman of Howe Automotive Limited and held the position of Howe Automotive Limited Managing Director from 1998 to June 2007. Anton is also a director of a number of the Howe Automotive Limited Group subsidiaries. Anton has over 50 years of international leather experience, broad business skills and a global business perspective.

David Schwartz Independent Director (Age 69)

David joined the Board in 1999 and is independent Chairman of the Board's Audit Committee and the Nomination and Remuneration Committee. David has many years' experience in successfully managing manufacturing and distribution businesses in Australia and South Africa, and over 25 years' experience negotiating acquisitions and overseeing the development of property.

papers and does not attend that part of the Board meeting where the matter is being discussed or considered. In addition, the mere fact that Mr Schwartz and Mr Perrott have served on the Board for a substantial period does not mean that they have become too close to management to not be considered independent. Mr Schwartz and Mr Perrott contribute unbiased and differing ideas and wisdom to the Board generated from their individual and independent experience across numerous other businesses and industries.

Directors classified as not being independent directors are Mrs Blain, Mr Schaffer and Mr Mayer on the basis that:

- Mr Schaffer is an executive director, a substantial shareholder of SFC (with an economic interest of 20.5%) and has served on the Board since 1972;
- Mrs Blain is a substantial shareholder of SFC (with an economic interest of 11.5%), served as an executive director of Howe from 1993 to 2001 and has served on the SFC Board since 1987; and
- Mr Mayer is an executive director of SFC by virtue of his role as Executive Chairman of Howe Automotive Limited.

The Board does not currently comply with Council guidelines in respect of majority independence, Chairman independence and separation of the Chairman and Managing Director roles. However, the Board is currently of the view that having a competent, cohesive and functioning Board whose members have a balance of practical experience and skills relevant to SFC's business is more beneficial to maximising returns to shareholders than it would be to expand the Board by two additional members simply for the purpose of achieving majority independence pursuant to the Council's definition. Further, the Board is not in entire agreement with the definition of independence as defined by the Council's guidelines. In the Board's view, independence is about having individuals on the Board whose interests are directly aligned with shareholders (i.e. they have a significant stake in the company) and have the capability to question and challenge management's decision making process. On this basis, your Board is independent. Collectively the Board has a financial interest in approximately 40% of SFC's issued capital representing a large proportion of each director's personal asset base. When the shareholders gain, so does the Board; when shareholders lose, the Board loses significantly.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

year ended 30 June 2023

Similarly, based on the strong alignment of shareholders with the Chairman, it is not considered that having an Independent Chairman and separating the roles of Chairman and Managing Director would add shareholder value at this stage.

As a result of the Company's departure from the Council Recommendations contained in this Principle, governance practices employed by the Board to support its objective and competent operation are:

Disclosure of interests and conflicts

A director is required to disclose to all directors any material personal interest they may have, or may reasonably be perceived to have, in a matter which relates to the affairs of the Company. A director is expected to disclose their interest as soon as practicable after the director becomes aware of that interest.

In the event a potential material conflict of interest arises, the director concerned does not receive the relevant Board papers and leaves the Board meeting while the matter is discussed and considered. Directors must keep the Board advised on an ongoing basis of any interests which could cause, or may reasonably be perceived to cause, a conflict with the interests of the Company.

The minutes of the meeting should record the decision taken by those directors who do not have an interest in the matter.

Independent legal advice

With the consent of the Chairman, individual directors may seek independent professional advice at the Company's expense on any matter connected with the discharge of their responsibilities. The Chairman requires the submission of a cost estimate by a director in order to establish the reasonableness of the projected fee. The Chairman's consent will not be unreasonably withheld.

Period of office

Shareholders are given the opportunity to vote on the composition of the Board such that at each Annual General Meeting, one third of the Directors (excluding the Managing Director) must retire but may stand for re-election. Each director who is required by the Constitution to retire cannot hold office for more than three years without retiring within that time frame and standing for re-election. Any director who is appointed to the Board to fill a casual vacancy during a year may only hold office until the next Annual General Meeting but may stand for re-election at that meeting.

Instil a Culture of Acting Lawfully, Ethically and Responsibly

Values

Schaffer Corporation Limited's core values are:

- **Safety** – we provide safe environments for our valued employees where they can work collaboratively and thrive.
- **Excellence** – we strive for excellence, seeking outcomes aligned to shareholder wealth creation.
- **Quality** – we are committed to the production of high-quality products and service delivery that meets or exceeds our customer's expectations.
- **Relationships** – we focus on developing valuable relationships with our business partners, customers, and employees.
- **Environments** – we support sustainable methods of production that reduce environmental impacts.
- **Adaptable** – we continually respond and adapt to our changing environment through effective decision making and continual improvement of our processes and systems.

Conduct and ethics

The Company operates under a Code of Conduct a copy of which is posted to the corporate governance section of the Company's website – www.schaffer.com.au

The Company's Code of Conduct describes how SFC relates to its employees, customers, suppliers, shareholders and the community. SFC is committed to promoting integrity and maintaining the highest standard of ethical conduct in all of its activities.

Our business success is dependent on the development and maintenance of trusting relationships, underpinned by the continuous demonstration of corporate integrity.

The purpose of this Code of Conduct is to provide a common behavioural framework for all SFC personnel which recognises social responsibility, complies with applicable laws and standards, and is in keeping with the spirit and rules of the Australian and international markets in which SFC operates. This Code of Conduct applies to SFC and its controlled affiliates.

SFC's directors and management team lead by example, always demonstrating their commitment to this Code of Conduct through their personal behaviour and through guidance provided to our personnel.

Securities trading policy

SFC's Securities Trading Policy regulates dealing by SFC Directors and senior executives in SFC securities. Restrictions imposed by law on prohibiting anyone dealing in SFC's securities if in possession of unpublished SFC price-sensitive information have been supplemented by Board imposed restrictions specific to SFC Directors and senior executives. Price sensitive information is information a reasonable person would expect to have a material effect on the price or value of SFC securities.

This policy provides that in addition to Directors and senior executives being prohibited from trading in the Company's securities at any time if they possess any unpublished price sensitive information, Directors and senior executives may buy or sell the Company's securities only within limited trading windows.

The periods within which a Director or senior executive may buy or sell SFC securities is:

- from 24 hours to 4 weeks after the Company has made any Scheduled Announcement. A scheduled announcement refers to the announcement by SFC of its (i) results for the half year, (ii) preliminary final year result, (iii) Chairman's Address to the Annual General Meeting;
- from 24 hours to 4 weeks after the Company has made any Unscheduled Announcement. An unscheduled announcement refers to any other announcement of new information made by SFC pursuant to ASX Listing Rule 3.1; and
- during the period when a prospectus for securities is released by SFC until the last day for acceptance of securities issued pursuant to that prospectus.

SFC Directors and senior executives are prohibited from trading at all other times unless specifically authorised by the Chairman. For the purposes of clarity, any unscheduled ASX Listing Rule 3.1 announcement made within 4 weeks prior to a Scheduled Announcement does not enable SFC Directors and senior executives to trade SFC securities. The senior executives Group to which these restrictive trading periods apply includes all General Manager personnel at Howe & Company Pty Ltd and Delta Corporation Limited, and SFC's Chief Financial Officer, Group Financial Controller & Company Secretary and Group Chief Accountant.

The policy also requires that Directors and senior executives do not buy or sell the Company's securities on a short-term basis.

These rules also apply to trading by a related party of any SFC Director or senior executive. This Policy does not restrict participation by SFC senior executives in SFC's Employee Share Options Plan (ESOP) but applies in respect of the trading of SFC's securities to which plan participants become entitled under the ESOP.

A copy of the Company's Securities Trading Policy can be accessed from the corporate governance section of the Company's website – www.schaffer.com.au

Whistleblower policy

SFC recognises that any genuine commitment to detecting and preventing illegal and other undesirable conduct must include, as a fundamental cornerstone, a mechanism whereby employees and others can report their concerns freely and without fear of repercussion.

SFC has established a whistleblower policy as the mechanism that encourages the reporting of such conduct. All employees, officers, contractors, partners, and consultants of SFC are encouraged to report on behaviours they honestly believe contravenes SFC's Code of Conduct, the Company's policies, or the law. All reports are investigated appropriately, and when requested, anonymously. The SFC Board is provided with information on whistleblower reports on a regular basis.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

year ended 30 June 2023

Anti-bribery and corruption policy

SFC is committed to operate within the laws of any jurisdiction in which it does business, and in a way that is consistent with the SFC Code of Conduct.

SFC has established an anti-bribery and corruption policy to deter and prevent bribery and corruption, which is available at the SFC's website. The policy applies to SFC employees, officers, contractors, partners, and consultants who provide services to SFC. Employees are encouraged to report suspected corrupt activities under SFC's whistleblower policy.

Safeguard Integrity in Financial Reporting

Written declaration by management

SFC's Managing Director and CFO report in writing to the Audit Committee that the consolidated financial statements of SFC and its controlled entities for any accounting period are based on a sound system of risk management and present a true and fair view in all material respects of the Group's financial condition and that operational results are in accordance with accounting standards. This statement is in turn supported by written statements provided by the senior management of all subsidiary companies within the Group.

Audit Committee

The SFC Audit Committee was established by the Board in 1996. The Audit Committee has adopted a formal Charter, a copy of which can be accessed from the corporate governance section of the Company's website – www.schaffer.com.au

The Audit Committee's purpose is to provide assistance to the Board in fulfilling its corporate governance and oversight responsibilities in relation to the company's financial reporting, risk management systems and the external audit functions. In doing so, it is the responsibility of the Audit Committee to maintain free and open communication between the Committee, external auditors and management of the Company.

In discharging its oversight role, the Audit Committee is empowered to investigate any matter brought to its attention with full access to all books, records, facilities, and personnel of the Company and the authority to engage independent counsel and other advisers as it determines necessary to carry out its duties.

Council guidelines require the Audit Committee to consist of at least three directors and have an independent Chairperson who is not Chairperson of the Board.

The members of the SFC's Audit Committee are Mr Schwartz (Independent Chairman), Mrs Blain (Non-executive Director) and Mr Perrott (Independent Director). Accordingly, SFC's Audit Committee complies with the Council's Audit Committee structure guidelines.

Where a periodic corporate report is not required to be audited or reviewed by an external auditor, SFC conducts an internal verification process to confirm the integrity of the report, to ensure that the content of the report is materially accurate, and to provide investors with appropriate information to make informed investment decisions.

Make Timely and Balanced Disclosure

Continuous disclosure policy

The Board is committed to ensuring that information that is expected to have a material effect on the price or value of SFC's shares is immediately notified to the ASX for dissemination to the market in accordance with the ASX Listing Rules. The Company's Continuous Disclosure Policy sets out the key obligations of the Board and senior management to ensure that SFC complies with its disclosure obligations pursuant to the ASX Listing Rules and the Corporations Act. In fulfilling its obligations of continuous disclosure SFC has adopted and adheres to the following practices.

- SFC's Managing Director, Chief Financial Officer and Company Secretary constitute the executive team charged with management of all elements of the Company's activities. This team is responsible for assessing the materiality of information and drafting all disclosures. For administrative convenience, SFC's Company Secretary is the nominated officer of the Company responsible for communications with the ASX.
- Information is released firstly via electronic means via the ASX. Further dissemination to analysts and investors does not occur until after ASX confirms the information has been released to the market.
- The information is posted to SFC's website at www.schaffer.com.au in order to make the information accessible to the widest audience.

Investor information is posted to an area on SFC's website separate from any promotional material about the Company or its products.

- SFC's Managing Director, Chief Financial Officer and Company Secretary, and Howe Automotive Limited's Executive Directors are the officers authorised to speak on SFC's behalf at investor briefings and to the media. These officers understand that when speaking on behalf of the Company it is in respect of explanation and clarification of information previously released via the ASX. As these officers have knowledge of all information previously released to the ASX (they form part of the executive team responsible for the information disclosures), the risk of inadvertent disclosure of price sensitive information when speaking to investor briefings and the media is minimised. Presentations used in briefings which may have content which would trigger a continuous disclosure obligation are lodged with ASX prior to the briefing. All presentations are posted to SFC's website.
- Comments on analysts' financial projections are confined to errors in factual information and underlying assumptions. The Company will not provide price sensitive information or earnings forecast guidelines to analysts unless it has already done so to the market via the ASX.
- Unless the executive team responsible for information disclosures believes it has an obligation to make a statement on a particular matter, SFC's policy is not to respond to market rumours or speculation.
- Copies of all material market announcements are also required to be circulated to the Board promptly, to ensure the Board has timely oversight of the nature and quality of information being disclosed to the market.

Respect the Rights of Shareholders

Shareholder communications strategy

SFC aims to ensure that investors and the market are kept informed of all major developments affecting the Company.

Information is communicated to investors and the market in accordance with SFC's periodic and continuous disclosure obligations pursuant to the ASX Listing Rules and the Corporations Act. SFC's disclosure practices are aimed at ensuring timely access for all investors to Company information.

To achieve these objectives and to satisfy regulatory requirements, SFC provides information to investors and the market in a number of ways:

- SFC's principal communication with investors is by provision of the Annual Report and financial statements, the Interim Report and the Annual General Meeting.
- Periodic and continuous disclosure announcements are released directly to the market via the ASX using ASX's electronic lodgement service. These announcements are immediately placed on the Company's website, at www.schaffer.com.au and typically mailed to shareholders.
- The release of Interim and Final results is typically followed by investor briefings and road shows. The purpose of the investor briefings/road shows is for explanation and clarification of previously released information and non-material company or industry specific information. Site visits are also arranged to give those who advise investors a better understanding of the Groups operating facilities.
- SFC's website contains further information about the Group and its activities, including copies of recent Annual and Interim Reports, the full text of notices of meetings and explanatory notes and copies of road-show presentations and presentations to brokers/analysts.
- The Annual General Meeting provides an opportunity for the Board to communicate with shareholders and investors through the presentation of the Chairman's Address and shareholders, through the Chairman, are given the opportunity to ask general questions of directors.
- SFC's external auditor attends each Annual General Meeting and is available to answer any questions shareholders may have, that are relevant to the conduct of the audit. The meeting, when possible, is held at the same convenient location on the same weekday and time each year in order to encourage shareholder participation. All substantive resolutions at a meeting of shareholders are decided by a poll, rather than by a show of hands.
- SFC's senior management meets regularly to consider its continuous disclosure obligations and assess the appropriateness of its policy in the context of any legislative amendments to the disclosure regime. Unless SFC has an obligation to make a statement on a particular matter, the Company's policy is not to respond to market rumours and media speculation.

STATEMENT OF CORPORATE GOVERNANCE PRACTICES

year ended 30 June 2023

Recognise and Manage Risk

Risk management

The Board has formal written policies on risk oversight and management. SFC's risk management policy provides the framework to manage the risks associated with SFC's business activities.

The purpose of the policy is to identify, assess, monitor and manage risk with the objective of minimising losses and maximising shareholder value.

SFC prepares risk profiles including a description of material risks, both financial and non-financial. SFC reviews and updates its risk profile as required.

SFC implements a systematic process to assist in the identification, assessment, treatment and monitoring of risks.

SFC provides the necessary tools and resources to management and staff to support the effective management of risks.

SFC ensures that the Board is adequately informed of significant risk management issues and the actions undertaken to manage risks in a timely manner.

The Board has considered the need for an internal audit function and concluded that the size and nature of the Group's operations do not warrant such a function at present. Responsibility for implementation and effective conduct of SFC's risk management system rests with the Board, Chief Executive Officer, Chief Financial Officer, Company Secretary, General Managers and all employees. The Managing Director and the Chief Financial Officer are required to state in writing to the Board in respect of any accounting period that:

- The statement given in accordance with the ASX Corporate Governance Council's Best Practice recommendation 4.1 (the integrity of financial statements) is founded on a sound system of risk management and internal compliance and control which implements the policies adopted by the Board; and
- SFC's risk management and internal compliance and control system is operating efficiently and effectively in all material respects.

The SFC Board can oversee the entity's risk management system efficiently and effectively without establishing a separate risk committee. Executive management report to the Board on the effectiveness of our management of material business risks and they are satisfied that the risk management process enables material risks to be appropriately identified, prioritised, monitored, and managed. Strategic risks are reported to the Board on an ongoing basis.

The Automotive Leather division of SFC is materially exposed to the economic risk of foreign exchange fluctuations. To manage the foreign exchange risk arising from future commercial transactions the entity regularly considers the use of natural hedges and forward foreign exchange contracts, with reference to currency exposure levels, sensitivity, and financial capacity to tolerate rate fluctuations.

SFC does not have any material environmental or social sustainability risks.

Remunerate Fairly and Responsibly

Executive remuneration

SFC's Nomination and Remuneration Committee operates to support and advise the Board in fulfilling its responsibility to shareholders to ensure that the company has remuneration policies and practices which enable it to attract and retain directors and executives who will best contribute towards achieving positive outcomes for shareholders. The committee determines the remuneration and other conditions of service of the chief executive officer and executive directors, if any. The committee makes recommendations to the Board on the remuneration of non-executive directors within the aggregate approved by shareholders in general meeting from time to time. The committee considers individual performance, company performance, internal relativity, and fairness in setting levels of remuneration and may seek appropriate independent external advice to assist in its decision making.

SFC's remuneration policy is directed at attracting, motivating and retaining quality people.

The remuneration of SFC's senior executive consists of fixed remuneration and annual and long-term incentives.

Fixed Remuneration – This includes base salary and the statutory Superannuation Guarantee Contribution (SGC) which comprises the cash component; and other non-cash benefits such as a motor vehicle.

The Schaffer Corporation Limited Superannuation Fund is available to executives for superannuation contributions and life insurance. Premiums for life insurance are deducted from member accounts. Executives can elect to have the company contribute superannuation beyond the statutory SGC level by way of a salary sacrifice in lieu of cash salary.

Annual Incentives – The Company has performance-based incentive plans in place at each of its operations in which management and the labour force participate. The level of remuneration payable to participating executives is linked to the financial performance of their business. Executives are provided with cash incentives provided profitability thresholds are met.

Long-Term Incentives – SFC's senior executives (other than Mr Schaffer and Mr Mayer) participate in SFC's Employee Share Option Plan (ESOP). Howe Automotive Limited operates the Employee Participation Unit (EPU) Plan for its executives. These incentive plans have long-term vesting provisions and are designed to align the interests of the participating executives with those of all SFC shareholders.

Non-executive Director remuneration

SFC's non-executive directors receive fees for their services (including statutory superannuation) and the reimbursement of reasonable expenses. The amount payable to non-executive directors is set by the Board after having taken regard to the size of the Company and Board, the responsibilities, demands, and accountabilities faced by those directors in discharging their duties and after seeking independent advice to ensure the fees are in line with market standards. It is current SFC policy that non-executive directors do not receive shares, options or other securities and are not eligible to participate in SFC's Employee Share Option Plan.

A directors' pool limit of \$500,000 per annum was approved by shareholders at SFC's 2019 Annual General Meeting. This limit is not currently fully utilised. The fee pool is payable only to non-executive directors. Non-executive directors were paid annual fees for the 2023 financial year of \$88,945 each from the fee pool (inclusive of superannuation).

Non-executive directors appointed prior to July 2003 are entitled to a retirement benefit equivalent to one year's annual director's fees. The retirement benefit was reduced from three years' to one year's annual director's fees in July 2003 (a three year retirement benefit was in place at the time Mrs Blain AM and Mr Schwartz accepted their appointment to the Board). SFC considers the reduced benefit modest and appropriate given the benefit which historically existed. It is SFC's policy that no retirement benefit applies to new directors appointed after July 2003.

ASX ADDITIONAL INFORMATION

year ended 30 June 2023

Additional information required by the Australian Securities Exchange is as follows.

Total Share Capital

Issued as at 1 September 2023:

	Holders	Number
Ordinary fully paid shares	1,474	13,569,557
Unlisted options expiring 15 May 2025	2	21,250

Share Registry Address

C/o Computershare Investor Services Pty Ltd
Level 17
221 St George's Terrace
Perth WA 6000
Australia

Postal Address:
GPO Box D182
Perth WA 6840
Australia

Securities Exchange Listing

The shares of the Company are listed on the Australian Securities Exchange. The home exchange is Perth.

Voting Rights

Subject to any restrictions from time to time being attached to any class or classes of shares at general meetings of Members or classes of Members:

- each Member entitled to vote may vote in person or by proxy, attorney or representative;
- on a show of hands, every person present who is a Member or a proxy, attorney or representative of a Member has one vote;
- on a poll, every person present who is a Member or a proxy, attorney or representative of a Member shall, in respect of each fully paid share held by him, or in respect of which he is appointed a proxy, attorney or representative, have one vote for the share, but in respect of partly paid shares, shall have a fraction of a vote for each partly paid share. The fraction must be equivalent to the proportion which the amount paid (not credited) is of the total amounts paid and payable (excluding amounts credited). Amounts paid in advance of a call are ignored when calculating the proportion.

Distribution of Holdings as at 1 September 2023

Shareholdings	Shareholders
1 – 1,000	800
1,001 – 5,000	458
5,001 – 10,000	96
10,001 – 100,000	98
100,001 – and over	22

Number of shareholders holding less than a marketable parcel i.e. less than 30 shares: 69.

Substantial Shareholders

As at 1 September 2023 the substantial shareholders of the company summarised below, were:

	Number of shares	Economic interest as a percentage of issued ordinary shares
Mr J M Schaffer AM & Associates	2,125,130	15.66%
50% of interest held by Swan Holdings Pty. Ltd.	652,687	4.81%
	2,777,817	20.47%
Mrs D E Blain AM & Associates	909,673	6.70%
50% of interest held by Swan Holdings Pty. Ltd.	652,687	4.81%
	1,562,360	11.51%
*Combined interest of Mr Schaffer & Mrs Blain	4,340,177	31.98%
Sterling Equity Pty Limited and associates	1,246,688	9.19%

*Pursuant to the Corporation Act (2001), by virtue of the Swan Holdings Pty Ltd Voting Deed conferring on Mr Schaffer the power to vote all Swan Holdings Pty Ltd's interest in Schaffer Corporation Limited's shares, Mr Schaffer is also deemed to have an interest in all the Schaffer Corporation Limited shares held by Mrs Blain and her associates, and vice versa. The consequence of this is that each of the Substantial Shareholder notices lodged with the Regulatory Authorities by Mr Schaffer and Mrs Blain show Mr Schaffer's and Mrs Blain's combined interest at 31.98%, not their individual economic interests of 20.47% and 11.51% respectively.

Twenty Largest Shareholders

As at 1 September 2023	Number of shares	Percentage of issued ordinary shares
SWAN HOLDINGS PTY LTD	1,305,374	9.62
MUTUAL TRUST PTY LTD	1,056,969	7.79
CIMBROOK NOMINEES PTY LTD	980,482	7.23
MRS DANIELLE EVA BLAIN	907,570	6.69
MR JOHN MICHAEL SCHAFFER	799,554	5.89
JOBLING INVESTMENTS PTY LTD	507,812	3.74
CIRCLESTAR PTY LTD <DAVID SCHWARTZ FAMILY A/C>	415,538	3.06
BNP PARIBAS NOMS PTY LTD <DRP>	362,321	2.67
MAITRI PTY LTD <COCI SUPER FUND A/C>	306,620	2.26
"MR KENNETH JOHN BEER + MR ALEXANDER CHARLES BEER <BEER SUPER FUND A/C>"	290,300	2.14
THE SPORTS CAFE (AUSTRALIA)	226,072	1.67
PETER CANAWAY PTY LTD <PETER CANAWAY SUPER FUND A/C>	200,000	1.47
HSBC CUSTODY NOMINEES (AUSTRALIA) LIMITED	165,131	1.22
CITICORP NOMINEES PTY LIMITED	164,347	1.21
FREDERICK BRUCE WAREHAM	160,006	1.18
SCE SUPERANNUATION PTY LTD <SCE SUPERANNUATION A/C>	152,500	1.12
GLENNLIN PTY LTD <MARILYN MAY BOOKHAM D/T A/C>	143,252	1.06
SHANN INVESTMENTS PTY LTD <LYNDA MAREE JOBLING D/T A/C>	143,252	1.06
LEOPARD CAPITAL PTY LTD <LEOPARD A/C>	134,020	0.99
J P MORGAN NOMINEES AUSTRALIA PTY LIMITED	115,137	0.85
	8,536,257	62.92

Annual General Meeting

The Annual General Meeting of Schaffer Corporation Limited will be held at Perth on Wednesday, 15 November 2023 at 11:30am. Further information regarding the meeting including the business to be dealt with is contained in the separate notice of meeting.

Corporate Timetable

Final 2023 dividend record date	8 September 2023
Final 2023 dividend payment date	22 September 2023
Despatch of 2023 Annual Report and notice of AGM	9 October 2023
Annual General Meeting	15 November 2023
2024 half-year earnings release and dividend announcement	February 2024
Interim 2024 dividend payment date	March 2024

SHAREHOLDER INFORMATION

Annual General Meeting

Schaffer Corporation will hold its Annual General Meeting on Wednesday 15 November 2023 at 11:30am at Pagoda Resort and Spa, 112 Melville Parade, Como, Western Australia.

Direct Credit of Dividends

Schaffer Corporation provides shareholders with the option to have dividends paid electronically to a nominated bank, building society or credit union account. Payments are credited electronically on the dividend date and confirmed by a payment advice by mail.

The Company encourages shareholders not already using this facility to contact Computershare Investor Services Pty Limited, who can arrange for an instruction advice to be sent to shareholders for completion.

Change of addresses/provide or update banking details

Shareholders who have changed their address or banking particulars should advise our share registry of their new details:

Computershare Investor Services Pty Limited
GPO Box D182
Perth WA 6840
Australia
Telephone: 1300 557 010
(in Australia) or
+61 8 9323 2000
Facsimile: +61 8 9323 2033
Website: www.computershare.com/au

Corporate Directory

Schaffer Corporation Limited
ABN 73 008 675 689
ASX Code: **SFC**

Head Office and Registered Office

1305 Hay Street
West Perth WA 6005
Australia
Telephone: +61 8 9483 1222
Facsimile: +61 8 9481 0439
Website: www.schaffer.com.au

Board of Directors

Executive Directors

JM Schaffer AM, BCom(Hons), FCPA
(Chairman and Managing Director)
AK Mayer (Executive Chairman –
Howe Automotive Limited)

Non-executive Directors

DE Blain AM, BA
MD Perrott AM, BCom, FAIM FAICD
DJ Schwartz

Chief Financial Officer

R Leib BComm BAcc

Group Financial Controller and Company Secretary

J Cantwell B Bus(Acc), CPA, MBA,
GIA(Affiliated)

Share Registry

Computershare Investor Services Pty Limited
GPO Box D182
Perth WA 6840
Australia

Telephone: 1300 557 010
(in Australia) or
+61 8 9323 2000
Facsimile: +61 8 9323 2033
Website: www.computershare.com/au

Auditors

Ernst & Young
11 Mounts Bay Road
Perth WA 6000
Australia
Telephone: +61 8 9429 2222
Facsimile: +61 8 9429 2436

