EXCELSIOR CAPITAL LIMITED

ANNUAL REPORT

2023

CONTENTS

MESSAGE FROM THE CHAIR

Dear Fellow Shareholders,

I am delighted to report the Group's Annual Report for FY23 and reflect on another successful year for Excelsior Capital Limited (the 'Company').

The Group delivered another strong result in FY23 with an EBITDA of $16.3m that represents an increase of 23% from FY22 and an increase in net profit after tax of 28% to $10.2m.

The electrical business, CMI Operations Pty Ltd ('CMI'), has again reported strong results with gross revenue of $113.8m (FY22: $104.1m) and profit before tax of $15.4m (FY22: $12.8m). CMI has achieved growth across the product suite and through continued strength in its core markets of infrastructure, commercial construction and mining.

CMI has continued to demonstrate the resilience of its business, the quality of its products and the high performing culture and service levels of our staff. Through continued organic growth the electrical business has been able to grow both divisions of its business with increased sales in its cable and coupler range.

Furthermore CMI has been able to retain the market leading position of its "Minto" coupler range and position of preferred supplier to the industry.

CMI also launched its new Minto 11 kV coupler with the completion of testing and required accreditations through FY23. This new coupler leverages the knowledge, experience and track record of the existing CMI product range and opens up a wide range of new applications. The new product has now been launched into the market and has been well received by both new and existing clients.

CMI is committed to continue the development of its new couplers which now have a very broad range of applications including open cut and underground mining, infrastructure tunnelling, commercial construction, renewable energy and vehicle fleet electrification.

I am also pleased to have welcomed CMI's new Chief Operating Officer, Mr Zac Zaharia, who joined us last year and has over 30 years' industry experience.

During the year, CMI successfully completed the relocation of its head office to new facilities at Lidcombe, Sydney. The move will support continued growth in the business and allows for expansion including for integration of potential future acquisitions.

The Group's investment portfolio has also delivered positive returns with a reported NTA of $22.98m at year end. The focus of the investment fund remains towards a greater balance of higher-yielding cash and absolute return non-correlated managed investments.

The year-end holdings in managed investment funds and listed and unlisted investments was $4.8 million representing approximately 21% of the portfolio. The fund will continue to deploy funds to non-correlated investments on a conservative basis over time which meet the investment criteria of the Company.

FY23 Financial Results

The Group achieved total revenues of $104.9 million, with a pre-tax profit of $14.5 million (FY22, $11.4 million) a 27% increase on the prior comparative period (PCP). Net Profit After Tax was $10.2 million (FY22, $8 million), representing a 28% increase to PCP.

These results continue to demonstrate strong growth across our product range, with gross sales for FY23 of $113.8 million, (FY22, $104.1 million), a 9% increase to the PCP. EBIT* and EBITDA* for FY23 were $15.5 million and $17.1 million respectively, (FY22, $13 million and $14.8 million), a 20% increase to PCP.

**EBIT and EBITDA referenced above for FY23 and FY22 have been prepared on a statutory basis, and include the impact of AASB16 Accounting for Leases.*

FY24 Outlook

The Company remains focused on maintaining growth both within its electrical business and the investment portfolio through conservative strategies.

The new business facilities for CMI provide increased capacity for product development and expansion including integration of any future potential acquisitions. With a strong balance sheet, disciplined cash management and selective investment strategies, the Company remains well positioned for FY24.

FY24 will see CMI continue to expand into new geographical markets especially with our patent-protected industry leading "Minto" range of products and CMI remains committed to expand its market share for the new above ground couplers during FY24.

AGM

This year's annual general meeting will be held as a traditional physical meeting on 16 November 2023. The Company will release a Notice of Meeting with AGM details shortly.

With thanks

On behalf of the Board, I extend my thanks to shareholders for their trust and confidence in our company throughout the course of the past year. We applaud our dedicated management and employees on achieving exceptional results and express our appreciation for their dedication throughout the year to achieve our goals and deliver results for our shareholders and all our other stakeholders.

Yours faithfully,

D. Herceg
Chairman

Directors' report

Your directors submit their report for the year ended 30 June 2023.

DIRECTORS

The names and details of the Company's directors in office during the financial year and until the date of this report are set out below. Directors were in office for this entire period unless otherwise stated.

Names, qualifications, experience and special responsibilities

D. Herceg, LL.B (Chairman and Non-executive Director)

Danny re-joined the Board in April 2021 having previously served as a Director of the company from 2007 to 2014 and again from 2019. Danny stepped down as Chairman and Director on 9 March 2021 for a short period of time due to commitments before re-joining the Board on 9 April 2021 as a Non-Executive Director and again later as Chairman of Excelsior Capital Limited.

Danny is a senior corporate and commercial lawyer. Danny's practice is focused on initial public offerings, secondary market capital raisings, capital market divestments, public and private M&A, strategic divestments and restructures, demergers / spin-offs, takeover defences and commercial negotiations. He has been advising Australian and international enterprises for over 32 years.

Danny has been a partner in several major Australian law firms, as well as working as a foreign lawyer in the head office of an international law firm in Chicago, gaining experience in US capital markets. He now leads his own boutique firm. Danny has been on the board of several ASX listed companies.

L.J. Catelan (Executive Director)

Ms Catelan is a member of the Australian Institute of Company Directors. She is an experienced company director with exposure to both listed and private companies. Ms Catelan is also a director of Catelan Securities Pty Ltd.

Ms Catelan has experience in property development and mezzanine debt financing. She has been involved in asset sales, corporate restructuring, and a range of activities within private and public companies.

R. Mount (Non-executive Director)

Mr Mount joined the Board in April 2022 as Non-Executive Director and Chairs the Audit, Remuneration, and Investment Committee's. Mr Mount is an experienced company director with expertise in domestic and international capital markets along with operational experience in industrial and mining industries.

Mr Mount is a member of the Australian Institute of Company Directors.

Company Secretary

R. Mount

INTERESTS IN THE SHARES AND OPTIONS OF THE COMPANY AND RELATED BODIES CORPORATE

As at the date of this report, the interests of the directors in the shares and options of Excelsior Capital Limited were:

	NUMBER OF ORDINARY SHARES	NUMBER OF OPTIONS OVER ORDINARY SHARES
D. Herceg	60,702	Nil
L.J. Catelan	14,561,102	Nil
R. Mount	Nil	Nil

PRINCIPAL ACTIVITIES

The principal activities during the year of entities within the consolidated group were:

- Manufacture and distribution of electrical cables, connectors and associated components for industrial, mining, infrastructure, commercial, petrochemical and information technology applications throughout South East Asia and Oceania; and
- Management of an investment portfolio via a Listed Investment Company.

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

Operating and financial review

The purpose of this section is to:

- Provide an overview of our business model;
- Discuss our strategy (including the risks associated with our strategy);
- Outline any significant changes in the state of affairs; and
- Provide a review of our financial condition.

Directors' report

Excelsior Capital Limited – *Expertise and precision is our purpose*

CMI Operations Pty Limited, a wholly owned subsidiary of Excelsior Capital Limited has a long and proud history of providing innovative electrical cables, connectors and components. From our beginnings in 1991, as a local manufacturer of electrical cable serving the Queensland market, we have expanded to supply a range of innovative electrical products to customers around the globe. Today, we have operations in four states and employ close to 72 people, supplying the industrial, mining, infrastructure, commercial, petrochemical and information technology sectors with electrical solutions.

High value coupler and receptacle products are exported to the mining sectors in Indonesia, Mongolia, Papua New Guinea, and China. Operations are conducted from several manufacturing and distribution facilities in Australia. The division's primary manufacturing plant is located at its new modern premises at Lidcombe in Sydney. This plant operates to international quality standards ISO9001 and ISO14001, AS/NZS 4801.

The CMI Operations business is divided into two key product categories:

1) Electrical cables

Leading cable brands dedicated to the requirements of all segments of the electrical industry including:

- **XLPE Cables:** supplying power in low and high voltage applications such as commercial and industrial sub-mains, factories, utility infrastructure, and variable speed drive (VSD) motors and control systems.
- **Hartland Cables:** synonymous in Australia since 1954 for its leading range of Audio, Coaxial, Control, Data, Instrumentation, UL Approved Connecting Wire, Copper Braid, Screened and Unscreened Multicore and Multipair cables.
- **Aflex Cables:** offering flexible cables for use in applications where tight or difficult access is restrictive or where movement occurs. These cables are generally supplied for switchboards, generators, sound & lighting, batteries, VSD motors, submersible pumps and low voltage control systems.
- The customised cable division also manufactures locally flexible cords and cable assemblies to cover a comprehensive range of types for applications such as medical, technology, lighting & entertainment as well as traditional original manufacture equipment (OEM) markets. This includes combining wiring and connectors such as basic cable assemblies and complex wiring harnesses to customised requirements.

2) Minto Industrial Products

Minto Industrial Products is synonymous with the mining industry in particular with its existing class leading underground couplers and receptacle products. When power and safety are required in a complex and hazardous environment Minto is the class leader in most applications. The reputation of Minto is now global with exports to mining installations in Indonesia, Mongolia, Papua New Guinea, and China.

CMI Operations Pty Ltd is also currently launching an upgraded version of its Minto Plug range specifically designed to be used in above ground applications including open cut surface mining, infrastructure tunnelling, construction and industrial operations. The new Minto plug will diversify the existing plug product range and broadens the market for above ground applications both domestically and internationally while also offering the same high quality of safely and technology.

Market drivers

Technological change: demand for continuous new and improved technology that creates the possibility for lower cost mass market electrical solutions. There is the potential for disruptive market entrants from the technology sector.

Increased safety expectations: regulatory requirements in domestic and overseas markets drive demand for mass market solutions. Requirement for mining and infrastructure to maintain best practice solutions drive demand for innovative tailored products. This also means that existing solutions become obsolete more quickly and innovation and speed to market are now necessities, while price pressures continue to grow.

Globalisation: allows access to new, high growth markets that also have adopt high quality and safety standards for product application.

Strategic pillars

Innovation

We need to stay at the forefront of technology if we are to find new ways of staying ahead of the competition, and to meet emerging risks in the mining and construction industry. To help us meet this challenge, we have a substantial research and development (R&D) program that creates innovative solutions to electrical issues.

For the value of that innovation to be realised for our customers and our shareholders, solutions need to be developed and brought to market as quickly as possible. Our business is focused on building a pipeline of solutions from our leading edge, tailored offerings to affordable, mass market products.

Client focus

CMI Operations Pty Ltd has a proud history of collaboration with our clients in mining and infrastructure to create cutting-edge solutions. Through our involvement in industry sector associations, including our support of the Mine Electrical Safety Association (MESA), we continue to build strong relationships across these sectors backed by our own client relationship program.

Efficiency

To meet the challenges of a rapidly changing market, in 2019 the Company invested in the development of a new electrical plug for the mining and industrial sectors. We have implemented a set of initiatives focusing our business on continuous improvement and enabling us to adapt to the changing needs of our customers for new, lower cost products. Key initiatives are:

- Engagement with external consultants to develop more effective management of our working capital; and
- Improving our product development processes to increase our speed to market for new market products.

Enablers

People

Our people, their experience, enthusiasm and dedication, are the foundation of our business.

Technology

We ensure our people have the tools they need to deliver value.

Relationships

Strong relationships with suppliers and business partners help us to deliver on our promise of expertise and precision.

The market opportunity

Electrical components continue to be a growing market both domestically through private companies and government's commitments to infrastructure project spending and globally, driven by rapidly changing technology, increasingly stringent regulation, and continuing expectation from our clients and their stakeholders that they will be provided with expertise and precision in each product we design and manufacture. In particular, we see great opportunities in emerging markets as consumption of our products increase in line with economic growth.

At the same time, electrical componentry is a highly competitive business. We now compete on a global basis with manufacturers from emerging markets such as China and India. We also face the potential of disruptive market entrants from the technology sector, building on their existing customer base and technology platforms to deliver electrical products.

Our strategy

Operational

In order to respond to these challenges, we are focusing our business on the development of our Minto Industrial product. We are building our future product pipeline through a combination of strategic acquisitions and a strong R&D program.

We consider our strategy to be sufficiently agile to deal with the increasing demand for sophisticated electrical products. Our R&D programs are set to deliver customised products to our customers on a timely basis.

As we begin to recognise revenue from products developed in previous years, we are confident that our ongoing investment in R&D will continue to deliver sustainable returns in the future.

Risks relating to Electrical and divested operations:

- Exposure to the domestic resource industry impacting revenues and margin;
- Key third party suppliers interrupting the supply chain;
- Failure of the product designs to meet a specified level of quality or conformance.

Investment portfolio

The Group's primary investment strategy is to achieve long term growth and capital appreciation, whilst managing risk through a portfolio approach to investing. The Group invests in a diversified portfolio of businesses where the Group may provide capital and strategic advice to those businesses to gain long term investment returns and capital appreciation. The capital can be allocated to funds both listed and unlisted businesses, in the form of equity, debt or a combination of the two.

Significant changes in the state of affairs

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

Review of financial condition

Profit from continuing operations

The Group reported a profit before tax of $14.5 million for the year ended 30 June 2023, ($11.4 million, FY22), an increase of 27% from the prior comparative year.

The increase in profit before tax was a combination of a result of the Investment Fund maintaining a conservative position with no significant losses in any one investment and where not invested in cash term deposits, remaining predominately in selected managed investment funds which adopt a non-market correlated strategy and the significant sales growth from the Electrical Business which in times was supported by funding from the Investment Fund.

Profit before tax from the Electrical Components division was $15.4 million ($12.8 million, FY22), up 20% on the prior year.

Liquidity and capital resources

The consolidated cash flow statement illustrates that there was an increase in cash and cash equivalents in the year ended 30 June 2023 of $4.9 million (2022: $2.5 million). Operating activities generated $10.4 million (2022: $5.7 million) of net cash flows.

The increase in cash inflow is largely due to a return of funds back into the investment fund as a result of increase in sales and order book built up for the Electrical Business which occurred throughout FY23. It is also consistent with the current phase of Excelsior Capital's working capital cycle, with the company funding the growth in sales of the Electrical Business by funding increased inventory available in cable and Minto products.

Cash outflows from investing activities of $2.3 million (2022: $0.6 million outflows). This reflects mostly the purchase of relatively low risk units in a Managed Funds during 2023.

There was also $3.2 million in cash outflows (2022: $2.6 million cash outflow) from financing activities, during the current period relating mostly to lease and dividend payments.

Business divisions

Electrical Business

The Group continues to be assertive player in the electrical components market over the last 12 months. Revenue in the electrical component segment was 104 million (net of rebates) for the year compared to $93.4 million in the previous year and segment profit before tax of $15.4 million (2022: $12.8 million).

Investment portfolio

The investment portfolio had revenue of $0.6 million and produced a pre-tax and post-tax net loss, with the inclusion of all corporate and administration costs of the parent entity, of $0.8 million and $0.6 million, respectively, (2022: $1.4 million and $1 million).

Environmental regulation and performance

The Group holds licences issued by the relevant environmental protection authorities in Australia. These licences specify the conditions imposed by the licence or regulation. The Group has an Environmental Management System at the Meadowbank operations and is certified to AS-NZS ISO 14001:2004.

There have been no known breaches of the consolidated entity's licence conditions or any environmental regulations to which it is subject.

Indemnification of auditors

To the extent permitted by law, the Company has agreed to indemnify its auditors, Hall Chadwick, 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 Hall Chadwick during or since the financial year.

Share Options

There were no share options on issue at balance date or since year end.

Indemnification and insurance of directors and officers

During or since the financial year, the Company has paid premiums in respect of a contract insuring all the directors of Excelsior Capital Limited against legal costs incurred in defending proceedings for conduct other than:

(a) A wilful breach of duty; or

(b) A contravention of sections 182 or 183 of the *Corporations Act 2001*, as permitted by section 199B of the *Corporations Act 2001*.

(c) To the extent permitted by law, the Group has agreed to indemnify its Directors against a liability incurred as such a director to the extent permitted by the *Corporations Act 2001* (Cth).

No payment has been made in relation to that indemnity during or since the financial year.

The contract of insurance prohibits disclosure of the nature of the liability and the amount of the premium.

Significant events after the balance date

Final dividend declared

On 30 August 2023, the directors of Excelsior Capital Limited declared a final dividend on ordinary shares in respect of the 2023 financial year. The total amount of the dividend is $1,015,000 which represents a fully franked dividend of 3.5 cents per share. The dividend has not been provided for in the 30 June 2023 financial statements.

Likely developments and expected results

Information on the strategy, prospects and risks of the Group is included in the Operating and Financial review.

Rounding off of amounts

The amounts contained in the financial report have been rounded to the nearest $1,000 (where rounding is applicable) where noted ($000) under the option available to the Company under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Company is an entity to which this legislative instrument applies.

Directors' report

Directors' meetings

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

		MEETINGS OF COMMITTEES		
	Directors' meetings	Audit	Remuneration	Investment
Number of meetings held:	12	2	2	8
Number of meetings attended:				
L.J Catelan	12	2	2	8
D. Herceg	11	2	2	8
R. Mount	12	2	2	8

All directors attended meetings set by the Company where they were eligible to attend.

Committee membership

As at the date of this report, the Company had an:

- audit committee, and
- a remuneration committee, and
- an investment committee of the board of directors.

Members acting on the committees of the board during the year were:

AUDIT	REMUNERATION	INVESTMENT
D. Herceg	D. Herceg	D. Herceg
L.J. Catelan	L.J. Catelan	L.J. Catelan
R. Mount[(c)]*	R. Mount[(c)]	R. Mount[(c)]

Notes

(c) Designates the chair of the committee during the year

** Appointed on 28 April 2022*

Dividends

	CENTS	$'000
Final dividend recommended for 2023:		
Ordinary shares	3.50	1,015
Dividends paid in the year:		
Interim for the year		
• on ordinary shares	3.00	870
Final for 2022 shown as recommended in the 2022 financial report		
• on ordinary shares	3.00	870

Auditor's independence declaration and non-audit services

The directors received the following declaration from the auditor of Excelsior Capital Limited.

HALL CHADWICK
Chartered Accountants & Business Advisors

EXCELSIOR CAPITAL LIMITED
ABN 98 050 542 553
AND ITS CONTROLLED ENTITIES

AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF EXCELSIOR CAPITAL LIMITED

In accordance with section 307C of the Corporations Act 2001, I am pleased to provide the following declaration of independence to the directors of Excelsior Capital Limited. As the lead audit partner for the audit of the financial report of Excelsior Capital Limited for the year ended 30 June 2023, I declare that, to the best of my knowledge and belief, there have been no contraventions of:

(i) the auditor independence requirements of the Corporations Act 2001 in relation to the audit; and

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

Hall Chadwick

HALL CHADWICK (NSW)
Level 40, 2 Park Street
Sydney NSW 2000

DREW TOWNSEND
Partner
Dated: 30 August 2023

Remuneration report

Non-audit services

The following non-audit services were provided by the entity's auditors. 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 2001*. The nature and scope of each type of non-audit service provided means that auditor independence was not compromised.

Auditors received or are due to receive the following amounts for the provision of non-audit services:

AS AT 30 JUNE	$
Tax compliance services	**8,418**
Total Non-audit services	**8,418**

CONTENTS

1. REMUNERATION REPORT OVERVIEW

The Directors of Excelsior Capital Limited (Excelsior) present the Remuneration Report (the Report) for the Company and its controlled entities (the Group) for the year ended 30 June 2023. This Report forms part of the Directors' Report and has been audited in accordance with section 300A of the *Corporations Act 2001*. The Report details the remuneration arrangements for Excelsior Capital Limited's key management personnel (KMP):

- Non-executive directors (NEDs); and
- Executive directors and senior executives (collectively the executives).

KMP are those persons who, directly or indirectly, have authority and responsibility for planning, directing and controlling the major activities of the Company and Group.

The table below outlines the KMP of the Group and their movements during FY23:

NAME	POSITION	TERM AS KMP
Non-Executive directors		
D. Herceg	Non-Executive Director / Chairman	Full financial year
R. Mount	Non-Executive Director	Appointed 28 April 2022
Executive director		
L.J. Catelan	Executive Director	Full financial year
Senior executives / Company Secretary		
J.E. Johnson	General Manager – Electrical	Resigned 31 March 2023
J.E. Johnson	Chairman of CMI Electrical Operations Pty Ltd	Appointed 1 April 2023
Z. Zaharia	Chief Operating Officer – Electrical	Appointed 13 March 2023
R. Mount	Company Secretary	Appointed 28 April 2022
T. Easterbrook	Chief Investment Officer	Appointed 16 March 2023
B. Hofman	Chief Financial Officer	Full financial year

2. OVERVIEW OF EXECUTIVE REMUNERATION

2A. How we determine executive remuneration policies and structures

Four principles guide our decisions about executive remuneration at Excelsior Capital:

- *Fairness:* provide a fair level of reward to all employees;
- *Transparency:* build a culture of achievement by transparent links between reward and performance; and
- *Alignment:* promote mutually beneficial outcomes by aligning employee, customer and shareholder interests
- *The Excelsior Capital Culture:* drive leadership performance and behaviours that create a culture that promotes safety, diversity and employee satisfaction.

2B. Our executive remuneration policies and structures

We reward executives with a level and mix of remuneration appropriate to their position, responsibilities and performance, in a way that aligns with the business strategy.

Executives receive fixed remuneration and variable remuneration consisting of short-term incentive opportunities. Executive remuneration levels are reviewed annually by the Remuneration Committee with reference to the remuneration guiding principles and market movements.

2C. Elements of remuneration

Fixed remuneration

Fixed remuneration consists of base salary, superannuation and other non-monetary benefits and is designed to reward for:

- The scope of the executive's role;
- The executive's skills, experience and qualifications; and
- Individual performance.

It is set with reference to comparable roles in similar companies.

Short-term incentive (STI)

Under the STI, the General Manager – Electrical has the opportunity to earn an annual incentive award which is delivered in cash. The STI recognises and rewards annual performance.

How is it paid?	100% of any STI award is paid in cash after the assessment of annual performance.
How much can the executive earn?	A maximum STI opportunity of 20% of fixed remuneration. Target STI is awarded for achieving the challenging objectives set prior to the beginning of each year.
How is performance measured?	The STI performance measures were chosen as they reflect the core drivers of short-term performance and also provide a framework for delivering sustainable value to the Group, its shareholders and customers. We measure four key performance indicators (KPIs) covering financial and non-financial, Group and business unit measures of performance. For each KPI, a target and stretch objective is set. A summary of the measures and weightings are set out in the table below:

	FINANCIAL		NON-FINANCIAL
	Business Unit PBT	**Growth[1]**	**Business unit KPIs**
Business unit leader	50%	25%	25%

1 Net revenue and gross margin

When is it paid?	The STI award is determined after the end of the financial year following a review of performance over the year against the STI performance measures by the Board. The Board approves the final STI award based on this assessment of performance and 100% is paid in cash three months after the end of the performance period.
What happens if the executive leaves?	If an executive resigns or is terminated for cause before the end of the financial year, no STI is awarded for that year. If an executive ceases employment during the performance period by reason of redundancy, ill health, death, or other circumstances approved by the Board, the executive will be entitled to a pro-rata cash payment based on assessment of performance up to the date of ceasing employment for that year (subject to Board discretion).
What happens if there is a change of control?	In the event of a change of control, a pro-rata cash payment will be made based on assessment of performance up to the date of the change of control.

Long-term incentives (LTI)

The LTI is an equity arrangement of either options or performance shares and an allocation is considered each year. The aim of the LTI is both:

- Retention; and
- To align to long term company performance.

No LTI was provided with respect to the full year ended 30 June 2023 (2022: nil).

2E. Changes for FY23

The Board does not anticipate any changes to the STI and LTI Plans for FY23.

Further details will be provided in the FY23 remuneration report.

3. PERFORMANCE AND EXECUTIVE REMUNERATION OUTCOMES IN FY23

3A. Actual remuneration earned by executives in FY23

The actual remuneration earned by executives in FY23 is set out in section 6 of this Remuneration report. This provides shareholders with a view of the remuneration actually paid to executives for performance in FY23.

3B. Performance against STI measures

A combination of financial and non-financial measures is used to measure performance for STI awards.

Business unit performance against those measures is as follows for FY23:

	FINANCIAL		NON- FINANCIAL	
	Business Unit PBT	Growth	Safety	Discretionary
Electrical Business	▲	▲	▲	▲

Below threshold hurdle	✖
At target	●
Between threshold and target	◆
Between target and stretch	▲

3C. Overview of company performance

The table below sets out information about Excelsior Capital's earnings and movements in shareholder wealth for the past five years up to and including the current financial year.

	2023	2022	2021	2020	2019
NPAT ($'000)	**10,246**	8,000	5,400	3,629	4,132
Share price at year end ($)	**2.31**	1.88	1.63	1.18	1.21
Basic EPS (cents)	**35.34**	27.59	17.84	12.69	14.21
Total dividends (cents per share)	**6.50**	5.00	4.00	5.00	6.00

4. HOW REMUNERATION IS GOVERNED

4A. Remuneration decision making

The following diagram represents the Group's remuneration decision making framework:

Board

Review and approval

Remuneration Committee

Company-wide remuneration framework and policy

Executive & NED remuneration outcomes

Executive Director

Recommendations on remuneration outcomes for executive team

Management

Implementing remuneration policies

The composition of the Remuneration Committee is set out on page 8 of this Remuneration report. Further information on the Remuneration Committee's role, responsibilities and membership can be seen at www.cmilimited.com.au

4B. Use of remuneration advisors

The Remuneration Committee may engage external advisers to provide remuneration recommendations regarding the remuneration mix and quantum for executives.

Any remuneration recommendations are provided to the Committee as an input into decision making only. The Remuneration Committee considers the recommendations, along with other factors, in making its remuneration decisions.

There were no fees paid during the year to remuneration advisers (2022: $nil).

4C. Clawback of remuneration

In the event of serious misconduct or a material misstatement in the Group's financial statements, the Board has the discretion to reduce, cancel or clawback any unvested STI.

4D. Share trading policy

The Group securities trading policy applies to all NEDs and executives. The policy prohibits employees from dealing in Excelsior Capital Limited securities while in possession of material non-public information relevant to the Group.

The Group would consider a breach of this policy as gross misconduct, which may lead to disciplinary action and potentially dismissal.

4E. Executive employment agreements

Remuneration arrangements for executives are formalised in employment agreements. The following outlines the details of contracts with executives:

General Manager – Electrical Business

The General Manager is employed on an individual open-ended employment contract which can be terminated with notice by either the Group.

Under the terms of the present contract:

- Receives fixed remuneration of $290,033 per annum (gross, inclusive of superannuation); and
- Maximum STI opportunity is 20% of fixed remuneration.

Termination provisions

	RESIGNATION	TERMINATION FOR CAUSE	TERMINATION IN CASE OF DEATH, DISABLEMENT, REDUNDANCY OR NOTICE WITHOUT CAUSE	TERMINATION PAYMENT
General Manager	3 months	None	6 months	3 months

5. OVERVIEW OF NON-EXECUTIVE DIRECTOR REMUNERATION

Excelsior Capital's NED fee policy is designed to attract and retain high calibre directors who can discharge the roles and responsibilities required in terms of good governance, strong oversight, independence and objectivity. NEDs receive fees only and do not participate in any performance-related incentive awards. NED fees reflect the demands and responsibilities of the directors.

The Remuneration Committee reviews NED remuneration annually against comparable companies. The Board also considers advice from external advisors when undertaking the review process.

NED fees consist of base fees and committee fees. The chair of the Board attends all committee meetings but does not receive any additional committee fees in addition to base fees.

The table below summarises Board and Committee fees payable to the Chairman and NEDs for FY23 (inclusive of superannuation):

BOARD FEES		2023	2022
Chair[1]		**91,575**	89,833
NED		**162,742**	176,137
COMMITTEE FEES			
Audit[2]	Chair	**N/A**	N/A
	Member	**N/A**	N/A
Remuneration[2]	Chair	**N/A**	N/A
	Member	**N/A**	N/A
Investment[2]	Chair	**N/A**	N/A
	Member	**N/A**	N/A

1. *Chairman fees for Danny Herceg relate to the period from 1 July 2022 to 30 June 2023. Danny Herceg remuneration was adjusted from $90,000 (plus super) to $90,000, (inclusive of super) per annum from August 2022. This is consistent with how other directors' fees are calculated.*
2. *NEDs do not receive additional fees for participation in the Audit, Remuneration, or Investment Committees.*

NEDs may be reimbursed for expenses reasonably incurred in attending to the Group's affairs.

The Board has confirmed there will be no increases in Board or committee fees for FY23.

Maximum aggregate NED fee pool

NED fees are determined within an aggregate NED fee pool limit, which is periodically approved by shareholders. The maximum aggregate amount that may be paid to NEDs for their services is $390,000 during any financial year, as approved by shareholders at a general meeting.

6. STATUTORY REPORTING

6A. Executive KMP remuneration for the years ended 30 June 2023 and 30 June 2022

	SHORT-TERM BENEFITS			POST-EMPLOY-MENT	LONG-TERM BENEFITS			
	Salary & fees	Short-term incentive	Other	Super-annuation	Employee Entitle-ment	Termin-ation payments	Total remun-eration	Perfor-mance related
	($)	($)	($)	($)	($)	($)	($)	(%)
T. Easterbrook[1]								
2023	**22,709**	**-**	**-**	**2,384**	**-**	**-**	**25,093**	**-**
2022	-	-	-	-	-	-	-	-
B. Hofman[2]								
2023	**93,436**	**-**	**-**	**10,126**	**-**	**-**	**103,562**	**-**
2022	85,191	-	-	8,519	-	-	93,710	-
L.J. Catelan								
2023	**150,000**	**-**	**-**	**15,750**	**-**	**-**	**165,750**	**-**
2022	150,000	-	-	15,000	-	-	165,000	-
J.E. Johnson[3]								
2023	**238,751**	**76,491**	**18,446**	**32,836**	**8,778**	**-**	**375,302**	**20%**
2022	257,456	50,481	25,000	30,794	23,489	-	387,220	13%
Z. Zaharia[4]								
2023	**73,843**	**-**	**5,591**	**7,754**	**-**	**-**	**87,188**	**-**
2022	-	-	-	-	-	-	-	-
Totals								
2023	**578,739**	**76,491**	**24,037**	**68,850**	**8,778**	**-**	**756,895**	**-**
2022	492,647	50,481	25,000	54,313	23,489	-	645,930	-

1. *T. Easterbrook provides CIO services on a contract basis for the Company.*
2. *B. Hofman provides CFO services on a contract basis for the Company.*
3. *J. Johnson ceased as General Manager on 31 March 2023 and was made Chairman of CMI Operations Pty Ltd on 1 April 2023.*
4. *Z. Zaharia was appointed as Chief Operating Officer (COO) on 13 March 2023 replacing Jim Johnson who moved to a Chairman role.*

The following table outlines the proportion of maximum STI earned in relation to the FY23 financial year.

	MAXIMUM STI OPPORTUNITY (% OF FIXED REMUNERATION)	% OF MAXIMUM EARNED
J.E. Johnson	20%	100%

6B. NED remuneration for the years ended 30 June 2023 and 30 June 2022

	SHORT-TERM BENEFITS	POST-EMPLOYMENT	
	Board and committee fees $	Super-annuation $	Total $
O. Schweizer[1]			
2023	-	-	-
2022	60,958	6,096	67,054
D. Herceg			
2023	**82,873**	**8,702**	**91,575**
2022	81,667	8,166	89,833
R. Mount[2]			
2023	**64,457**	**6,710**	**71,167**
2022	17,500	1,750	19,250
Total			
2023	**147,330**	**15,412**	**162,742**
2022	160,125	16,012	176,137

1. *O. Schweizer ceased on the 28 April 2022 as Non-Executive Director and Company Secretary.*
2. *R. Mount was appointed on the 28 April 2022 as Non-Executive Director and Company Secretary.*

6C. Options awarded, vested and lapsed during the year

No options were awarded or vested during the year.

6D. Option holdings of KMP

There are no option holdings of any KMP.

6E. Shareholdings of KMP[1]

Shares held in Excelsior Capital Limited (number) at 30 June 2023

	BALANCE AT 1 JULY 2021	NET CHANGE OTHER[2]	HELD NOMINALLY 30 JUNE 2022
NEDs and KMPs			
D. Herceg	60,702	-	**60,702**
Executive director			
L.J. Catelan	14,561,102	-	**14,561,102**
Total	14,621,804	-	**14,621,804**

1. *Includes share and options held directly, indirectly and beneficially by KMP.*
2. *All equity transactions with KMP other than those arising from the exercise of remuneration options have been entered into under terms and conditions no more favourable than those the Group would have adopted if dealing at arm's length.*

6F. Loans from KMP and their related parties

(i) Details of aggregate of loans from KMP and their related parties:

NAME	BALANCE AT 1 JULY 2022 $	INTEREST CHARGED DURING THE YEAR $	BALANCE AT END OF PERIOD $	HIGHEST BALANCE DURING PERIOD $
Nil	-	-	-	-

(ii) Terms and conditions of other transactions with KMP and their related parties:

Nil loans were provided to KMP or their related parties during the year.

6G. Other transactions and balances with KMP and their related parties

(i) Details and terms and conditions of other transactions with KMP and their related parties:

Purchases

During the year ended 30 June 2023, no additional management or performance fees were paid to KMP and their related parties.

Signed in accordance with a resolution of the directors

D. Herceg
Chairman

Sydney
30 August 2023

Consolidated statement of profit or loss

FOR THE YEAR ENDED 30 JUNE

	NOTE	2023 $'000	2022 $'000
Revenue from contracts with customers	1	**104,028**	93,426
Changes in inventories of finished goods and costs to fulfil a contract		**-**	5,328
Raw materials and consumables used		**(75,491)**	(74,074)
Gross profit		**28,537**	24,680
Other income	2	**881**	451
Employee benefits expense	3	**(8,052)**	(7,357)
Repairs, maintenance and consumables expense		**(365)**	(237)
Occupancy expense	3	**(886)**	(718)
Travel and communication expense		**(426)**	(301)
Freight and cartage expense		**(1,736)**	(1,404)
Depreciation and amortisation expense	3	**(1,624)**	(1,722)
Finance costs		**(124)**	(136)
Investment portfolio management and administration expenses		**(23)**	(107)
Other expenses	3	**(1,646)**	(1,709)
Profit before tax		**14,536**	11,440
Income tax expense	4	**(4,290)**	(3,440)
PROFIT FOR THE YEAR		**10,246**	8,000

The accompanying notes form part of these financial statements.

Consolidated statement of comprehensive income

FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2023 $'000	2022 $'000
PROFIT FOR THE YEAR		10,246	8,000
Other comprehensive income			
Other comprehensive income that will not be reclassified to profit or loss in subsequent periods (net of tax):			
Net loss on non-current equity investments designated at fair value, net of tax		123	(278)
Other comprehensive income, net of tax		123	(278)
TOTAL COMPREHENSIVE INCOME, NET OF TAX		10,369	7,722
Earnings per share			
Basic and diluted earnings per share	16	$0.353	$0.28

The accompanying notes form part of these financial statements.

Consolidated statement of financial position

FOR THE YEAR ENDED 30 JUNE

	NOTE	2023 $'000	2022 $'000
ASSETS			
Current assets			
Cash and cash equivalents	5	**22,796**	17,907
Trade and other receivables	6	**20,756**	19,522
Inventories	7	**23,316**	27,270
		66,868	64,699
Non-current assets			
Financial assets	18	**4,842**	3,204
Plant and equipment	8	**3,051**	2,362
Goodwill	9	**6,850**	6,850
Intangible assets	9	**1,900**	1,730
Deferred tax assets	4	**214**	163
		16,857	14,309
TOTAL ASSETS		**83,725**	79,008
LIABILITIES			
Current liabilities			
Trade and other payables	10	**9,663**	13,998
Current tax liabilities		**1,694**	1,689
Lease liabilities	11	**1,743**	1,048
Provisions	12	**1,127**	1,122
		14,227	17,857
Non-current liabilities			
Lease liabilities	11	**933**	1,231
Provisions	12	**72**	56
		1,005	1,287
TOTAL LIABILITIES		**15,232**	19,144
NET ASSETS		**68,493**	59,864
EQUITY			
Issued capital	15	**28,270**	28,270
Retained earnings		**40,574**	32,068
Reserves	15	**(351)**	(474)
TOTAL EQUITY		**68,493**	59,864

The accompanying notes form part of these financial statements.

Consolidated statement of changes in equity

FOR THE YEAR ENDED 30 JUNE

	ISSUED CAPITAL	RETAINED EARNINGS	RESERVES	TOTAL
	$'000	$'000	$'000	$'000
As at 1 July 2021	28,270	25,359	(327)	53,302
Profit after tax for the period	-	8,000	-	8,000
Other comprehensive income	-	-	(278)	(278)
Total comprehensive income	**-**	**8,000**	**(278)**	**7,722**
Dividends paid **(Note 14)**	-	(1,160)	-	(1,160)
Transfer to retained earnings gain/(loss) on sale of non-current assets	-	(131)	131	-
At 30 June 2022	**28,270**	**32,068**	**(474)**	**59,864**
As at 1 July 2022	**28,270**	**32,068**	**(474)**	**59,864**
Profit after tax for the period	**-**	**10,246**	**-**	**10,246**
Other comprehensive income	**-**	**-**	**123**	**123**
Total comprehensive income	**-**	**10,246**	**123**	**10,369**
Dividends paid (note 14)	**-**	**(1,740)**	**-**	**(1,740)**
At 30 June 2023	**28,270**	**40,574**	**(351)**	**68,493**

The accompanying notes form part of these financial statements.

Consolidated statement of cash flows

FOR THE YEAR ENDED 30 JUNE 2023

	NOTE	2023 $'000	2022 $'000
Operating activities			
Receipts from customers		102,327	90,128
Payments to suppliers		(88,215)	(82,422)
Interest received		583	120
Interest and other costs of finance paid		(5)	-
Income tax paid		(4,336)	(2,087)
Net cash from operating activities	5	10,354	5,739
Investing activities			
Payment for plant and equipment		(355)	(49)
Proceeds on sale of plant and equipment		-	1
Purchase of equity financial instruments		(1,515)	(3,103)
Proceeds from sale of equity financial instruments		-	2,869
Development expenditures	9	(394)	(340)
Net cash used in investing activities		(2,264)	(622)
Financing activities			
Lease payments		(1,461)	(1,444)
Dividends paid to equity holders of the parent	14	(1,740)	(1,160)
Net cash used in financing activities		(3,201)	(2,604)
Net increase in cash and cash equivalents		4,889	2,513
Cash and cash equivalents at 1 July		17,907	15,394
Cash and cash equivalents at 30 June	5	22,796	17,907

The accompanying notes form part of these financial statements.

Notes to the consolidated financial statements – About this report

FOR THE YEAR ENDED 30 JUNE 2023

1. CORPORATE INFORMATION

The consolidated financial statements of Excelsior Capital Limited and its subsidiaries (collectively, the Group) for the year ended 30 June 2023 were authorised for issue in accordance with a resolution of the directors on 30 August 2023.

Excelsior Capital Limited (the Company or the parent) is a for profit company limited by shares incorporated in Australia whose shares are publicly traded on the Australian Stock Exchange (ASX).

The Group is principally engaged in the design and distribution of electrical components and cables for resource infrastructure applications and the management of an investment portfolio (see segment information note).

The registered office is located at Level 29, Chifley Tower, 2 Chifley Square, Sydney, NSW, Australia.

Further information on the nature of the operations and principal activities of the Group is provided in the directors' report. Information on the Group's structure is provided in Note 19. Information on other related party relationships of the Group is provided in Note 23.

2. 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*, Australian Accounting Standards and other authoritative pronouncements of the Australian Accounting Standards Board;
- Has been prepared on a historical cost basis, except for debt and equity financial instruments which have been measured at fair value;
- Is presented in Australian dollars and all values are rounded to the nearest thousand ($000), except when otherwise indicated under the option available to the company under ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191. The Company is an entity to which this legislative instrument applies and

Compliance with International Financial Reporting Standards (IFRS)

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

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Other disclosures relating to the Group's exposure to risks and uncertainties includes:

- Financial instruments risk management and policies **(Note 18.5)**
- Sensitivity analyses disclosures **(Note 18.5)**

Judgements, estimates and assumptions

In the process of applying the Group's accounting policies, management has made judgements, estimates and assumptions which have the most significant effect on the amounts recognised in the consolidated financial statements.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described in the disclosures below.

- Impairment of non-financial assets **(Note 9)**
- Provision for expected credit losses of trade receivables and financial assets **(Note 18)**
- Taxes **(Note 4)**
- Fair value measurement of financial instruments **(Note 17.4)**
- Development costs **(Note 9)**

The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Notes to the consolidated financial statements – About this report

FOR THE YEAR ENDED 30 JUNE 2023

Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at 30 June 2023. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the 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.

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and 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(s) with the other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Group's voting rights and potential voting rights.

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary.

Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of 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 in 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.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

Current versus non-current classification

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

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

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Group classifies all other liabilities as non-current.

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

Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of 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 costs of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables which 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 statement of financial position.

Cash flows are included in the 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 is classified as operating cash flows.

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

Notes to the consolidated financial statements – About this report

FOR THE YEAR ENDED 30 JUNE 2023

Other accounting policies

Significant and other accounting policies that summarise the measurement basis used are relevant to an understanding of the financial statements and are provided throughout the notes to the financial statements.

The notes to the financial statements

The notes include information which is required to understand the financial statements and is material and relevant to the operations, financial position and performance of the Group. Information is considered material and relevant if, for example:

- the amount in question is significant because of its size or nature;
- it is important for understanding the results of the Group;
- it helps to explain the impact of significant changes in the Group's business – for example, acquisitions and impairment write-downs; or
- it relates to an aspect of the Group's operations that is important to its future performance.

The notes are organised into the following sections:

- ***Key numbers:*** provides a breakdown of individual line items in the financial statements that the Directors consider most relevant and summarises the accounting policies, judgements and estimates relevant to understanding these line items;
- ***Capital:*** provides information about the capital management practices of the Group and shareholder returns for the year;
- ***Risk:*** discusses the Group's exposure to various financial risks, explains how these affect the Group's financial position and performance and what the Group does to manage these risks;
- ***Group structure:*** explains aspects of the Group structure and how changes have affected the financial position and performance of the Group;
- ***Unrecognised items:*** provides information about items that are not recognised in the financial statements but could potentially have an impact on the Group's financial position and performance; and
- ***Other disclosures:*** provides information on items which require disclosure to comply with Australian Accounting Standards and other regulatory pronouncements however, are not considered critical in understanding the financial performance or position of the Group.

For management purposes, the Group is organised into business units based on its products and services and has two reportable segments, as follows:

- The electronics segment, which is a supplier of electronic equipment for defence, aviation, electrical safety markets and consumer electronic equipment for home use. It offers products and services in the areas of electronics, safety, thermal and electrical architecture; and
- The investment portfolio segment, which invests in listed and unlisted equity instruments.

No operating segments have been aggregated to form the above reportable operating segments.

The Group's reportable segments under AASB 114 are therefore as follows:

Electrical components

Represents the design and distribution of electrical components and cables. The business is divided into two key areas:

1) Electrical cables

This is currently captured under the following primary brands:

- XLPE Cables;
- Hartland Cables; and
- Aflex Cables.

2) Minto Industrial Products

This specialises in couplers and receptacle products in the mining and construction industry.

Investment portfolio

Represents investing in listed and unlisted equity instruments, hybrid notes, quoted debt instruments and or investment trusts to achieve long term dividend returns and capital appreciation. The investment fund also provides funding to the Electrical business for growth in inventory as sales and order book increase.

Investments are acquired for long term holding for dividends and short term holding for revenue generation.

The Board of Directors is the Chief Operating Decision Maker (CODM) and monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the consolidated financial statements.

Transfer prices between operating segments are on an arm's length basis in a manner similar to transactions with third parties.

Notes to the consolidated financial statements – Segment information

FOR THE YEAR ENDED 30 JUNE 2023

The following table presents revenue and results information for the Group's operating segments at 30 June 2023 and 30 June 2022, respectively:

	ELECTRICAL COMPONENTS		INVESTMENT PORTFOLIO		ADJUSTMENTS AND ELIMINATIONS		CONSOLIDATED	
Year ended 30 June:	**2023 $'000**	**2022 $'000**	**2023 $'000**	**2022 $'000**	**2023 $'000**	**2022 $'000**	**2023 $'000**	**2022 $'000**
Revenue								
External customers	**104,028**	93,426	**-**	-	**-**	-	**104,028**	93,426
Other income	**297**	331	**584**	120	**-**	-	**881**	451
Total revenue and other income	**104,325**	93,757	**584**	120	**-**	-	**104,909**	93,877
Results								
Segment profit/(loss) before tax[1]	**15,361**	12,830	**(825)**	(1,390)	**-**	-	**14,536**	11,440

1. *Included in the segment profit/(loss) for the Investment Portfolio are the corporate, compliance and administration costs of the listed parent of ($1,409,000) for 2023 and ($1,379,000) for 2022.*

The following table presents assets and liabilities information for the Group's operating segments at 30 June 2022 and 30 June 2021, respectively:

	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000	2023 $'000	2022 $'000
Total assets	**61,247**	57,968	**27,624**	24,678	**(5,146)**	(3,638)	**83,725**	79,008
Total liabilities	**(13,504)**	(21,030)	**(6,874)**	(1,752)	**5,146**	3,638	**(15,232)**	(19,144)

Notes to the consolidated financial statements – Key numbers

FOR THE YEAR ENDED 30 JUNE 2023

1. REVENUE FROM CONTRACTS WITH CUSTOMERS

Disaggregated revenue information

Set out below is the disaggregation of the Group's revenue from contracts with customers:

SEGMENTS:	ELECTRICAL COMPONENTS	
	2023 $'000	2022 $'000
Type of goods or service		
Sale of electrical components and cables	104,028	93,426
Total revenue from contracts with customers	104,028	93,426
Geographical markets		
New South Wales	25,019	22,819
Victoria	13,641	13,332
Queensland	38,182	29,441
Western Australia	27,186	27,834
Total revenue from contracts with customers	104,028	93,426
Timing of revenue recognition		
Goods transferred at point in time	104,028	93,426
Total revenue from contracts with customers	104,028	93,426

Recognition and measurement

The Group's contracts with customers for the sale of electrical components generally include one performance obligation. Revenue from sale of equipment is recognised at the point in time when control of the asset is transferred to the customer, on delivery of the components. Any earned but unbilled amount is recognised as a contract asset rather than a trade receivable.

2. OTHER INCOME

	2023 $'000	2022 $'000
Gain on foreign exchange	3	1
Gain on sale of debt and equity instruments	-	-
Interest received	593	120
Sale of off-cuts (operations)	115	135
Other	170	195
	881	451

Recognition and measurement

Interest received

Interest received is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Dividends income from equity instruments

Dividend income is recorded when the Group's right to receive the dividend is established.

Gain on sale of debt and equity instruments

Net gain on financial assets held at fair value through profit and loss are calculated as the difference between the fair value at the end of the reporting period and the fair value at the previous valuation point. Net gains do not include interest or dividend / distribution income.

Notes to the consolidated financial statements – Key numbers

FOR THE YEAR ENDED 30 JUNE 2023

3. EXPENSES

	NOTE	2023 $'000	2022 $'000
Employee benefits			
Wages and salaries		**7,604**	6,843
Superannuation costs		**448**	514
		8,052	7,357
Occupancy expense			
Short-term and low value asset leases expense		**316**	91
Variable lease payment expense		**570**	627
		886	718
Depreciation and amortisation			
Depreciation of plant and equipment	8	**1,400**	1,478
Amortisation of intangible assets	9	**224**	244
		1,624	1,722
Other			
Legal expenses		**32**	35
Insurances, professional services and IT		**706**	946
Management and performance fees		**21**	109
Other administrative expenses[1]		**887**	619
		1,646	1,709

Recognition and measurement

Employee benefits

Employee benefits expenses includes wages and salaries including bonuses, annual and long service leave and associated on-costs as incurred, superannuation costs, and termination benefits.

Occupancy expense

Occupancy expenses includes premises operating leases and other occupancy expenses (e.g. utilities, cleaning and security) which are expensed as incurred.

Other administrative expenses

This mainly comprises:

- bank fees;
- licence fees and permits;
- custodian fees;
- ASX, ASIC and share registry expenses; and
- general administration expenses.

These items are expensed when incurred.

4. INCOME TAX

The major components of income tax expense for the years ended 30 June 2023 and 2022 are:

CONSOLIDATED PROFIT OR LOSS	2023 $'000	2022 $'000
Current income tax:		
Current income tax charge	**4,359**	3,519
Adjustments in respect of current income tax of previous year	**(49)**	(1)
Deferred tax:		
Relating to origination and reversal of temporary differences	**(51)**	(78)
Adjustments in respect of deferred tax of previous year	**31**	-
Income tax expense reported in the statement of profit or loss	**4,290**	3,440
Consolidated statement of other comprehensive income		
Deferred tax related to items recognised in OCI during the year	**-**	-
	-	-
Reconciliation of tax expense and the accounting profit multiplied by Australia's domestic tax rate for 2023 and 2022:		
Accounting profit before tax	**14,536**	11,440
At Australia's statutory income tax rate of 30% (2022: 30%)	**4,361**	3,432
Adjustments in respect of current income tax and deferred tax of previous year	**(49)**	(1)
Other items	**(22)**	9
Income tax expense reported in the statement of profit or loss	**4,290**	3,440

Notes to the consolidated financial statements – Key numbers

FOR THE YEAR ENDED 30 JUNE 2023

4. INCOME TAX (CONTINUATION)

Deferred tax

Deferred tax relates to the following:

2023	OPENING BALANCE $'000	CURRENT YEAR RECOGNISED IN PROFIT OR LOSS $'000	CHARGED TO OCI $'000	CLOSING BALANCE $'000
DTA in relation to:				
Receivables	(11)	(11)	-	(22)
Plant and equipment	491	57	-	548
Provisions	40	3	-	43
Accrued expenses	-	57	-	57
Inventories	99	3	-	102
	619	109	-	728
DTL in relation to:				
Intangible assets	(456)	(58)	-	(514)
	(456)	(58)	-	(514)
Net deferred tax balances assets (liabilities)	163	51	-	214

2022	OPENING BALANCE $'000	CURRENT YEAR RECOGNISED IN PROFIT OR LOSS $'000	CHARGED TO OCI $'000	CLOSING BALANCE $'000
DTA in relation to:				
Receivables	(7)	(4)	-	(11)
Plant and equipment	92	7	-	99
Provisions	403	88	-	491
Accrued expenses	53	(13)	-	40
	541	78	-	619
DTL in relation to:				-
Intangible assets	(456)	-	-	(456)
	(456)	-	-	(456)
Net deferred tax balances assets (liabilities)	85	78	-	163

Notes to the consolidated financial statements – Key numbers

FOR THE YEAR ENDED 30 JUNE 2023

4. INCOME TAX (CONTINUATION)

Reflected in the statement of financial position as follows:

	2023 $'000	2022 $'000
Deferred tax assets	**728**	619
Deferred tax liabilities	**(514)**	(456)
Net deferred tax assets (liabilities)	**214**	163

Recognition and measurement

Current income tax

Current income tax assets and liabilities 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 at the reporting date in the countries where the Group operates and generates taxable income.

Current income tax relating to items recognised directly in equity is recognised in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

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

- When the deferred tax liability arises from the initial recognition of goodwill or 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; and
- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, when 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 tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any 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:

- When the deferred tax asset relating to the deductible temporary difference 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; and
- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only 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 differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting 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 tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in 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 reporting date.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change.

4. INCOME TAX (CONTINUATION)

The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it reflects new information obtained about facts and circumstances that exist at the acquisition date that, if known, would have affected the amount recognised at that date where recognised during the measurement period.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Tax consolidation

(i) Members of the tax consolidated group and the tax sharing arrangement

Excelsior Capital Limited and its 100% owned Australian resident subsidiaries formed a tax consolidated group with effect from 1 July 2003. Excelsior Capital Limited is the head entity of the tax consolidated group. Members of the tax consolidated 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.

(ii) Tax effect accounting by members of the tax consolidated group

Measurement method adopted under AASB Interpretation 1052 Tax Consolidation Accounting

The head entity and the controlled entities in the tax consolidated group continue to account for their own current and deferred tax amounts. The Group has applied the group allocation approach in determining the appropriate amount of current taxes and deferred taxes to allocate to members of the tax consolidated group. The current and deferred tax amounts are measured in a systematic manner that is consistent with the broad principles in AASB 112 *Income Taxes*. The nature of the tax funding agreement is discussed further below.

In addition to its own current and deferred tax amounts, the head entity also recognises current tax liabilities (or assets) and the deferred tax assets arising from unused tax losses and unused tax credits assumed from controlled entities in the tax consolidated group.

Nature of the tax funding agreement

Members of the tax consolidated group have entered into a tax funding agreement. Under the funding agreement, the funding of tax within the Group is based on accounting profit. The tax funding agreement requires payments to/from the head entity to be recognised via an inter-entity receivable (payable) which is at call. To the extent that there is a difference between the amount charged under the tax funding agreement and the allocation under AASB Interpretation 1052, the head entity accounts for these as equity transactions with the subsidiaries.

The amounts receivable or payable under the tax funding agreement are due upon receipt of the funding advice from the head entity, which is issued as soon as practicable after the end of each financial year. The head entity may also require payment of interim funding amounts to assist with its obligations to pay tax instalments.

Key estimates and assumptions

Deferred tax assets are recognised for unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

The Group has $33.3 million (2022: $33.3 million) of capital losses carried forward. These losses relate to subsidiaries that have a history of losses, do not expire, and may not be used to offset taxable income elsewhere in the Group. The subsidiaries neither have any taxable temporary difference nor any tax planning opportunities available that could partly support the recognition of these losses as deferred tax assets. On this basis, the Group has determined that it cannot recognise deferred tax assets on the tax losses carried forward.

5. CASH AND CASH EQUIVALENTS

For the purpose of the statement of cash flows, cash and cash equivalents comprise the following at 30 June:

	2023 $'000	2022 $'000
Cash at bank and on hand	**4,121**	4,791
Investment trading account	**18,675**	13,116
	22,796	17,907

Cash at bank earns interest at floating rates based on daily bank deposit rates.

At 30 June 2023, the Group had available $1,124,000 (FY22: $2,394,000) of undrawn committed borrowing facilities.

	NOTE	2023 $'000	2022 $'000
Cash flow reconciliation			
Reconciliation of profit after tax to net cash flows from operations			
Profit after tax		**10,246**	8,000
Adjustments to reconcile profit after tax to net cash flows			
Depreciation of plant and equipment	3	**1,400**	1,478
Amortisation of intangible assets	3	**224**	244
Finance costs		**119**	134
Loss on disposal of plant and equipment		**5**	1
Changes in assets and liabilities:			
Deferred tax assets and liabilities		**(51)**	(78)
Current tax assets and liabilities		**5**	1,431
Provisions		**21**	171
Working capital adjustments:			
Trade and other receivables and prepayments		**(1,234)**	(3,629)
Inventories		**3,954**	(8,639)
Trade and other payables		**(4,335)**	6,626
Net cash flows from operating activities		**10,354**	5,739

6. TRADE AND OTHER RECEIVABLES

	2023 $'000	2022 $'000
Current		
Trade receivables	**20,630**	19,551
Allowance for expected credit losses	**(109)**	(146)
	20,521	19,405
Prepayments	**235**	117
	20,756	19,522

Recognition and measurement

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in Note 18 Financial instruments – initial recognition and subsequent measurement.

Terms and conditions relating to the above

As at 30 June 2023, the Group has trade receivables of $20,521,000 (2022: $19,405,000) which is net of an allowance for expected credit losses of $109,000 (2022: $146,000).

Set out below is the movement in the allowance for expected credit losses of trade receivables:

	2023 $'000	2022 $'000
As at 1 July	**146**	25
Provision for expected credit losses	**79**	141
Utilisation of provision	**(116)**	(20)
As at 30 June	**109**	146

The significant changes in the balances of trade receivables are disclosed in Note 18.1 while the information about the credit exposures are disclosed in Note 18.5.

Past due but not impaired

There was a past due balance greater than 90 days at 30 June 2023, however this has been assessed as not being impaired. This balance is expected to be fully recoverable.

7. INVENTORIES

	2023 $'000	2022 $'000
Raw materials	**1,831**	1,749
Work in progress	**231**	289
Finished goods	**21,254**	25,232
Total inventories at the lower of cost and net realisable value	**23,316**	27,270

Recognition and measurement

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; and
- ***Finished goods and work in progress:*** cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs.

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the costs necessary to make the sale.

There was no write down of net realisable value during the year but a provision was provided for any stock obsolescence amounting to $501,000.

8. PLANT AND EQUIPMENT

	PLANT AND EQUIPMENT $'000	RIGHT-OF-USE ASSETS $'000	TOTAL $'000
Cost			
At 1 July 2021	2,971	4,500	7,471
Additions	49	1,262	1,311
Disposals	(18)	(459)	(477)
At 30 June 2022	3,002	5,303	8,305
Additions	355	1,739	2,094
Disposals	(1,096)	(1,324)	(2,420)
At 30 June 2023	**2,261**	**5,718**	**7,979**
Depreciation and impairment			
At 1 July 2021	2,743	2,895	5,638
Depreciation charge for the year	74	1,404	1,478
Disposals	(16)	(1,157)	(1,173)
At 30 June 2022	2,801	3,142	5,943
Depreciation charge for the year	79	1,321	1,400
Disposals	(1,090)	(1,325)	(2,415)
At 30 June 2023	**1,790**	**3,138**	**4,928**
Net book value			
At 30 June 2023	**471**	**2,580**	**3,051**
At 30 June 2022	**201**	**2,161**	**2,362**

Recognition and measurement

Plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any.

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

Plant and machinery *3-20 years*

An item of plant and equipment is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss when the asset is derecognised.

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

The right-of-use assets comprise the initial measurement of the corresponding lease liability, any lease payments made at or before the commencement date, as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset, or the cost of the right-of-use asset reflects that the Group anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

9. INTANGIBLE ASSETS

	DEVELOPMENT COSTS $'000	GOODWILL $'000	TOTAL $'000
Carrying value			
At 1 July 2021	4,235	8,660	12,895
Additions – internally developed	340	-	340
At 30 June 2022	4,575	8,660	13,235
Additions – internally developed	**394**	**-**	**394**
At 30 June 2023	**4,969**	**8,660**	**13,629**
Amortisation and impairment			
At 1 July 2021	2,601	1,810	4,411
Amortisation	244	-	244
At 30 June 2022	2,845	1,810	4,655
Amortisation	**224**	**-**	**224**
At 30 June 2023	**3,069**	**1,810**	**4,879**
Net book value			
At 30 June 2023	**1,900**	**6,850**	**8,750**
At 30 June 2022	**1,730**	**6,850**	**8,580**

Recognition and measurement

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss in the expense category that is consistent with the function of the intangible assets.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

Research and development costs

Research costs are expensed as incurred. Development expenditures on an individual project are recognised as an intangible asset when the Group can demonstrate:

- The technical feasibility of completing the intangible asset so that the asset will be available for use or sale;
- Its intention to complete and its ability and intention to use or sell the asset;
- How the asset will generate future economic benefits;
- The availability of resources to complete the asset; and
- The ability to measure reliably the expenditure during development.

9. INTANGIBLE ASSETS (CONTINUATION)

Following initial recognition of the development expenditure as an asset, the asset is carried at cost less any accumulated amortisation and accumulated impairment losses. Amortisation of the asset begins when development is complete and the asset is available for use. It is amortised over the period of expected future benefit. During the period of development, the asset is tested for impairment annually.

There are two design and development projects:

- Cable coupling devices; and
- Components for mining.

Key estimates and assumptions – Development costs

The Group capitalises costs for product development projects. Initial capitalisation of costs is based on management's judgement that technological and economic feasibility is confirmed, usually when a product development project has reached a defined milestone according to an established project management model.

At 30 June 2023, the carrying amount of capitalised development costs was $1,900,000 (2022: $1,730,000).

The remaining amortisation period is:

- Within one year - $212,000
- After one year but not more than five years - $22,000
- Under development and not completed - $1,666,000

Goodwill

For impairment testing, goodwill acquired through business combinations are allocated to the electronics components CGU, which is also an operating and reportable segment.

Carrying amount of goodwill allocated to the CGU:

	ELECTRICAL COMPONENTS	
	2023 $'000	2022 $'000
Goodwill	**6,850**	6,850

The Group performed its annual impairment test in June 2023. The Group considers the relationship between its market capitalisation and its book value, among other factors, when reviewing for indicators of impairment.

Electrical components CGU

The recoverable amount of the electrical components CGU, as at 30 June 2023, has been determined based on a value in use calculation using cash flow projections from financial budgets approved by senior management covering a five-year period.

The pre-tax discount rate applied to cash flow projections is 16.4% (2022: 17.2%) and cash flows beyond the five-year period are extrapolated using a 2.5% growth rate (2022: 2.5%) that is the same as the long-term average growth rate for the electrical components industry.

It was concluded that the book value of the CGU did not exceed the value in use. As a result of this analysis, management determined that there is no impairment charge in the current year against goodwill with a carrying amount of $6,850,000 as at 30 June 2023.

Key assumptions used in value in use calculations and sensitivity to changes in assumptions

The calculation of value in use for the electrical component's unit is most sensitive to the following assumptions:

- Discount rates; and
- Growth rate estimates used to extrapolate cash flows beyond the forecast period.

9. INTANGIBLE ASSETS (CONTINUATION)

Discount rates **–** Discount rates represent the current market assessment of the risks specific to the CGU, taking into consideration the time value of money and individual risks of the underlying assets that have not been incorporated in the cash flow estimates. The discount rate calculation is based on the specific circumstances of the Group and its operating segment and is derived from the cost of equity. The cost of equity is derived from the expected return on investment by the Group's investors.

The cost of debt is nil as the Group has no debt.

Adjustments to the discount rate are made to factor in the specific amount and timing of the future tax flows in order to reflect a pre-tax discount rate.

A rise in the pre-tax discount rate to 13% in the electrical components unit would result in nil headroom for impairment.

Growth rate estimates **-** Rates are based on published industry research. These have been updated for the current economic outlook.

Management recognises that the speed of technological change and the possibility of new entrants can have a significant impact on growth rate assumptions. The effect of new entrants is not expected to have an adverse impact on the forecasts, but could yield an alternative to the estimated long-term growth rate of 2.5% for the electrical components unit.

A reduction in the long-term growth rate in the electrical components unit from +2.5% to nil would not result in impairment to goodwill.

Key estimates and assumptions – Impairment of non-financial assets

Impairment exists when the carrying value of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a DCF model.

The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Group is not yet committed to or significant future investments that will enhance the performance of the assets of the CGU being tested.

The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes. These estimates are most relevant to goodwill recognised by the Group. The key assumptions used to determine the recoverable amount for the different CGUs, including a sensitivity analysis, are disclosed and explained above.

10. TRADE AND OTHER PAYABLES

	NOTE	2023 $'000	2022 $'000
Trade payables		**4,172**	5,548
Creditors and accruals		**5,491**	8,450
	18	**9,663**	13,998
Current		**9,663**	13,998

Recognition and measurement

Trade and other payables and other accounts payable are recognised when the Group becomes obliged to make future payments resulting from the purchase of goods and services.

Terms and conditions of the above financial liabilities:

- Trade payables are non-interest bearing and are normally settled on 30-60 day terms; and
- For explanations on the Group's liquidity risk management processes, refer to Note 18.5.

11. LEASE LIABILITIES

	2023 $'000	2022 $'000
Current	**1,743**	1,048
Non-current	**933**	1,231
	2,676	2,279

Recognition and measurement

At inception of a contract, the Group assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Group where the Group is a lessee. However, all contracts that are classified as short-term leases (ie a lease with a remaining lease term of 12 months or less) and leases of low-value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Group uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- fixed lease payments less any lease incentives;
- variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- the amount expected to be payable by the lessee under residual value guarantees;
- the exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- lease payments under extension options, if lessee is reasonably certain to exercise the options; and
- payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

12. PROVISIONS

	ANNUAL AND LONG SERVICE LEAVE $'000
At 1 July 2022	1,178
Arising during the year	611
Utilised	(590)
At 30 June 2023	1,199
Current	1,127
Non-current	72
At 1 July 2021	1,007
Arising during the year	516
Utilised	(345)
At 30 June 2022	1,178
Current	1,122
Non-current	56

Recognition and measurement

General

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. When 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 a provision is presented in the statement of profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Long service leave and annual leave

The Group recognises a liability for long service leave and annual leave measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service.

Expected future payments are discounted using market yields at the reporting date on high quality corporate bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows.

Notes to the consolidated financial statements – Capital

FOR THE YEAR ENDED 30 JUNE 2023

13. CAPITAL MANAGEMENT

The Group's capital management objectives

For the purpose of the Group's capital management, capital includes issued capital, and all other equity reserves attributable to the equity holders of the parent. The primary objective of the Group's capital management is to maximise the shareholder value.

The Group manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants.

To maintain or adjust the capital structure, the Group may adjust:

- the dividend payment to shareholders;
- return capital to shareholders; or
- issue new shares.

The Group is not subject to any externally imposed capital requirements.

The Board is responsible for monitoring and approving the capital management framework within which management operates. The purpose of the framework is to prudently manage capital whilst optimising the debt and equity structure.

	2023 $'000	2022 $'000
Bank guarantees	**676**	191
Net debt	**676**	191
Equity	**68,493**	59,864
Total capital	**68,493**	59,864
Capital and net debt	**69,169**	60,055

In order to achieve this overall objective, the Group's capital management, among other things, aims to ensure that it meets financial covenants that define capital structure requirements. There have been no breaches of the financial covenants in the current period.

No changes were made in the objectives, policies, or processes for managing capital during the years ended 30 June 2023 and 2022.

Notes to the consolidated financial statements – Capital

FOR THE YEAR ENDED 30 JUNE 2023

14. DIVIDENDS

	2023 $'000	2022 $'000
Cash dividends on ordinary shares declared and paid:		
Final dividend for 2022: 3.0 cents per share (2021: 2.0 cents per share)	**870**	580
Interim dividend for 2023: 3.0 cents per share (2022: 2.0 cents per share)	**870**	580
	1,740	1,160
Proposed dividends on ordinary shares		
Final cash dividend for 2023: 3.5 cents per share (2022: 3.0 cents per share)	**1,015**	870
Franking credit balance		
The amount of franking credits available for the subsequent financial year are:		
• Franking account balance as at the end of the financial year at 30% (2022: 30%)	**31,724**	28,390
• Franking debits that will arise from the payment of dividends as at the end of the financial year	**435**	373

15. ISSUED CAPITAL, RESERVES AND NON-CONTROLLING INTEREST

15.1 Issued shares

	2023	2022
	Thousands	
Ordinary shares as at 30 June 2023	**28,994**	28,994
	28,994	28,994

	Thousands	$'000
Ordinary shares and dollar value as at 30 June 2023	**28,994**	28,270
At 30 June 2023	**28,994**	28,270

15. ISSUED CAPITAL, RESERVES AND NON-CONTROLLING INTEREST (CONTINUATION)

15.2 Reserves

The disaggregation of changes of OCI by each type of reserve in equity:

	FAIR VALUE RESERVE OF FINANCIAL ASSETS AT FVOCI $'000
As at 1 July 2021	(327)
Other comprehensive income	(278)
Transfer to retained earnings	131
At 30 June 2022 and 1 July 2022	(474)
Other comprehensive income	**123**
At 30 June 2023	**(351)**

16. EARNINGS PER SHARE (EPS)

Basic EPS is calculated by dividing the profit for the year attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year.

Diluted EPS is calculated by dividing the profit attributable to ordinary equity holders of the parent by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

The following table reflects the income and share data used in the basic and diluted EPS calculations:

	2023 $'000	2022 $'000
Profit attributable to ordinary equity holders of the parent	**10,246**	8,000
Profit attributable to ordinary equity holders of the parent for basic earnings	**10,246**	8,000
Profit attributable to ordinary equity holders of the parent adjusted for the effect of dilution	**10,246**	8,000

	2023 THOUSANDS	2022 THOUSANDS
Weighted average number of ordinary shares for basic EPS	**28,994**	28,994
Weighted average number of ordinary shares adjusted for the effect of dilution	**28,994**	28,994

There have been no transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

17. FAIR VALUE MEASUREMENT

The following table provides the fair value measurement hierarchy of the Group's assets and liabilities.

17.1 Fair value measurement hierarchy for assets as at 30 June 2023:

			FAIR VALUE MEASUREMENT USING		
	Date of valuation	Total $'000	Quoted prices in active markets (Level 1) $'000	Significant observable inputs (Level 2) $'000	Significant unobservable inputs (Level 3) $'000
Assets measured at fair value					
Quoted equity shares **(Note 18)**	30 June 2023	23	23	-	-
Unquoted equity shares **(Note 18)**	30 June 2023	280	-	280	-
Unlisted investment unit trusts **(Note 18)**	30 June 2023	4,255	-	4,255	-
Unlisted hybrid notes **(Note 18)**	30 June 2023	284	-	284	-

The Company held units in the following unlisted investment managed funds at 30 June 2023:

- Regal Resources Long Short Fund.
- Dexus Property Fund.
- Bennelong Funds Management Group.
- CAIS Millennium International Commitment Fund Limited.
- Arrow (Alium) Market Neutral Fund – Platform Class, and
- Catalyst FM Global Opportunities Fund.

These Funds are registered managed investment schemes in unlisted Australian and International unit trusts. Unit prices vary depending on the underlying asset investments.

The company held shares in unlisted Company, Local Agent Finder Limited, and

The Company also held shares in Invigor Group Limited a company listed on the ASX as code ASX:IVO.

There were no transfers between Level 1, Level 2 or Level 3 during 2023.

17. FAIR VALUE MEASUREMENT (CONTINUATION)

17.2 Fair value measurement hierarchy for assets as at 30 June 2022:

			FAIR VALUE MEASUREMENT USING		
	Date of valuation	Total $'000	Quoted prices in active markets (Level 1) $'000	Significant observable inputs (Level 2) $'000	Significant unobservable inputs (Level 3) $'000
Assets measured at fair value					
Unquoted equity shares **(Note 18)**	30 June 2022	45	45	-	-
Unquoted equity shares **(Note 18)**	30 June 2022	280	-	280	-
Unlisted unit trust **(Note 18)**	30 June 2022	2,879	-	2,879	-

There was no transfer between Level 1, Level 2 or from Level 3 during 2022.

The Company held units in the following unlisted investment managed funds at 30 June 2022:

- Regal Resources Long Short Fund.
- CAIS Millennium International Commitment Fund Limited.
- Arrow (Alium) Market Neutral Fund – Platform Class, and
- Catalyst FM Global Opportunities Fund.

These Funds are registered managed investment schemes in unlisted Australian and International unit trusts. Unit prices vary depending on the underlying asset investments.

The Company also held shares in Invigor Group Limited a company listed on the ASX as code ASX:IVO.

17.3 Fair value measurement hierarchy for liabilities

There are no liabilities in the Group that are subject to fair value measurement for 30 June 2023 and 2022.

17.4 Summary of financial assets at FVOCI held and changes in fair value

	2023 $'000	2022 $'000
Ardea Real Outcome Fund	**-**	-
Local Agent Finder Limited	**280**	280
CAIS Millennium International Commitment Fund Limited	**1,238**	474
Arrow (Alium) Market Neutral Fund – Platform Class	**982**	1,005
Regal Resources Long Short Fund	**1,012**	450
Catalyst FM Global Opportunities Fund	**926**	950
Bennelong Funds Management Group	**284**	-
Dexus Real Estate Partnership 1 Fund	**97**	-
Invigor Group Limited	**23**	45
Total financial assets at FVOCI	**4,842**	3,204

17. FAIR VALUE MEASUREMENT (CONTINUATION)

	2023 $'000	2022 $'000
Opening	**3,204**	3,248
Additions	**1,515**	3,103
Disposals	**-**	(2,869)
Revaluation of financial assets	**123**	(278)
Closing	**4,842**	3,204

During the year, brokerage fees amounting to $nil (2022: Nil) on purchase and sale of debt, equity, hybrid securities and or investment trust units were netted off against the cost base or sale consideration received. The Company also incurred $21,000 (2022: $9,000) in management fees paid to Macquarie Private Bank.

17.4 Fair value measurement

The Group measures financial instruments such as investments, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- ***Level 1*** – Quoted (unadjusted) market prices in active markets for identical assets or liabilities;
- ***Level 2*** – Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- ***Level 3*** – Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

17. FAIR VALUE MEASUREMENT (CONTINUATION)

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Board determines the policies and procedures for recurring fair value measurement, such as unquoted financial assets.

At each reporting date, the Board analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Group's accounting policies. For this analysis, the Board verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents.

The Board also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable.

The Manager of the Group's investment portfolio presents the valuation results to the Audit Committee and the Group's independent auditors. This includes a discussion of the major assumptions used in the valuations.

For the purpose of fair value disclosures, the Group has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES

18.1 Financial assets

	NOTE	2023 $'000	2022 $'000
Financial assets at fair value through OCI			
Quoted equity shares	17	**23**	45
Unquoted equity shares	17	**280**	280
Unlisted unit trusts	17	**4,255**	2,879
Unlisted hybrid notes	17	**284**	-
		4,842	3,204
Financial assets at amortised cost			
Cash and cash equivalents	5	**22,796**	17,907
Trade receivables	6	**20,756**	19,522
Total financial assets		**48,394**	37,429
Total current		**43,552**	37,429
Total non-current		**4,842**	3,204

Recognition and measurement

Initial recognition and measurement

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

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

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

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

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

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Group commits to purchase or sell the asset.

Subsequent measurement

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

- Financial assets at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments);
- Financial assets at fair value through profit or loss (quoted hybrid securities); and
- Trade receivables at amortised cost.

Financial assets measured at fair value through OCI (equity instruments)

Upon initial recognition, the Group can elect to classify irrevocably its equity investments at fair value through OCI when they meet the definition of equity under AASB 132 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss.

Dividends are recognised as other income in the statement of profit or loss when the right of payment has been established.

Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Group elected to classify irrevocably its quoted and unquoted equity investments under this category as the Group considers these investments to be strategic in nature.

Financial assets at fair value through profit or loss (quoted hybrid securities)

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value.

Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

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

This category includes quoted hybrid debt securities which the Group had irrevocably elected to classify at fair value through profit or loss.

Interest received on quoted hybrid securities is accrued on a time basis, by reference to the principal outstanding and at the effective interest rate applicable.

Fair values of the quoted hybrid securities are determined by reference to published price quotations in an active market.

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Group's consolidated statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

Impairment of financial assets

Further disclosures relating to impairment of financial assets are also provided in the following notes:

- Trade receivables **(Note 6)**

Trade receivables

For trade receivables, the Group applies a simplified approach in calculating ECLs. Therefore, the Group does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. This was based on the Group's historical credit loss experience, adjusted for forward-looking factors specific to the debtors.

The Group considers a financial asset in default when contractual payments are 90 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 taking into account any credit enhancements held by the Group. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

18.2 Financial liabilities

	NOTE	2023 $'000	2022 $'000
Financial liabilities at amortised cost			
Trade and other payables	10	**9,663**	13,998
Lease liabilities	11	**2,676**	2,279
Total financial liabilities		**12,339**	16,277
Total current		**11,406**	15,046
Total non-current		**933**	1,231

Recognition and measurement

Initial recognition and measurement

The Group's financial liabilities include trade and other payables only. These are classified, at initial recognition as payables, net of directly attributable transaction costs as appropriate.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in the statement of profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis or to realise the assets and settle the liabilities simultaneously.

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

18.3 Fair values

Set out below is a comparison, by class, of the carrying amounts and fair values of the Group's financial instruments:

	2023		2022	
	Carrying amount $'000	Fair value $'000	Carrying amount $'000	Fair value $'000
Financial assets				
Unquoted equity shares	280	280	280	280
Unlisted unit trusts	4,255	4,255	2,879	2,879
Unlisted hybrid notes	284	284	-	-
Quoted equity shares	23	23	45	45
	4,842	4,842	3,204	3,204

18.4 Fair values measurements and valuation processes

Management assessed that the fair values of:

- cash deposits;
- trade receivables; and
- trade payables

approximate their carrying amounts largely due to the short-term maturities of these instruments.

The following methods and assumptions were used to estimate the fair values:

- The fair values of the unlisted investment unit trust securities are based on the value of the trust's net assets per redeemable unit at each reporting date. Investment positions are valued based on the last traded market price, net of transaction costs, for the purpose of determining the trust's net asset value for unit pricing purpose.
- In addition to being sensitive to a change in the forecast cash flows or the discount rate, the fair value of the unquoted equity instruments and unlisted trust units is also sensitive to a reasonably possible change in the growth rates. The valuation requires management to use unobservable inputs in the model. Management regularly assesses a range of reasonably possible alternatives for those significant unobservable inputs and determines their impact on the total fair value.
- There is an active market for the Group's quoted equity shares and unlisted managed investment unit trust.

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

18.5 Financial instruments risk management objectives and policies

The Group's principal financial liabilities comprise trade and other payables only. The Group's principal financial assets include trade receivables, and cash that derive directly from its operations. The Group also holds investments in managed fund via unit trust and unquoted equity instruments.

The Group is exposed through its asset investments to:

- market risk,
- currency risk,
- credit risk; and
- liquidity risk.

The Board of Directors oversees the management of these risks along with guidance from independent financial advisers. The Board of Directors advises on financial risks and the appropriate financial risk governance framework for the Group. The Board of Directors reviews and agrees policies for managing each of these risks, which are summarised below.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the overall performance of financial market prices. Market risk comprises three types of risk:

- interest rate risk;
- currency risk; and
- other price risk, such as equity price risk.

Financial instruments affected by market risk include deposits and debt, equity and unit trust investments.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in financial market interest rates. The Group's exposure to the risk of changes in market interest rates relates primarily to the Group's cash as well as its investment in a unit trust. The risk that changes in interest rates may have an adverse impact on the capital value or income of a security.

Foreign currency risk

Foreign currency risk is the risk that the fair value or future cash flows of an exposure will fluctuate because of changes in foreign exchange rates. The Group's exposure to the risk of changes in foreign exchange rates relates primarily to the Group's operating activities (when revenue or expense is denominated in a foreign currency) as well as its investment in a unit trust.

Some securities held by the trust may be denominated in a currency different to Australian Dollars. A change in the value of these currencies relative to the Australian dollar can affect the value of the unit trust.

The Group does not have a defined policy on foreign currency derivatives; however, the Board assesses the risk of individual transactions as they arise for the requirement to use currency derivative instruments.

Equity price risk

The Group's listed and non-listed equity investments are susceptible to market price risk arising from uncertainties about future values of the investment securities. The Group manages the equity price risk through diversification and by placing limits on individual and total equity instruments. Reports on the equity portfolio are submitted to the Group's Board of Directors on a regular basis. The Group's Board of Directors reviews and approves all equity and hybrid investment decisions.

At the reporting date, the company held $23,000 in listed equity investments. It's exposure to non-listed equity, unit trust and hybrid notes investments at fair value were $4,819,000 (2022: $3,159,000).

Given that the changes in fair values of the equity and certain unlisted investments held are strongly positively correlated with changes to the variables such as ASX market index, the broader financial markets and the underlying assets held by the investment trust, the Group has determined that an increase/ (decrease) of 10% in these market variables could have an impact of approximately $339,000 (2022: $221,000) increase/ (decrease) on the income and equity attributable to the Group.

Notes to the consolidated financial statements – Risk

FOR THE YEAR ENDED 30 JUNE 2023

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

Credit risk

Credit risk is the risk that counterparty will not meet its obligations under a financial instrument, fixed income security or customer contract, leading to a financial loss. The Group is exposed to credit risk from its operating activities (primarily trade receivables) and from its financing activities, including deposits with banks and financial institutions, foreign exchange transactions and investments in a unit trust.

Trade receivables

Customer credit risk is managed by each business unit subject to the Group's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables and contract assets are regularly monitored and any shipments to major customers are generally covered by letters of credit.

At 30 June 2023, the Group had 35 customers (2022: 41) that owed the Group more than $100,000 each and accounted for approximately 85% (2022: 84%) of all the receivables outstanding. There were 15 customers (2022: 13 customers) with balances greater than $500,000 accounting for just over 64% (2022: 61%) of the total amounts of trade receivables.

An impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating, and coverage by letters of credit or other forms of credit insurance). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The maximum exposure to credit risk at the reporting date is the carrying value of each class of financial assets disclosed in Note 6. The Group does not hold collateral as security. The letters of credit are considered integral part of trade receivables and considered in the calculation of impairment.

The Group evaluates the concentration of risk with respect to trade receivables as low, as its customers are located in several jurisdictions and industries and operate in largely independent markets.

Set out below is the information about the credit risk exposure on the Group's trade receivables using a provision matrix:

		DAYS PAST DUE			
	Current $'000	<30 days $'000	30-60 days $'000	61-90 days $'000	Total $'000
30 June 2023					
Expected credit loss rate	0.10%	0.05%	2.5%	100%	
Estimated total gross carrying amount at default	10,301	8,359	1,923	47	20,630
Expected credit loss	10	4	48	47	109
30 June 2022		47	109		
Expected credit loss rate	0.11%	0.16%	6.8%	100%	
Estimated total gross carrying amount at default	10,008	7,971	1,556	16	19,551
Expected credit loss	11	13	106	16	146

18. FINANCIAL ASSETS AND FINANCIAL LIABILITIES (CONTINUATION)

Liquidity risk

The Group monitors its risk of a shortage of funds using a liquidity planning tool.

The Group's objective is to maintain a balance between continuity of funding and flexibility through the use of bank guarantees and a finance lease facility. The Group has access to a sufficient variety of sources of funding that borrowing within 12 months can be rolled over with existing lenders.

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments:

FINANCIAL LIABILITIES	ON DEMAND $'000	< 3 MONTHS $'000	3-12 MONTHS $'000	1-5 YEARS $'000	>5 YEARS $'000	TOTAL $'000
2023						
Non-derivatives						
Trade and other payables	**9,663**	**-**	**-**	**-**	**-**	**9,663**
Lease liabilities	**-**	**281**	**1,462**	**933**	**-**	**2,676**
	9,663	**281**	**1,462**	**933**	**-**	**12,339**
2022						
Non-derivatives						
Trade and other payables	13,998	-	-	-	-	13,998
Lease liabilities	-	250	798	1,231	-	2,279
	13,998	250	798	1,231	-	16,277

FINANCING FACILITIES	2023 $'000	2022 $'000
Finance lease facility which may be extended by mutual agreement annually		
• Amount unused	**1,500**	1,500
	1,500	1,500
Bank guarantee facility which may be extended by mutual agreement annually		
• Amount used	**676**	191
• Amount unused	**1,124**	894
	1,800	1,085

Notes to the consolidated financial statements – Group Structure

FOR THE YEAR ENDED 30 JUNE 2023

19. GROUP INFORMATION

19.1 Information about subsidiaries

The consolidated financial statements of the Group include:

			% EQUITY INTEREST	
Name	Principal activities	Country of incorporation	2023 %	2022 %
Parent				
Excelsior Capital Limited		Australia		
Subsidiaries				
CMI Operations Pty Ltd	Electrical components	Australia	100	100

Notes to the consolidated financial statements – Unrecognised items

FOR THE YEAR ENDED 30 JUNE 2023

20. COMMITMENTS AND CONTINGENCIES

20.1 Commitments

At 30 June 2023, the Group had no commitments (2022: Nil).

20.2 Guarantees

The Group has provided the following guarantee at 30 June 2023:

- Leases over several of its premises of $676,000 (2022: $191,000)

20.3 Contingent liabilities

The Company has issued the following guarantees in relation to the debts of its subsidiaries:

- Pursuant to ASIC Corporations (Wholly-owned Companies) Instrument 2016/785, Excelsior Capital Limited has entered into a deed of cross guarantee. The effect of the deed is that Excelsior Capital Limited has guaranteed to pay any deficiency in the event of winding up of any controlled entity if they do not meet their obligations under the terms of overdrafts, loans, leases or other liabilities subject to the guarantee.
- The controlled entities have also given a similar guarantee in the event that Excelsior Capital Limited is wound up or if it does not meet its obligations under the terms of overdrafts, loans, leases or other liabilities subject to the guarantee

Guarantees on lease of premises

The company has a contingent liability arising as a result of guarantees made directly for lease of premises. The amount disclosed represents the aggregate amount of such guarantees. The extent to which an outflow of funds will be required is dependent on the satisfaction of the obligations under the terms of the leases.

21. EVENTS AFTER THE REPORTING PERIOD

21.1 Final dividend declared

On 30 August 2023, the directors of Excelsior Capital Limited declared a final dividend on ordinary shares in respect of the 2023 financial year. The total amount of the dividend is $1,015,000 which represents a fully franked dividend of 3.5 cents per share. The dividend has not been provided for in the 30 June 2023 financial statements.

Notes to the consolidated financial statements – Other disclosures

FOR THE YEAR ENDED 30 JUNE 2023

22. AUDITOR'S REMUNERATION

The auditor of Excelsior Capital Limited is Hall Chadwick.

	2023 $	2022 $
Amounts received or due and receivable by Hall Chadwick for:		
An audit and review of the financial report of the entity and any other entity in the consolidated group	86,000	80,800
Other services in relation to the entity and any other entity in the consolidated group:		
• Tax compliance	8,418	15,230
	94,418	96,030
Amounts received or due and receivable by Ernst & Young Australia for:	-	-
Other services in relation to the entity and any other entity in the consolidated group:		
• Tax compliance	-	7,700
• Tax consulting	8,000	10,955
• Other	-	-
	8,000	18,655
Total paid / payable to auditors and advisors	102,418	**114,685**

23. RELATED PARTY DISCLOSURES

Note 19 provides information about the Group's structure, including details of the subsidiaries and the holding company. The following table provides the total amount of transactions that have been entered into with related parties for the relevant financial year.

		SALES TO RELATED PARTIES	PURCHASES FROM RELATED PARTIES	AMOUNTS OWED TO RELATED PARTIES
		$	$	$
Key management personnel of the Group:				
Other directors' interests	2023	-	-	-
Key management personnel of the Group:				
Other directors' interests	2022	-	-	-

Notes to the consolidated financial statements – Other disclosures

FOR THE YEAR ENDED 30 JUNE 2023

23. RELATED PARTY DISCLOSURES (CONTINUATION)

23.1 Terms and conditions of transactions with related parties

The sales to and purchases from related parties are made on terms equivalent to those that prevail in arm's length transactions. Outstanding balances at the year-end are unsecured and interest free and settlement occurs in cash. There have been no guarantees provided or received for any related party receivables or payables.

23.2 Other directors' interests

Purchases

During the year there has been no purchases made from related parties.

As at 30 June 2023 no management and performance fees were paid to related parties. (2022: $99,996, excluding GST was expensed in Excelsior Capital Limited relating to amounts pre-paid to Glennon Capital Pty Ltd, of which M.X. Glennon is a director and controlling shareholder and is a previous director of Excelsior Capital Limited).

Amounts owed to related parties

During the year there have been no amounts lent by related parties.

23.3 Compensation of key management personnel of the Group

	2023 $	2022 $
Short-term employee benefits	**835,375**	728,253
Post-employment benefits	**84,262**	93,814
Termination benefits	**-**	-
Total compensation paid to key management personnel	**919,637**	822,067

Reconciliation to Remuneration report		
Executives	**756,895**	645,930
NED's	**162,742**	176,137
Total compensation paid to key management personnel	**919,637**	822,067

The amounts disclosed in the table are the amounts recognised as an expense during the reporting period related to key management personnel.

Notes to the consolidated financial statements – Other disclosures

FOR THE YEAR ENDED 30 JUNE 2023

24. INFORMATION RELATING TO EXCELSIOR CAPITAL LIMITED (THE PARENT)

The table represents the legal parent entity, which is Excelsior Capital Limited.

	2023 $	2022 $
Current assets	**22,749**	21,418
Total assets	**27,624**	24,677
Current liabilities	**(6,891)**	(1,689)
Total liabilities	**(6,874)**	(1,751)
Net Assets	**20,750**	22,926
Issued capital	**28,270**	28,270
Retained earnings	**(7,169)**	(4,870)
Reserves	**(351)**	(474)
Equity attributable to equity holders of the parent	**20,750**	22,926
Loss after tax	**(559)**	(1,006)
Total comprehensive income	**(436)**	(1,284)

Refer to Note 20 for guarantees that the Parent has issued in relation to the debts of its subsidiaries.

Directors' declaration

In accordance with a resolution of the directors of Excelsior Capital Limited, I state that:

1. In the opinion of the directors:

    (a) the financial statements and notes of Excelsior Capital Limited for the financial year ended 30 June 2023 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 and the *Corporations Regulations 2001*.

    (b) the financial statements and notes also comply with International Financial Reporting Standards as disclosed on page 27; 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.

2. 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 year ended 30 June 2023.

On behalf of the board

D. Herceg
Chairman

30 August 2023

HALL CHADWICK
Chartered Accountants & Business Advisors

EXCELSIOR CAPITAL LIMITED
ABN 98 050 542 553
AND ITS CONTROLLED ENTITIES

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EXCELSIOR CAPITAL LIMITED

Report on the Financial Report

Opinion

We have audited the financial report of Excelsior Capital Limited (the company) and its controlled entities (the group), which comprises the consolidated statement of financial position as at 30 June 2023, the consolidated statement of profit or loss, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information and the director's declaration.

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

(i) giving a true and fair view of the group's financial position as at 30 June 2023 and of its financial performance for the year then ended; and

(ii) 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* (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 confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the company, would be in the same terms if given to the directors as at the time of this auditor's report.

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 judgement, were of most significance in our audit of the financial report for the year ended 30 June 2023. 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.

ADELAIDE
Suite 201 Level 2
147 Pirie Street
Adelaide SA 5000
T: +61 8 8545 8422

BRISBANE
Level 4
240 Queen Street
Brisbane QLD 4000
T: +61 7 2111 7000

DARWIN
Paspalis Business Centre
Level 1 Suite 11
48-50 Smith Street
Darwin NT 0800
T: +61 8 8943 0645

MELBOURNE
Level 14
440 Collins Street
Melbourne VIC 3000
T: +61 3 9820 6400

PERTH
Allendale Square
Level 11
77 St Georges Terrace
Perth WA 6000
T: +61 8 8943 0645

SYDNEY
Level 40
2 Park Street
Sydney NSW 2000
T: +61 2 9263 2600

hallchadwick.com.au

HALL CHADWICK (NSW)

EXCELSIOR CAPITAL LIMITED
ABN 98 050 542 553
AND ITS CONTROLLED ENTITIES

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EXCELSIOR CAPITAL LIMITED

Key Audit Matter	How Our Audit Addressed the Key Audit Matter
Impairment assessment of goodwill *Refer to Note 9 Goodwill, Note 3 Significant accounting judgments, estimates and assumptions*	
As required by Australian Accounting Standards, the group is required to perform an impairment test of goodwill on at least an annual basis. This annual impairment assessment was a key audit matter due to the size of the asset (carrying value of $6.849m) and the degree of estimation and assumptions, specifically forecast earnings and discount rates, which are affected by expected future demand for products in the electrical business as a separate cash generating unit.	Our audit procedures included, amongst others: • Assessed management's determination of the group's cash-generating units ("CGUs") • Involved our valuation experts to evaluate the methodologies used by the group and to review the mathematical accuracy of the cash flows forecasts. • Evaluated management's key assumptions used in the cash flows forecasts to determine the recoverability of electrical business assets and agreed relevant data to supporting documents. • Challenged management on the base options used in the cash flow forecast by considering this information and evidence available to us internally and externally. • Evaluated historical reliability of prior period cashflows by considering this information and evidence available internally and externally. • Performed sensitivity analysis around the key assumptions of growth rates and discount rates used in the cash flow forecasts and assessed the sensitivity and likelihood of a change of these assumptions that either individually or collectively would result in the electrical business assets to be impaired or otherwise • Reviewed the adequacy of the groups disclosure in relation to the carrying value of goodwill.

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 Group's annual report for the year ended 30 June 2023, but does not include the financial report and our auditor's report thereon.

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

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

HALL CHADWICK (NSW)

EXCELSIOR CAPITAL LIMITED
ABN 98 050 542 553
AND ITS CONTROLLED ENTITIES

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EXCELSIOR CAPITAL LIMITED

Responsibilities of the Directors for the Financial Report

The directors of the Croup 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 ability of the group to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

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

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

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

HALL CHADWICK (NSW)

EXCELSIOR CAPITAL LIMITED
ABN 98 050 542 553
AND ITS CONTROLLED ENTITIES

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF EXCELSIOR CAPITAL LIMITED

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 compiled 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, related safeguards.

From the communication with the directors, we determined those matters that were of most significant in the audit of the financial report for the current period and are therefore the key audit matters. We have described these matters in our auditor's report unless laws or regulations precludes public disclosure about the matter, or when in extremely rare circumstances, we determined 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 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 Excelsior Capital Limited for the year ended 30 June 2023 complies with s 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 s 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.

Hall Chadwick

HALL CHADWICK (NSW)
Level 40, 2 Park Street
Sydney, NSW 2000

DREW TOWNSEND
Partner
Dated: 30 August 2023

ASX additional information

Additional information required by the Australian Stock Exchange Ltd and not shown elsewhere in this report is as follows. The information is current as at 18 September 2023.

(a) Distribution of equity securities

(i) Ordinary share capital

- 28,994,469 fully paid ordinary shares are held by 558 individual shareholders.

All issued ordinary shares carry one vote per share and carry the rights to dividends.

(ii) Unquoted securities

Nil

(iii) Options

Nil

The number of shareholders, by size of holding, in each class are:

RANGE	FULLY PAID ORDINARY SHARES
1 - 1,000	162
1,001 – 5,000	200
5,001 – 10,000	73
10,001 – 50,000	82
50,001 – 100,000	12
100,001 and over	29
Total	**558**
Holding less than a marketable parcel	49

(b) Substantial shareholders

	FULLY PAID	
Ordinary shareholders	Number	Percentage
L.J. Catelan	14,561,102	50.22
P.E.J. Murray	3,553,633	12.26
	18,114,735	**62.48**

Includes ordinary shareholders holdings and those of any related associated entities.

ASX additional information

(c) Twenty largest holders of quoted equity securities

		FULLY PAID	
	Ordinary shareholders	Number	Percentage
1.	Catelan Securities Pty Ltd	12,420,484	42.84
2.	Leanne Catelan Superannuation Fund Pty Ltd	2,140,618	7.38
3.	London City Equities Limited	1,436,868	4.96
4.	Baauer Pty Limited	1,099,529	3.79
5.	HSBC Custody Nominees (Australia) Limited	875,876	3.02
6.	London City Equities Limited	729,772	2.52
7.	BNP Paribas Nominees Pty Limited	664,712	2.29
8.	Mr Philip Gordon Greenham	650,000	2.24
9.	HSBC Custody Nominees (Australia) Limited	581,428	2.01
10.	National Nominees Limited	542,787	1.87
11.	Mr Benjamin Youngman Graham & Mrs Katerina Graham	450,000	1.55
12.	Kalabric Family Super Pty Ltd	380,000	1.31
13.	Mast Financial Pty Ltd	350,000	1.21
14.	My Peter Edward John Murray	299,306	1.03
15.	My Peter Edward John Murray	273,831	0.94
16.	Mr Kim Bee Tan & Mrs Verna Suat Wah Tan	200,000	0.69
16.	Mr Benjamin Youngman Graham & Mrs Katerina Graham	200,000	0.69
17.	Navigator Australia Ltd	198,545	0.68
18.	Capel Court Corporation Pty Limited	184,000	0.63
19.	Imperial Pacific Limited	178,210	0.61
20.	Huntingdale Management Pty Limited	157,500	0.54
	Total	**24,013,466**	**82.80**

Corporate information

ABN 98 050 542 553

Directors

D. Herceg, Non-Executive Director/Chairman
L.J. Catelan, Executive Director
R. Mount, Non-Executive Director

Company Secretary

R. Mount

Registered office

Level 29, Chifley Tower
2 Chifley Square
Sydney, NSW, 2000

Principal place of business

18-20 Railway Road
Meadowbank
Australia

Phone: +61 2 9807 6155

Share register

Link Market Services Limited

Locked Bag A14
Sydney South
Australia

Phone: +61 2 8280 7454

Excelsior Capital Limited shares are listed on the Australian Stock Exchange (ASX:ECL)

Solicitors

Nicholson Ryan Lawyers

Level 7
420 Collins Street
Melbourne, VIC, 3000
Australia

Bankers

National Australia Bank

Level 20
100 Creek Street
Brisbane, QLD, 4000
Australia

Auditors

Hall Chadwick (NSW)

Level 40, Citi Bank Building
2 Park Street
Sydney, NSW, 2000
Australia

EXCELSIOR CAPITAL LIMITED