2021/22 Club Overview Greg Pickering CEO

# Today

- Canterbury Group
- Financials
- Community Contribution
- Recent Development
- Future Development
- Influences and Impacts



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# **Canterbury Group**



# The Lakemba Club



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# Moxon Sports Club



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# Growth



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## FY 2021 – The Big Numbers

- Revenue \$64.7m
- Gross Profit \$35.9m
- Expenses \$40.3m
- EBITDARD \$20.1m
- Profit \$2.9m
- Sport \$3.92m

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Revenue
Gross Margin
Overheads
Profit / (Loss)
EBITDARD

2020	2021
\$74.0m	\$64.7m
\$35.7m	\$35.9m
\$33.7m	\$40.3m
+\$1.5m	+\$2.9m
\$19.8m	\$20.1m

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	2020	2021
Total Assets	\$232m	\$218m
Total Liabilities	\$52m	\$35m
Net Assets/Members Funds	\$180m	\$183m

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# FY 2021 - Community

Bulldogs RLC	
Grants - Other	
Grants - Community	

2021	2020
	\$2.6m
	\$0.025m
	\$0.6m

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## 2018 Development

- 2015 2018
- Major Infrastructure Project
- Delivered
  - 450 Car Parks
  - Cellar
  - Warehouse and Delivery
  - Basement facility

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# 2018 Development

- Also
  - Café and associated lounge
  - Bistro with kids play and outdoor
  - Production Kitchens (2)
  - Indoor and Outdoor Gaming incorporating VIP Indoor/Outdoor and ancillary services

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# 2018 Development

- \$106m
- 2 Builders
- A significant infrastructure project for the proposed future development of the site
- Major Disruption to member amenity

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Site
Car Park
Basement
Ground Floor
1st Floor

## Whats Next?

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- 1. Relocate Offices from L1 to Basement
- 2. Finalise Fire Sprinkler System (audi & car park)
- 3. New Exec Offices and Board Room
- 4. New Cocktail Bar (events break out)
- 5. Showroom
- 6. The Paragon



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#### **Executive Administration Offices**



#### Level 1: Cocktail Bar (Whiskey Room)



#### Level 1: Showroom





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Ground Floor – The Paragon



# WHAT ELSE?

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#### Possible Future

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- Approved / Commenced
  - Hotel (143/128 rooms options)
    - Feasibility: prepared (2014) and refreshed (2020) ahead of commitment
    - Project Status: On Hold
- Other Consideration
  - Residential
    - No Feasibility / No Approval



Stage 1 - hotel Stage 1 option 1 : 143 rooms - hotel rooms on lv1 option 2 : 125 rooms - conference facility on lv1

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# Stage 2 - residential tower A approx. 200 apartments with approx. 250 carpark space





# Stage 3 - residential tower B approx. 130 apartments approx. 160 carpark space

# Strategic Focus

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### • <u>Group</u>

Post Covid: Consolidation of trading and operations

- Maximize: Gaming Performance and Opportunities
- Systems and Processes (to improve current business sustainability)
- Create a properly researched Development Master Plan for Canterbury
  - Consolidation of finances for Future development
  - Researching profit making diversification opportunities for Canterbury's Business Model

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# **External Strategic Influences**

• <u>Government</u>

### - Federal

- Relationship
  - Post Election
- Post Pandemic Management
  - Have you renegotiated a Power Contract Lately?

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## Strategic Influences

#### - State (NSW)

- Relationship
- Gaming & Liquor Issues, Legislation & Amendments
- Development Opportunities
- Pandemic Management

#### – Local

- Relationship
- Gaming / Alcohol Policy Trading Hours
- Development

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## FY 2021 – Pandemic Recovery Review

	Apr 2020 H1	Oct 2020 H2	FY2020	FY2021
Revenue	\$36.4m	\$37.6m	\$74.0m	\$57m
Overheads	-\$20.0m	-\$13.7m	\$33.7m	\$40.3m
Profit / (Loss)	-\$5.50m	+\$7.5m	+\$2.0m	\$3.4m
EBITDARD	\$4.57m	\$14.92m	\$19.49m	\$20.5m
No of weeks closed	5	5	10	16

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