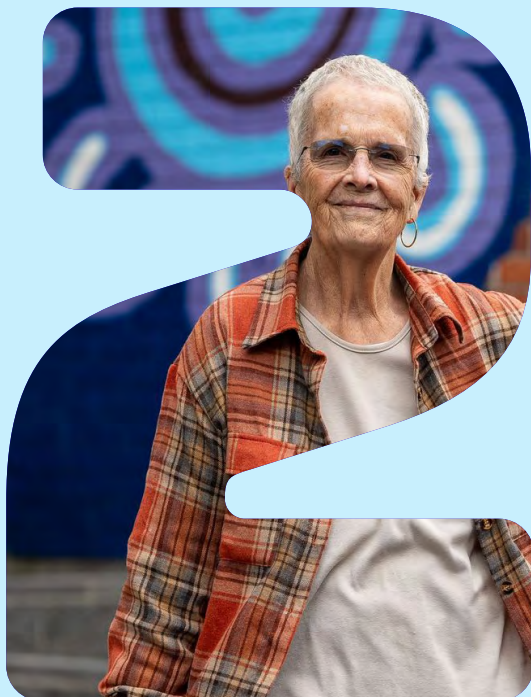




Annual Report



Acknowledgement Of Country

CHL acknowledges the Traditional Owners of Country throughout Australia and recognises the continuing connection to lands, waters and communities. We pay our respects to Aboriginal and Torres Strait Islander cultures and to Elders past and present.

Contents

- Message from the Chair of the Board 4
- Message from our CEO 6
- CHL impact snapshot for FY25 8
- Strategy and transformation 10
- CHL. You belong. 12
- One year into our 2024-27 Strategic Plan: putting people first 15
- Our priorities for impact in FY26 and beyond 17
- FY25 achievements across our strategic initiatives 19
 - Improve customer wellbeing 19
 - Hear from our customers 26
 - Strengthen our culture and support to our people 30
 - Hear from our people 34
 - Promote corporate sustainability and good governance 38
 - Broaden our influence to improve housing outcomes 42
- Thank you to our partners 46
- Diverse developments in FY25 48
 - Progressed 50
 - Completed 52
- Meet our Board 54
- Directors’ Report 59
- Directors’ Declaration 61
- Concise Financial Statements 62



Message from the Chair of the Board, John De Vries

CHL is recognised for its national reach and local connections, demonstrated by the diverse spread of its people, including across CHL's Executive Leadership Team and the Board of Directors. As the new Chair for CHL since December 2024, I'm proud to represent the Board as we collectively provide support to the Executive team and serve as Directors across CHL and its wholly controlled subsidiaries.



CHL is one year into its 2024-27 Strategic Plan and as outlined in this 2025 Annual Report, I can attest to how hard the team has worked to align to the strategic objectives and goals, putting people first, integrating greater commercial discipline and blending social purpose with financial accountability.

FY25 was a significant year to ensure the organisation is heading in the right strategic direction, implementing a solid foundation that will enable growth and the achievement of its 2024-27 Strategic Plan.

Over the last year at CHL, the Board has supported on activity related to:

- 1 Strengthening governance:** marked by the introduction of 'mirror boards' across CHL's operating subsidiaries, creating a streamlined, efficient and centralised governance structure and clearer, more accountable decision-making.
- 2 Embedding a commercial mindset:** exemplified by the amalgamation of the Development and Investment internal divisions to form the unified Homes division, aligning CHL's end-to-end capabilities to create housing solutions that meet the needs of customers and communities.
- 3 Refocusing international activity:** while CHL retains its office in Indonesia, other international operations have downsized. The commitment to addressing housing challenges internationally will continue through the Steve Bevington Foundation, which is currently being established in dedication to the memory of CHL's founder and former Managing Director.
- 4 Operational readiness and performance:** from a new intranet and website to the brand identity review, these significant updates to CHL's systems, platforms and processes will help CHL deliver its strategy and better serve our people and our customers.
- 5 Deepening customer impact:** by integrating impact in everything we do, we are all responsible, including at the Board level, to put people first, improve our responsiveness to the housing crisis and achieve CHL's purpose and vision.

A key highlight of the year has been our renewed focus on customer satisfaction, property maintenance and community development. These priorities are central to our mission, as our customers remain at the heart of everything we do. We are proud of the progress made in ensuring their voices are heard and their needs are met.

As the Board of Directors, we have great confidence in CHL and its Executive Leadership Team to embed operational readiness, maximise opportunities for growth, improve outcomes for our customers and communities and enhance organisational governance to deliver on its strategy.

We recognise that CHL is not the only organisation going through significant transformation, as seen across the community housing sector. The merger to create Australian Community Housing, one national peak body, represents the collective ambition of our sector to unify our voice, strengthen our influence and drive greater impact for the communities we serve.

At CHL, we know we can achieve better housing outcomes by working together. With that collaborative approach in mind, I look forward to continuing to support the Executive Leadership Team in the year ahead, alongside my other Board members, to continue our journey to create a world without housing poverty.

– John De Vries –

Message from our CEO, Danny Dracic

Welcome to CHL's 2025 Annual Report, highlighting the significant activity, priorities and achievements of our organisation in FY25.

When reflecting on the last year, CHL has been going through a period of transformation to achieve our strategic objectives outlined in the 2024-27 Strategic Plan.

As many people know, Australia is experiencing a serious housing crisis and it is not getting any better. Property prices, private rents and the cost of living continue to rise, while population growth and changing policy settings put even more pressure on the system. For those of us in community housing, the crisis is not a distant issue; it is felt every day by the most vulnerable in our communities.

The numbers are telling the real story. National vacancy rates sit around 1 percent. To keep up, more than 240,000 new homes are needed each year until 2030, yet rising construction costs, supply shortages and inconsistent planning processes present more challenge today than ever before. As of 2024, 169,000 households were still waiting for public or social housing. Even with 426,000 households already in social housing, waiting lists keep growing. We need at least 47,000 new social and affordable homes annually over the next two decades to address the shortage and ensure secure housing for all Australians.

Community housing providers are part of the solution. Together, we manage more than 120,000 homes, with around 55,000 more in the pipeline. Delivering these projects and tackling future demand requires us to evolve and scale up. The transformation ahead is not optional, it is essential.

At CHL, this means starting with people. Our customers and our team sit at the centre of what we do. Over the last year, we have significantly invested in our people, our systems and our partnerships so we can work smarter, build capacity and support communities with consistency and care. We are strengthening our foundations, not just to grow but to provide true value for money, safeguard outcomes and make sure that impact goes as far as possible.

That also means changing how we show up and how we do things. Community housing still carries stigma and it is on us to challenge that by telling the real story: well designed, well managed, affordable homes are a community asset. They make neighbourhoods stronger. They give people dignity and a foundation for life.

This is why we have redefined our brand, which you may have noticed in the new look and feel for this year's Annual Report, supported by a new website launch too. This rebrand is directly associated with the broader change happening within our organisation and across the industry.

It is more than a new logo, it is a statement of who we are, what we stand for and where we are heading. Our vision has not changed as we remain committed to creating a world without housing poverty, but we have sharpened our purpose and made our identity reflect the leadership, courage and innovation we bring to the table.

As we face the future, community housing providers must not only deliver more homes but also demonstrate social value, manage risks responsibly and keep people at the heart of decision making. CHL is stepping forward to lead that transformation, with more than 30 years of experience behind us and more than 7,000 properties in the pipeline. We have a clear focus on what lies ahead and we are ready to bring you with us.

In this year's Annual Report, you'll discover we had a strong financial performance in FY25, increasing our revenue and other income to \$291 million (up from \$224 million prior FY) generating total comprehensive income for the year of \$89.7 million (up from \$46.4 million prior FY).



We have focused on:



Putting people first – embedding impact into every customer interaction



Strengthening our foundations – improving systems, structure and data



Preparing for scale – building operational capacity to meet growing demand and diversify services



Backing our people – investing in talent, capability and partnerships



Proving our impact – using data to demonstrate the value of secure, affordable housing.

For the priority areas of focus within FY26, the budget is looking to improve our position further with strategic operational investment that will continue to strengthen our systems, business processes, compliance and reporting as well as improve culture and quality.

On a personal note, I'm proud to have led CHL in my first full financial year as CEO. Excitingly I've represented our organisation and the sector within key forums, such as engaging with PowerHousing Australia and Community Housing Industry Association (CHIA) to support their national alliance initiative, forming Australian Community Housing as the new peak body in June 2025. I've also participated in the industry's ESG Governance Group, driving ESG reporting standards for the industry – an important step in showing the value community housing providers deliver.

Throughout the last year, I've also been deeply committed to continuing the legacy of Steve Bevington, CHL's founder and former Managing Director. In November 2024, Steve was posthumously awarded the Lifetime Achievement Award at PowerHousing Academy's Scholarships and National Awards ceremony, in recognition of his immense contributions to the Australian community housing sector. I had the honour of accepting this award on behalf of our late leader and friend, who continues to guide us at CHL. I hope we continue to serve the memory of Steve well, as we take forward his vision to create a world without housing poverty.

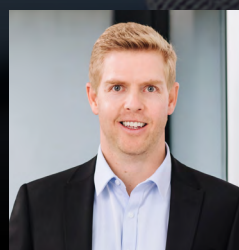
For us at CHL, it comes down to creating the foundations for belonging where lives are strengthened, communities thrive and dreams take root.

– Danny Dracic –

CHL impact snapshot for FY25

Figures as of 30 June 2025

“



“Reflecting on FY25, our goal was to achieve a surplus greater than 10% of revenue, which we accomplished. This is a great result and showcases smart planning, solid execution and the hard work of everyone involved. We’re in a strong position to keep building momentum.”

Gavin Potter, Chief Financial Officer

”

You belong.

Our customers

 **28**
community
projects

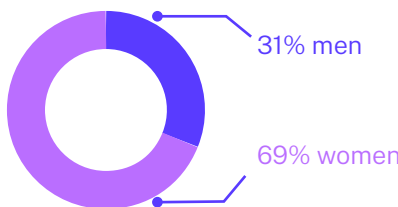
 **20,000+**
customers

 **7000+**
call centre contacts
per month

Our people

426 people
6.65% promotion rate

Gender diversity:



Our organisation

\$291 million revenue and other income
\$7 billion assets under management
30 operational offices

Top 3 positions filled in FY25

- 1** Housing Officer
- 2** Customer Service Officer
- 3** Maintenance Operative

Our homes

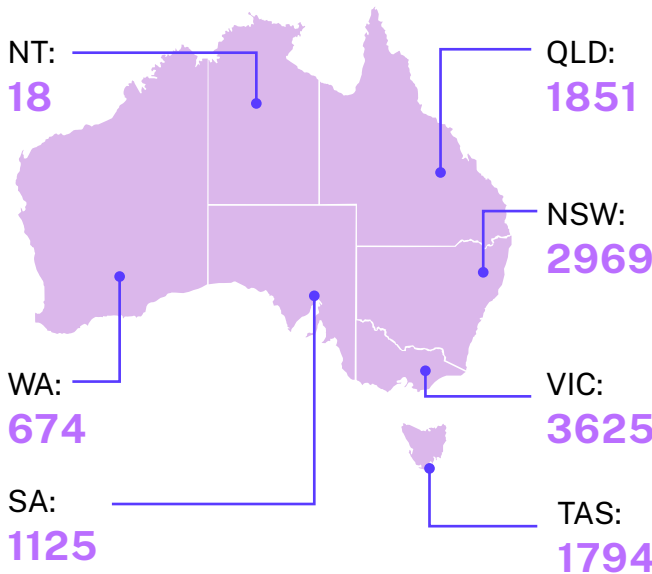
12,056
homes under
management

269
new homes
constructed

2978
homes under
construction

54
projects in
progress

Properties by state



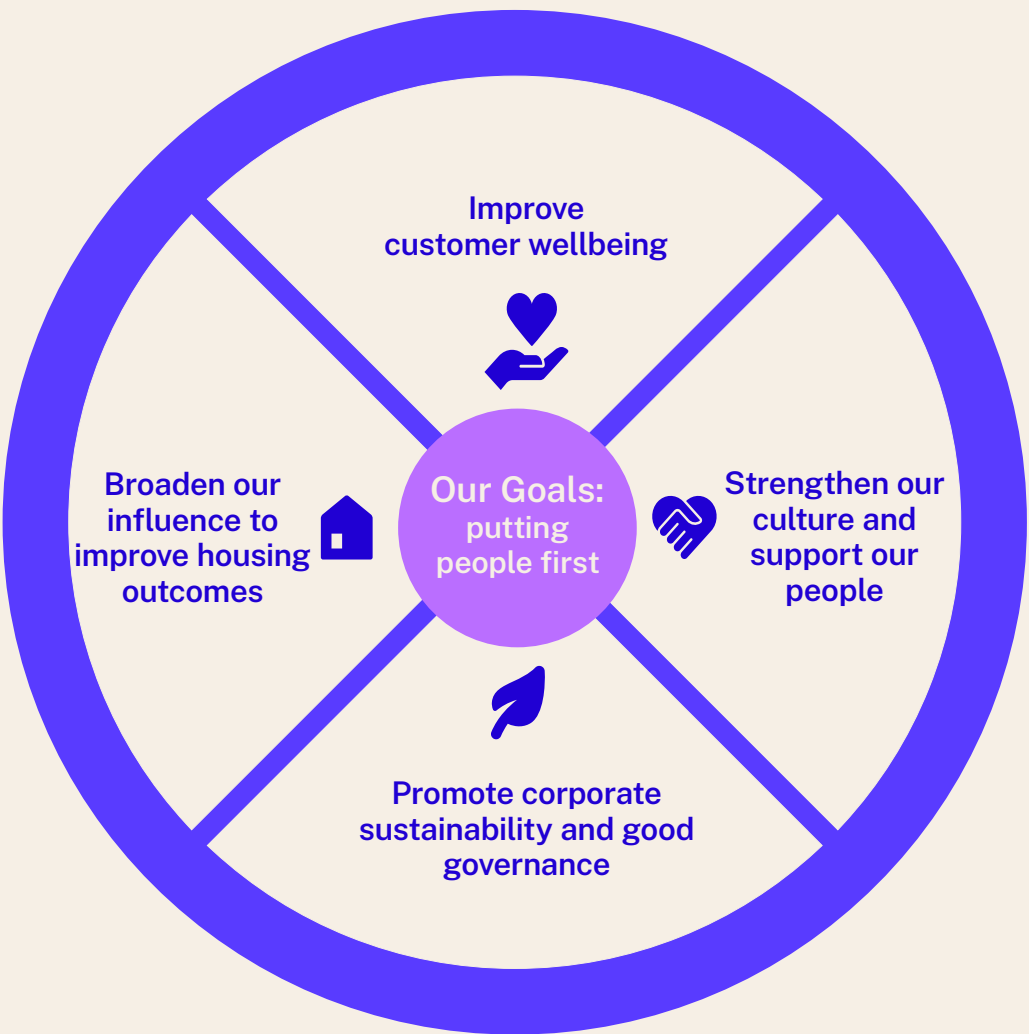
Strategy and transformation

CHL’s Strategic Plan 2024–27 supports our vision for a world without housing poverty. Putting people first is central to the plan and our work to create stronger, more connected communities across the country.

The plan sets a clear strategic direction to focus on our business foundations to ensure we can respond to the changing needs of our customers and evolving industry.

This involves four pillars over a three-year period:

- Improve customer wellbeing
- Strengthen our culture and support our people
- Promote corporate sustainability and good governance
- Broaden our influence to improve housing outcomes



Focussing on quality, excellence and a deep understanding of our customers and homes means we will be well placed to respond to growth and Australia’s housing demands. We are taking a significant step in responding to the urgent need for more social and affordable housing and our development pipeline ensures future homes are also driven by quality and excellence and meet the needs of our customers fit for the future.

To realise these ambitious goals, transformation is a key priority in the coming years. We understand that to deliver sustainable impact, we need to build a strong platform to extend our impact. This involves refining our processes, enhancing our capabilities and investing in our people, leaders and systems.

Our strategic roadmap is designed to guide us through this transformation. It will enable us to remain agile and adaptable as we respond to the evolving landscape. We will be better positioned to deliver real, sustainable outcomes and impact in the lives of our customers and communities.

As we move forward, we are committed to working collaboratively to ensure that every step we take is aligned with our purpose: to provide affordable, accessible homes with connection to community and services that enable people to build their lives.

Through this strategy and our ongoing transformation, we aim to build homes, services and communities that make a meaningful difference in the lives of those we support.



“



“In my new role as Chief Systems Officer, leading organisational transformation has been a strategic imperative for our organisation over the last year, including initiatives like reviewing our brand strategy, enhancing our quality management system and enabling data intelligence and analytics capabilities. We are prepared for ongoing change in an increasingly complex operating environment with high demand. The potential we have is infinite and we are collectively working to foster a growth mindset founded in excellence and continuous learning. I’m continually inspired by our team members who live and breathe our mission to improve housing outcomes for our communities.”

Alicia Follent, Chief Systems Officer

”

As part of our transformation journey and moving forward in an evolving industry, in FY25 we conducted an internal brand review, with the results leading to the launch of CHL's new brand identity, as of October 2025.

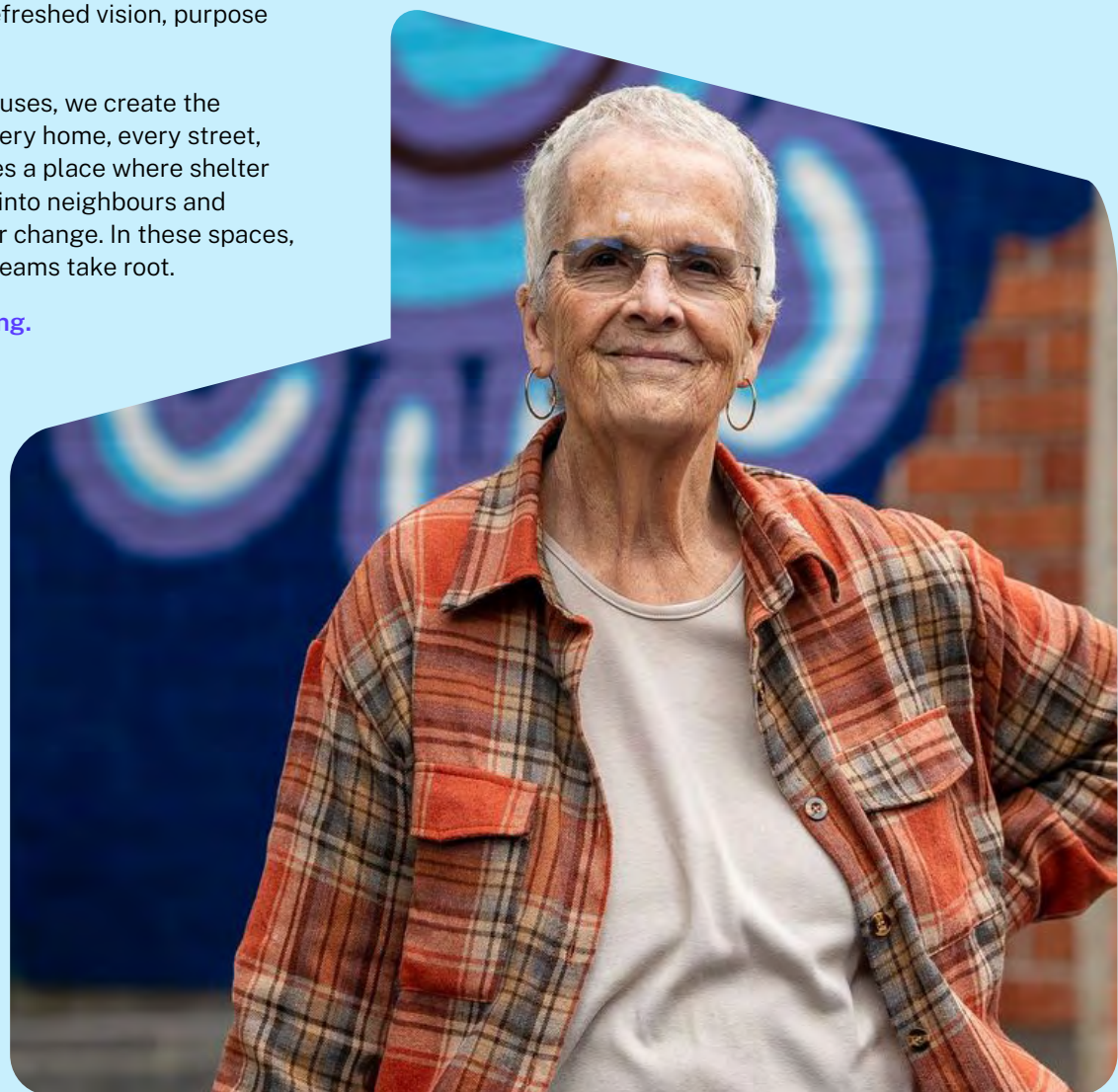
We discovered that:

- 1** We are well-recognised **within the sector** but there is an opportunity to create greater awareness in the wider community.
- 2** Our vision is clear and **compelling** but our brand needs to align to our culture and unique strengths and unite our people and our customers.
- 3** The sector and landscape is **changing** –and CHL needs to keep up through innovation and leadership.

Our brand identity is more than a new logo; it brings to the forefront the essence of who we are, aligning our culture and values with our refreshed vision, purpose and mission statements.

At CHL, we don't just build houses, we create the foundations for belonging. Every home, every street, every neighbourhood becomes a place where shelter turns into security, strangers into neighbours and communities into catalysts for change. In these spaces, lives are strengthened and dreams take root.

Because in the end, you belong.



Our purpose: Every life deserves a solid foundation.

We exist to create more than homes; we create a sense of place, safety and belonging that allows people to thrive.

Our vision: A world without housing poverty.

We imagine a future where everyone has access to secure, affordable homes and communities are stronger, more connected and full of possibility.

Our mission: We work alongside customers, partners and government to deliver safe, affordable housing and build stronger futures — one home, one community, one future at a time.

Our mission is to design, develop and manage housing that supports people's wellbeing and strengthens the fabric of our communities.



[Watch our brand launch video](#)

CHL's values:

Our refined values reflect CHL's core beliefs and aspirations as an organisation.



People first:

We put people at the centre, always. We treat everyone with care, respect and fairness, valuing every voice, role and lived experience.



Relentless in delivery:

We show up with purpose and pride. We go the extra mile to deliver housing and services that change lives, because what we do truly matters.



Built on integrity:

We do what's right, even when it's hard. We act with honesty, take ownership and earn trust through transparency and accountability.



Brave enough to lead:

We push boundaries to do better, for people, communities and the planet. We lead with bold ideas, open minds and the courage to keep evolving.

“



“I believe that housing is about more than just providing shelter, it is about creating places where people feel secure, respected and connected – places where they know they belong.”

Danny Dracic, CHL Chief Executive Officer

”



One year into our 2024-27 Strategic Plan: putting people first

Over the past year, we've made clear progress in strengthening CHL's impact. We've continued to empower individuals and communities facing housing challenges by supporting our people to deliver more effective and efficient services, increasing our housing stock and deepening our collaboration and advocacy across the industry. We aim to be an employer of choice, creating housing solutions through innovation and research and managing our organisation with discipline to create meaningful change at pace.

The four pillars of our Strategic Plan are to improve customer wellbeing, strengthen our culture and support to our people, promote corporate sustainability and good governance, and broaden our influence to improve housing outcomes.

Across these pillars are a range of goals and initiatives, which in FY25 we've made gradual but significant progress against, placing us on track for achievement of the Strategic Plan in 2027.

Our customers

For our customers, we've made progress across the areas of customer experience, asset management and social impact, including an increase in tenant satisfaction because of the hard work of our people on the ground, which is a clear measure of success. We've shifted our service delivery model –executed on a state-based level and backed by a national strategy. And we continue to ensure impact is integrated in all that we do, not as an add-on.

Our organisation

For our organisation, good governance, financial sustainability, growth and diversification are instrumental. FY25 was a significant year for refining CHL's governance structure to align with growth of our organisation and the industry, including the introduction of mirror boards as well as new governance committees to enhance accountability.

Our people

For our people, we've implemented initiatives that create clearer development pathways and expectations around leadership structure. This has included establishing key specialised positions and functions, improving employee training and development programs, updating business systems and infrastructure, and enhancing organisational culture and capabilities.

Our industry

In our role as a community housing provider, CHL's ongoing focus to enhance and align our internal systems and structure, in a period of transformation, is helping to forge stronger partnerships from a position of clarity and credibility. Broadening our influence to improve housing outcomes in FY25 has been demonstrated by CHL's establishment of an innovative and collaborative commercial partnership model in Queensland, as well as participating in peak body forums on key issues, such as ESG Reporting Standards.



Our priorities for impact in FY26 and beyond

The work we are doing now is preparing CHL for significant growth taking place across our organisation and the community housing industry. Achieving our Strategic Plan by 2027 will position CHL to be the best operator focused on impact-embedded service, as well as the leading community housing provider (CHP) in Australia.

We set ourselves ambitious targets for FY25, achieving 80% of the targets but after the first quarter of FY26, we are on track to achieve 100% of these targets by June 2026. As a leader and partner of choice, CHL will continue to:

-  Drive standards and metrics through our participation in the community housing industry's ESG committee
-  Engage in national alliance work and advocating housing reform through the industry's peak bodies
-  Influence policy through our regular engagements and partnerships with government

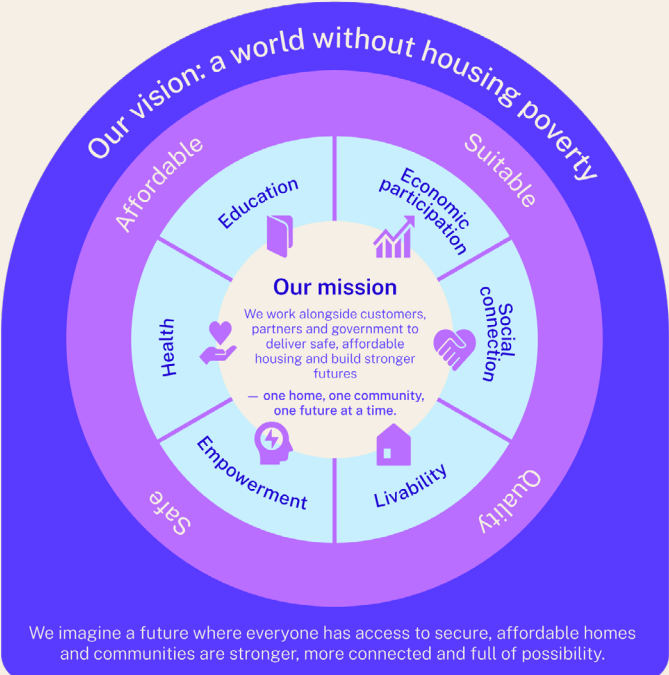
Walking alongside First Nations communities: our ongoing commitment to reconciliation

At CHL, we believe that empowering First Nations communities to shape their own housing futures is crucial for ensuring culturally appropriate and sustainable solutions.

2026 will be another significant year as part of our long-standing support for First Nations communities. We remain dedicated to implementing practical actions that foster stronger relationships and create opportunities with Aboriginal and Torres Strait Islander peoples and communities. CHL has successfully completed both its Reflect and first Innovate Reconciliation Action Plans. We are excited to continue this important journey with the launch of our second Innovate RAP in 2026.

As part of our evolution, in 2016 we established Aboriginal Community Housing Ltd (ACHL), alongside First Nations communities. Since then, ACHL has become an independent organisation and the only **national** Aboriginal and Torres Strait Islander CHP, led by majority First Nations board members.

CHL is proud of this example of self-determination and leadership and we will continue our commitment to reconciliation walking alongside ACHL in their work to provide culturally appropriate housing services and support which puts the needs of First Nations communities and families first.



We imagine a future where everyone has access to secure, affordable homes and communities are stronger, more connected and full of possibility.

CHL's approach to ESG

The community housing industry is making strong progress on Environmental Sustainability Governance (ESG) reporting, with the second version of the Community Housing Industry Association's (CHIA) reporting tool released in 2025. CHL has been testing practical tools, such as carbon calculators and climate transition planning guides.

ESG reporting is an important step in positioning and showcasing the industry as investment-ready, credible and accountable, as well as showing the value CHPs deliver. CHL is committed to contributing to industry reporting which is meaningful for our communities and partners. We are driven to creating homes that are affordable, sustainable and environmentally responsible, with spaces designed to bring communities together and create positive social outcomes.

In 2026, we will explore further our approach to ESG and reporting standards, which includes the following pillars:



Environment

CARING FOR PLACE

Every home we deliver is part of an ecological system, so how we design, build and maintain those homes matters. We start with sustainable design and extend sustainability considerations through construction, asset management, operations and climate risk mitigation. We are committed to reducing our environmental footprint, supporting climate resilience and building homes and communities that will stand strong for generations to come.



Social

CHAMPIONING COMMUNITIES

We exist to create more than houses – from investing in community development and engagement to foster vibrant, diverse communities, to providing access to safe, secure and sustainable homes for our customers. We work alongside our people, customers, partners, communities and industry to make sure we are inclusive and culturally safe.



Governance

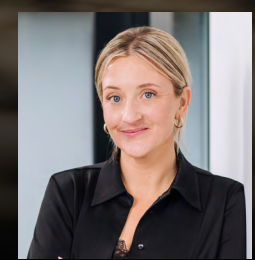
LEADING WITH INTEGRITY, ACCOUNTABILITY AND PURPOSE

Strong governance is the backbone of sustainable impact. As stewards of both financial and social capital, we hold ourselves to the highest standards, because the communities we serve deserve nothing less. At CHL, good governance isn't a compliance exercise. It's a values-driven way of working that enables us to deliver on our mission with clarity, confidence and trust. Across the CHL Group of Companies, we uphold a deep commitment to ethical leadership. Our governance practices are designed to safeguard public trust, ensure regulatory compliance and empower our people to make decisions aligned with our values and strategic objectives.

FY25 achievements across our strategic initiatives

We're putting a spotlight on some of our key achievements in FY25, in alignment to the initiatives of our four strategic pillars.

Discover more across the areas of work.



"When reflecting on the last year, CHL made significant ground to achieve its strategic pillar of improving customer wellbeing. We have seen the launch of new customer engagement frameworks, enhanced feedback systems and delivered new operating systems that improve service delivery and operational efficiency. These achievements have laid a strong foundation for operational readiness, sustainable growth and deeper impact."

Keely Moore, Chief Operations Officer



1. Improve customer wellbeing: efficient and effective service delivery

Enhancing customer communication and experience

Placemaking approach to customer experiences

Placemaking is central to the way our teams work across the country to improve the experiences of our customers and deliver best practice outcomes. In SA, a collaborative placemaking approach has been taken across all teams, not just within community development, to increase connections with our customers, enhance environments and foster internal and external relationships. At Bradford Court, placemaking initiatives have included community gardens, public art shows and BBQs. At Heritage Court, the focused effort has seen occupancy increase as well as an improvement in the services for our older residents.



Inclusive community development

Our Community Development (CD) team in Victoria has an outstanding track record of success in empowering our customers across our three Ground Lease Model (GLM) sites (Brighton, Prahran and Flemington), through inclusive programs and initiatives across socially diverse housing developments in Melbourne. For example:

- In FY25, the newly established Resident Events and Activities Groups at each GLM site organised Winter Warmer initiatives, led by our customers and supported by the CD team, such as mini film festivals and multicultural cuisine evenings, with 180 people, 20 volunteers and six stakeholder organisations in attendance.
- At the Brighton GLM site, CHL has worked with the Bayside Community Information and Support Services to implement a six-month pilot of monthly 'pop-ups' to provide assistance to our customers. This pilot kicked off at the end of FY25, with initial results averaging 22 residents per afternoon session, where customers can receive food hampers, case worker referrals, utility relief and financial counselling referrals. Team Sports 4 All has also attended to support families with sports costs, such as club fees and kit.

Street art program – a new experience for customers

In Launceston, Tasmania, the stART program launched in April 2025 as a joint initiative between CHL and the City of Launceston to provide artists, including our customers, with the tools, training and confidence to succeed as practising street artists in the professional art world.



Engaging our customers

In Victoria, placemaking initiatives in our larger development projects has been significant, building positive relationships with our customers, stakeholders and the wider community. This is particularly evident with the innovative Stakeholder Activation Group that is established prior to the completion of a new project. This group continues to be engaged once the development is operational to gain a good understanding of CHL's work. The ongoing focus on customer communication and experience becomes instrumental to achieving social inclusion, as the group helps with welcoming and connecting new residents into the local community.

New customer-facing offices

In Nerang, Queensland and Bendigo, Victoria we have established new customer-facing offices, to provide better accessibility and customer services for these local portfolios.



Integrating impact for customers and communities

Social Return on Investment in West Kempsey, NSW

In partnership with Think Impact, CHL conducted a comprehensive Social Return on Investment (SROI) analysis of our community development approach in West Kempsey, NSW. Key initiatives have included the creation of the West Kempsey Community Hub as well as the Test and Fix employment program for our customers. The Test and Fix program, launched in 2024, employs CHL customers to carry out minor household repairs for other residents, with over 200 home inspections completed this year. Meanwhile at the West Kempsey Community Hub, a range of programs are available to our customers and the broader community, developed with local service providers. For example, this included the Tidda Time program launched in early 2025 in partnership with ACHL, Headspace and Women's Health, designed to support social and emotional wellbeing through cultural connection, skill development and teamwork for young Indigenous women.

The SROI Report was published in March 2025 and found \$8.67 million in social and economic value generated in a year, with most of this value (75%) experienced by CHL customers through their access to housing. We are proud to work with our partners Homes NSW, ACHL and Kempsey Shire Council to develop and implement these impactful regional community development programs.

Temporary accommodation support

In FY25, CHL's team in NSW supported 1032 individuals who presented as homeless by facilitating access to temporary accommodation. Of those who engaged with homelessness services, 52% exited with positive outcomes. The NSW team also assisted 139 households in securing private rentals through programs such as Start Safely, Rent Choice Youth and Private Rental Assistance. These figures reflect a high level of engagement and responsiveness to community needs across Kempsey, Port Macquarie and surrounding regions.



Affordable Housing for Women Initiative

In Queensland, we are continuing to operate the Affordable Housing for Women Initiative to address the ongoing and emerging need for housing for people experiencing domestic and family violence, including those with no or low income due to citizenship status or visa arrangements. Funds have been secured from the Queensland Government since 2020 to deliver up to 10 headlease properties in the Gold Coast and 11 in Ipswich, helping women and their children access independent accommodation if they are experiencing barriers when exiting crisis accommodation. Additional funding was secured to enable the delivery of private rental housing assistance combined with specialist mobile support services and other domestic and family violence services. Since the beginning of the initiative in October 2020, CHL has assisted a total of 45 women across the Gold Coast and Ipswich and indirectly freed up shelter capacity for women in immediate crisis.



Focusing on long-term strategic asset management

Extending the life of our assets

In Western Australia, we have brought a strategic approach to reviewing and managing our portfolio to extend the life of our assets across the state. In line with our national framework, we intend to achieve asset life extension, improve the sustainability of tenancies and ensure safety and wellbeing for customers, communities and our people. In FY25, portfolio optimisation has focused on improving tenancy and property processes, involving targeted hand-backs and lease transfers of older assets, while onboarding additional homes. Our strengthened partnerships with the Department of Housing and Works in WA and community service organisations means we are sustaining tenancies and supporting tenant pathways to housing security and home ownership. As part of the WA portfolio reviews, CHL secured regional service continuity by extending contracts for Coral Bay Key Worker Accommodation and the West Kimberley Transitional Housing Program.



Reducing long-term asset liabilities

In South Australia, CHL has invested over \$5 million to improve our assets with a focus on reducing our long-term asset liabilities. The team has even successfully attracted Federal Government funding through the Social Housing Energy Performance Initiative to increase environmentally sustainable improvements to our built form.

Renewing our Suburbs and Streets

The Renewing our Suburbs and Streets (ROSAS) Program with the South Australian government resulted in CHL managing approximately 800 homes across central northern Adelaide. In FY25, we advanced the ROSAS redevelopment project with refined plans for the next three years, including future designs and costings. We also continued to deliver a range of new dwellings for sale and retention as part of the ROSAS program.



Hear from our customers



Every life deserves a solid foundation.

We exist to create more than homes; we create a sense of place, safety and belonging that allows people to thrive.

Christina's story

For Christina, moving from Gippsland into one of our specialist disability accommodation (SDA) homes in Melbourne meant regaining her independence, pursuing her passions and finding a real sense of home, support and community.



"This place just ticked all the boxes for accessibility, it's near my nephew and in a lovely location where I can enjoy the view of the bay."

"I couldn't find SDA or disability housing in Gippsland and non-SDA housing was getting dangerous. My old landlord wouldn't let me put a rail in the shower, so I hadn't had a shower for months and it was just getting so hard."

With the help of her long-time support coordinator and CHL, Christina decided to move to a CHL SDA apartment.

Accessibility features were built into every detail of the apartment, giving Christina a level of independence for the first time in years.

"I can be on my wheelchair if I need to be, which I try not to as much as possible, but if I have, I can be on my wheelchair and I have room to move around safely."

"Everything being at the right height, the switches and being able to access power points and things like that, are things people just take for granted."

"This place just ticked all the boxes for accessibility, it's near my nephew and in a lovely location where I can enjoy the view of the bay."

Christina finds joy and wellbeing in giving second-hand items new life. Now, with a dedicated space in her home for her creative work, she can fully enjoy her hobby again.

"Having room to spread out my materials and leave projects set up without having to pack everything away has been a game-changer allowing me to enjoy craft again."

Beyond the comforts of her apartment, Christina has found a welcoming community. *"Everyone seems really friendly,"* she said.

"There are a couple of craft groups that I'm thinking of going to," she said, adding that she's also interested in gardening, thanks to the communal gardens nearby.

In addition to her home being designed with accessibility in mind and the sense of belonging and community her home gives her, the support Christina receives from CHL team members made a big difference to her quality of life after her previous negative housing experiences.

"The team here have been very helpful and supportive. The maintenance man has been so helpful to come and do things. The team even customised my building access to improve my safety. The lift was shutting too quickly and I got jammed in the lift and now my particular swipe card makes the lift open longer for me. The CHL team are always happy to help, which has just been amazing."

Stephen's story

Not long after moving into his new home in 2024, Stephen was busily organising a successful Christmas lights competition for the Ground Lease Model (GLM) residents at Bangs Street, Prahran, Victoria.



"It's a relaxed atmosphere here – you very rarely hear any noise from neighbours. We have a lot of activities going on here and they are planned for the year, so you have something to look forward."

Stephen was living in another social housing property in the area when he heard about the Bangs Street property – a mix of social, affordable and market rent properties.

"I have been in Prahran for about six years," Stephen says.

"I was in Kings Street and then I heard about Bangs Street and put in an application with the support of a Star Health worker."

When Stephen was invited to inspect a brand new one-bedroom unit at Bangs Street he was instantly impressed.

"It had quite a few things that my old place didn't have, including a balcony and reverse cycle air conditioning. The bedroom had ceiling fans to help you sleep on warm nights. The modern kitchen also had space for a microwave oven."

Since moving to Bangs Street, Stephen says his health has improved and he feels a sense of community and belonging.

"Before I moved here I had quite a few different health issues but since moving into my new my health is much better. It's a relaxed atmosphere here – you very rarely hear any noise from neighbours. We have a lot of activities going on here and they are planned for the year, so you have something to look forward."

One of the activities Stephen is looking forward to the most is the 2025 Christmas lights competition that he organises.

"I lost my eldest son 12 years ago and one of the things he really loved was putting up Christmas lights and decorations. I decided when I moved here to ask if I could promote a competition for residents to decorate their balconies with lights and the Community Housing Limited (CHL) team said yes," Stephen says.

"Kate and Mubarek (CHL's Community Development team members) helped get a flyer put up on the notice board and I offered the residents the opportunity to win cash and prizes to light up their balconies. I am going to be doing that again this year. The plan is to go that little bit bigger and better and put lights along the pathways and in trees in our community garden."

Stephen is aiming to attract sponsorship for a Christmas tree at Bangs Street where residents and community members can donate presents and toys for the Salvation Army appeal.

"It gives me something to look forward to at Christmas time. It is therapy for me. I love the look on people's faces when they receive a prize for their efforts and my son would be looking down saying 'you've done good Dad'"

The Ground Lease Model of mixed housing options creates a sense of equality among renters, according to Stephen.

"The old model had a stigma for people living in the housing. With people living in this new style and integrating with affordable and private rentals you are considered equals. The community development support and activities also helps us make it one community."

Helen's story

Helen, a customer of CHL for over 10 years, once crossed finish lines nationwide as a marathon runner. 18 marathons between 1980 and 2000, including an impressive three in one single year.



"I've made wonderful friendships. The housekeepers really care, they go above and beyond. It's a place that feels like home."

Now living in the semi-supported accommodation of Heritage Court in Oakden, South Australia, Helen reflects on a lifetime of resilience, from pre-dawn training runs in Modbury to racing up the hills of Quorn in regional South Australia, where she proudly became the first female across the finish line. It's a story that begins not with a love of sport, but the opposite.

"I hated sports as a kid," Helen laughs. "I didn't start running until I was 24 - my husband encouraged me."

What followed was a passion that took Helen across Australia. She competed in marathons in Sydney, Melbourne, Queensland and all over South Australia, clocking over 100 kilometres a week in training, often before or after long night shifts at a nursing home. In fact, at one point, she combined work and training by running the 14 kilometres to and from her job.

A single mum to two boys, Helen fit her running around life's many demands - a remarkable feat. One of her most vivid memories is running the City to Bay Fun Run with a persistent ankle pain. She pushed through, aiming for a personal best, only to find out later she had completed the race with a stress fracture.

"My friend had to piggyback me to Magic Mountain after the race so I could rest before heading home," she chuckles. "Turns out I had a fracture the whole time!"

That same grit and joy is what shines through today in the way Helen speaks about Heritage Court — the place she now calls home.

"The meals are great — I don't have to cook! But more than that, I've made wonderful friendships. The housekeepers really care, they go above and beyond. It's a place that feels like home."

Now 10.5 years into her time at CHL, Helen continues to be an active and valued tenant. She's a committed churchgoer at Enfield Uniting Church and has worked with CHL's Tenant Advisory Group to co-host a Biggest Morning Tea event to raise funds for the Cancer Council — a cause close to her heart. Though her marathoning days ended after a hip replacement at 58, Helen hasn't slowed down much. These days, she swims regularly to stay active and continues to inspire those around her with her gentle wisdom and lived experience.

Paul and Gayl's story

Paul and Gayl moved into the newly completed CHL Tasmania social housing development in Westbury. This project, featuring 11 accessible units, represents a significant milestone in CHL's efforts to address Tasmania's urgent housing needs.



"We want to enjoy our remaining years without the constant stress of housing issues."

For Paul and Gayl, moving into their new home is more than a change of address, it's a vital lifeline. *"It took a great deal of worry off our backs,"* Gayl shared, reflecting on the relief they felt upon receiving news of their acceptance. Previously facing the threat of homelessness due to rising rental prices, the couple had experienced significant stress that impacted their health.

In their new home, Paul and Gayl have found the stability they desperately sought. *"We want to enjoy our remaining years without the constant stress of housing issues."*

The thoughtfully designed units, filled with open and sunny spaces, have lifted Gayl's spirits. She looks forward to creating a garden - her passion - and setting up cosy reading nooks, reflecting their shared interests.

The communal design of the Westbury development also appeals to them, with easy access to local amenities and regular bus services that promise more outings together.

From their initial interactions with CHL, Paul and Gayl felt supported and valued. *"Every call was answered or returned promptly,"* Gayl says, emphasising the care she and Paul received throughout the process.

As they settle into their new home, Paul and Gayl are excited for a future of stability, comfort and happiness. Their story is one of hope and transformation, highlighting the positive impact of the Westbury development for those on Tasmania's social housing waitlist.

2. Strengthen our culture and support to our people: be an employer of choice

“



“As I reflect on the past year, I am proud of the strong progress we have made in strengthening our safety mindset across the organisation. Our people are central to achieving our objectives and we have continued to build a culture where everyone feels safe, supported and engaged. We have deepened our commitment through targeted training, proactive support strategies and a stronger culture of incident reporting, leading to greater awareness, earlier intervention and improved safety outcomes. This has been reinforced by an increased focus on wellbeing, with higher engagement in wellbeing programs and with the benefits and expert support available through our wellbeing partners. Together, these efforts are helping to create a safer, more connected and resilient workforce.”

Karen Conrades, Chief People Officer

”

Creating an organisational culture where everyone belongs

Employee Engagement Survey

In CHL's 2024 Employee Engagement Survey, our people reported high levels of job satisfaction at 77%, strong team collaboration (78%) and positive managerial support (85% in Operations). 77% felt positive our workplace safety and wellbeing, with 81% aligned with CHL's mission and 82% feeling comfortable sharing feedback. The constructive employee feedback drove action throughout the remainder of FY25, including a focus on leadership communications, expanded support and safety measures, and a wider range of training and development programs, particularly for people managers, new starters and emerging leaders.

Celebrating our people

We are incredibly proud that our Community Development team in NSW was shortlisted for the Leading Community Engagement Award at the Australasian Housing Institute (AHI) Awards in 2024. While we didn't take home the top prize, this recognition is a powerful testament to our team's unwavering dedication, creativity and impact in engaging with our communities. Being acknowledged at this level reflects the meaningful relationships we've built and the innovative approaches we continue to champion in our work every day.



People-led initiatives and networks

Throughout the year, we organise various engagement activities for our people, driven by our Culture Champions as well as our Pride Network. Our Culture Champions are passionate team members who actively support and promote a positive, inclusive, and values-driven workplace culture. They play a key role in shaping and reinforcing CHL's culture, recognising days of significance such as IDAHOBIT Day, Harmony Week, International Women's Day and International Day for the Elimination of Violence Against Women throughout FY25.

NAIDOC Week is another significant event that CHL is proud to participate, with celebrations across the country for our people and communities. In 2025, our people joined local events such as a Weaving Workshop in Port Macquarie and a First Nations photo exhibition in Kempsey, NSW. In Melbourne, we partnered with CARA, Mullum Creations and First Nations artists Rickie Gugumah Martin and John Secombe to raise funds for Victorian Aboriginal Child and Community Agency (VACCA) at the Prahran Arts Studio. Together, we'll continue the conversations sparked by these celebrations, working toward a more inclusive and connected future.



Developing our people and organisational capabilities

Preparing for significant growth

As CHL grows in scale and at pace, it means improving our foundations is key. For example, in WA the team continues to grow. FY25 activity has been focused on preparing for projected growth over the coming years through development submissions, partner engagement, portfolio and contract reviews and by creating capacity and building staff capability.

Specialised expertise for local needs

In Queensland, our team is developing an expertise in downsizing, underoccupancy and ageing-in-place strategies. Our team development aligns to our strategic organisational capabilities. With the backdrop of the Queensland Government Pipeline Project, as well as other developments in Cairns and Miami, we are providing safe, secure housing for Queenslanders on the housing register and people over 55 who may be under-occupying larger homes or in properties no longer suited to their needs. Homes are tailored to deliver real benefits for seniors, providing age-appropriate homes that offer better quality of life, support ageing in place, reduce household costs and foster community connection. This aligns with the government's under-occupancy strategy, freeing up larger public housing for families in need.

Localised strategic training

In SA, our team undertook Restorative Practices training, with various initiatives being implemented to improve our internal and external relationships and ongoing communication. This aligns to the team's focus to improve customer experiences and communication by embedding placemaking approaches across our properties in South Australia.

Specialised positions and functions

Following the results of the 2024 Employee Engagement Survey, a focus was brought to introducing key specialised positions and functions with clearer development pathways, supported by a new learning calendar featuring a mix of training courses and information sessions. Our people are critical in our success as a CHP, bringing specialist skillsets across tenancy and property management, asset and facilities management, community development and engagement. It's vital to ensure our people continue to grow and develop to ensure our services meet the changing and complex needs of our customers.



Strengthening our business systems and infrastructure

Systems uplift led by new CSO

FY25 has brought a significant and essential focus to improving the foundations of CHL, to prepare our organisation for the growth at scale we are experiencing, alongside the broader sector. We're investing in uplifting our systems, including the launch of a new intranet and modernisation of other internal platforms. The strengthening of our systems and infrastructure is being led by the creation of a new Executive position in 2025, the Chief Systems Officer.

Reviewing our brand identity

A brand review was conducted in 2025 to contribute to optimisation of our organisation's foundations, leading to a new brand identity launch. We discovered what best represents CHL now and into the future to set our organisation up for ongoing success.

Establishing a panel of trades

In FY25, a panel of trades was set up by the Asset and Maintenance team in Queensland to better service customers, particularly in regional communities. The panel covers the main areas of trade, such as plumbing, carpentry, electricity, painting and more, with multiple options available for each location ranked by quality, price, service and timeliness. The model enables healthy competition with the trades, which is particularly critical in regional areas such as the Maranoa Council. There are strict controls for the trades to join the panel, including vetting of insurances, licences and verification of appropriate safety protocols. The approach has led to better outcomes in terms of quality, price and satisfaction for CHL and our customers. When reviewing the work orders completed over the last year, there was a 96% satisfaction rating, a significant increase from the previous year's satisfaction rating which sat at 76%.



Hear from our people

We thank our people for all they do to help us navigate a period of change and prepare for the future.

Discover the range of roles and experiences from our people across the country.



Meet Hannah,
our National SDA
Program Manager

Outside of her day-to-day role as CHL's National SDA Program Manager, Hannah is part of CHL's Pride Network. She shares her rewarding experience within this employee engagement group, focused on creating a culture of inclusion, diversity and belonging.

"I joined the network as part of its inception in 2023 and each year I've loved being involved in the small but impactful work of the group. It's a meaningful space for me to engage with co-workers from across CHL to ensure all our people feel they are included and belong. We also work to ensure CHL provides high quality and informed services to people in the LGBTQIA+ community."

Hannah outlines some of the key activity that took place over the last year, including reaffirming our commitment as an ACON Welcome Here organisation, which promotes and welcomes LGBTQIA+ inclusion and diversity.

"I'm super proud of what we've been able to achieve this year as a small but mighty network. In late 2024, we held local events to celebrate the anniversary of becoming a Welcome Here organisation and re-affirm the purpose of the initiative throughout our offices. We also recognised IDAHOBIT 2025 with morning teas across multiple offices and renewed the resources and information on our Pride Network intranet page. It's been great to see growth in the network this year with six new members. I'm excited to see what we can achieve over the next year with exciting initiatives already bubbling away."



Meet Denise,
our Asset and
Facilities Manager

As an asset and facilities manager based in Queensland, Denise focuses on ensuring asset maintenance is done right for each property.

Denise joined CHL coming from a long career in commercial building. Over time, Denise's role has evolved, particularly with the large number of properties under construction in Queensland.

Denise oversees a dedicated team of maintenance specialists and collaborates closely with the tenancy team to address maintenance issues customers may have. Denise works to ensure our contractors also deliver quality outcomes.

"Collaboration is key to our success. My team is spread across different locations, but we all work towards the same goal, providing quality homes and excellent service to our customers."

Denise is committed to innovate ways of working which lead better quality of work, faster turnaround times and more competitive pricing. It's particularly gratifying for Denise to see customers benefiting from service improvements.

"The feedback we receive from our customers about service improvements is important. Knowing that we're making a real difference in their lives is what keeps me motivated."

"For me, it's never just about the buildings. It's about ensuring these properties become homes, places where people can build their lives."





Meet Kylie,
our Project Manager

As a project manager for CHL, Kylie plays a key role in shaping the future of social and affordable housing across Australia.

Kylie's journey in housing started with the Queensland Government, where she gained her first insight into the challenges and complexities of delivering housing services. Since then, she's held a variety of roles across business development, project management and communications with two well-established community housing providers. Kylie's broad experience has given her a well-rounded perspective on the housing system.

"I've always been drawn to work that is purpose-driven. When you've faced challenges in your own life and learned some tough lessons, you develop a deeper kind of empathy. It makes you want to do work that truly matters and for me, that's helping create homes and places for the most vulnerable people."

CHL's mission and values were what drew Kylie to join the team.

"CHL's commitment to delivering social and affordable housing on both a national and international scale made it a perfect fit. It's a place where I can use my skills and experience to make a difference."

For Kylie, it all comes down to the impact.

"The work we do has a direct effect on people who are often overlooked or left behind. Being part of something that creates safe, affordable homes for those who need it most. That gives real meaning to what I do every day."

Kylie's role is all about keeping projects moving and

making sure proposals are aligned with CHL's strategic objectives.

"I support the team by managing projects and making sure everything stays on track. I work closely with others coordinating proposals, tracking actions and stepping in wherever I'm needed."

One of the things Kylie loves most about her job is that every day at work brings something different.

"Whether it's collaborating with other teams, solving problems or improving internal processes, I love the challenge. I love seeing a project come together and knowing that it's helping people find a home."

Kylie says her most rewarding project to date has been the Queensland Government Pipeline Project with CHL.

"It's been amazing to be part of something that delivers social and affordable housing at scale and gives us a model we can replicate in the future. I'm proud of what we've achieved, and I'm excited to keep building on it, especially in regional areas where the need is even greater."



Meet Francis,
our Treasurer

Francis's journey at CHL is driven by one powerful belief: safe, affordable housing is a fundamental human right. It's this passion for social equity that first brought Francis to CHL and it's what continues to motivate him in his role as Treasurer.

For Francis, working at CHL means being part of something that creates a real, tangible impact. *"I've always believed that housing is more than just a roof over your head. It's a foundation for everything else in life,"* he says. *"Joining CHL allowed me to align my career with a mission that directly improves people's lives."*

As Treasurer, Francis is responsible for managing cash flow, overseeing bank funding strategies and assisting in planning for CHL's long-term financial sustainability. His role is essential in ensuring CHL can continue its vital work providing affordable housing to communities in need. As he puts it, *"I want to make sure the financial strategies we implement will allow CHL to grow and thrive, ensuring we can continue delivering affordable housing sustainably."*

One of the standout moments in Francis's career was the creation of a treasury investment framework which

has goes a long way to CHL's objective in be a wise financial steward, ultimately contributing to funding for new housing projects. *"That was a big milestone for me,"* he reflects. *"It was incredibly rewarding to see how this framework helped secure more resources for projects that make a difference to people's lives."*

On any given day, Francis is balancing multiple tasks to ensure the financial health of CHL. His work also involves managing relationships with lenders, staying on top of compliance requirements and constantly exploring new funding options. It's a dynamic role that requires a keen eye for detail and long-term planning.

Collaboration is key in CHL and Francis is no stranger to working as part of a team. *"I work closely with the finance, project delivery and operational teams to make sure our financial planning supports the services we deliver and the outcomes we want to achieve,"* he says. This collaborative approach ensures the organisation's goals are aligned across all departments and that financial decisions are made with consideration for our purpose.

Reflecting on his journey at CHL, Francis is proud of the sense of purpose that defines his work. *"What stands out most about my journey is how deeply connected I feel to the community impact we strive for every day,"* he explains. *"It's a role that challenges me to think strategically while always keeping the broader mission in mind."*

3. Promote corporate sustainability and good governance: govern, manage and collaborate to expand portfolio and services



“This year, we’ve proven the strength of collaboration. By working closely across our Executive, Board and subsidiaries, CHL has built a governance structure that is not only more streamlined and accountable, but also positions us for long-term sustainability.”

Lee Monik, Chief Governance Officer



Embedding good governance and financial sustainability

Introduction of ‘mirror boards’

The focus on improving CHL’s governance structure is evident by the introduction of mirror boards across CHL’s operating subsidiaries as well as new governance committees, creating a streamlined, efficient and centralised governance structure and clearer, more accountable decision-making.

Forming the new Homes division

The amalgamation of CHL’s internal Development and Investment divisions to form the Homes division drives clearer accountability and decision-making and highlights CHL’s end-to-end capabilities to create housing solutions that meet the needs of customers and communities.

Refocusing international activity

In 2024 we reviewed our international operations strategy to improve financial sustainability. Historically we have delivered housing solutions internationally in Asia, Africa and South America, contributing to our vision of a world without housing poverty. While CHL’s international operations have downsized, retaining an office in Indonesia, our commitment to addressing housing challenges internationally will continue through the Steve Bevington Foundation, which is currently being established in dedication to the memory of our organisation’s founder and former Managing Director.



Growing and diversifying our organisation

Large-scale innovative models

In Victoria, the innovative Ground Lease Model is a large-scale collaboration across public and private sectors bringing together Homes Victoria, Tetris Capital, Icon and CHL to fund and deliver innovative housing solutions. Our capacity as an operations manager for the GLM sites sees us providing tenancy and property management services for 1110 homes in Flemington, Brighton and Prahran. We will also provide tenancy and property management services for stage two of the GLM once complete in 2026, after construction began in FY25 to further expand social and affordable homes across four more sites in Melbourne. The work by CHL and our partners is contributing to the creation of a precinct that fosters collaboration and local community connection.



Development pipeline

By the end of June 2025, CHL had 54 projects in progress, 2978 homes under construction and more than 7000 properties in the pipeline. In Western Australia, for example, our development pipeline has progressed as the preferred proponent for the landmark redevelopment of Court Place in Subiaco, Western Australia. This transformative project is proposed to deliver 447 new homes -comprising 300 affordable and 147 social housing dwellings-just 4 kilometres from the Perth CBD. This project exemplifies CHL's commitment to scalable, community-led housing solutions and reflects our strategic focus on deepening partnerships with government and sector stakeholders to address housing affordability at scale.

Operating through partnerships

Collaborative government partnerships

Across the country, CHL values its collaborative relationships with State and Federal Governments; from our deepening partnership with the SA Housing Trust and Homes Tasmania, to working with local communities with NSW Government support, to several formal partnerships with the Victorian Government through Homes Victoria and the Department of Families, Fairness and Housing. In Queensland, for example, we have partnered with the State Government to establish the Queensland Government Project Pipeline. In WA, we collaborate with the Department of Housing and Works and community service organisations to sustain tenancies through improved housing pathways and early intervention support. No matter the location, by working together we can deliver effective housing solutions, pathways and programs.



Improved outcomes thanks to our community partners

Our team in NSW has referred a total of 1007 customers to support services throughout FY25. Our strong relationships with key service providers enhance coordinated care and improve outcomes for clients, including partnerships with Liberty Domestic and Family Violence Specialist Services, YP Space MNC, New Horizons, Neami, Kempsey Family Support Services, Samaritans and Livable. More specifically, in a collaborative initiative between CHL and YP Space MNC, funded under the NSW Government's Homelessness Innovation Fund, six temporary accommodation cabins were delivered in Kempsey, providing safe and supported accommodation for young people experiencing homelessness.

Informal partnerships to support our customers

In Victoria, CHL has developed many informal partnerships to deliver sustainable housing solutions for our customers as we recognise that together we can achieve more collective impact and improved outcomes. This has included working with VincentCare Victoria to support 17 individuals and families to date in their long-term, affordable housing across Prahran, Wantirna South, Hawthorn, Gisborne, Sunbury and Derrimut. CHL's collaboration with VincentCare Victoria connects new community housing tenants with support workers for at least six months to help them navigate the process of entering long-term housing and ensure tenants receive the information and support they need to sustain their new home.

4. Broaden our influence to improve housing outcomes: contribute to solutions through advocacy and research



“



“When reflecting on the past year, I’m proud of the work we’ve done to strengthen our end-to-end capabilities and decision-making frameworks — ensuring the homes we deliver are designed with intent to meet the needs of our customers, while enabling us to scale our impact over the long term through models that promote replicability and sustainability in a time of transformative change across the sector. The housing crisis cannot be solved by any one party alone, and I’m equally proud of the partnerships we are deepening with both government and the private sector with such collaboration allowing us to build a delivery pipeline of more than 7000 homes. Together, we are united by a shared belief: that everyone deserves access to a safe, secure and affordable home – and it is with that intent that we can deliver lasting change.”

Emma Spano, Chief Homes Officer

”

Leveraging cross-sector collaboration to achieve our vision and purpose

Purrkanaitya Aboriginal Elders Village in South Australia

In March 2025, construction began on Purrkanaitya Aboriginal Elders Village - a new Aboriginal Elder Independent Living Village in Bedford Park, South Australia. The project is a collaborative effort between CHL as the delivery partner, alongside ACHL. With land provided by the Indigenous Land & Sea Corporation (ILSC) to native title holders Kurna Yerta Aboriginal Corporation, and construction supported by grants from ILSC, South Australian Housing Trust, Housing Australia and CHL, the village will offer culturally safe, respectful housing plus close accessibility to the significant Kurna ceremonial site, ‘Warriparinga’.

The Aboriginal-owned and culturally significant site is being transformed, including 40 units thoughtfully designed to meet social and cultural needs for the local Indigenous communities – providing a meaningful, community-driven alternative to public housing. By working with ACHL, priority focus has been given to mapping out support services for our customers’ wellbeing, both during the build and after completion. In June 2025, we also welcomed a site visit by Hon. Clare O’Neil MP (Federal Minister for Housing, Homelessness and Cities), Louise Miller-Frost MP (Member for Boothby) and SA Senator-elect Charlotte Walker. The visit provided an opportunity to update on the progress of the build, with a target completion date of mid-2026.

Working across industries to support diverse cohorts

In 2024, Djijaganbaa officially opened in Port Macquarie, NSW through a partnership with Liberty Domestic and Family Violence Specialist Services, who operate the refuge. As one of 49 sites funded under the NSW Government’s Core and Cluster program, Djijaganbaa provides crisis accommodation for women and children experiencing domestic and family violence. The Core and Cluster model combines 8 self-contained two-bedroom units (the ‘Cluster’) with shared support spaces (the ‘Core’) to deliver trauma-informed, culturally safe and inclusive services. CHL played a key role in securing funding for this vital initiative, which reflects the strength of cross-sector collaboration and shared commitment to community safety.

The Queensland Government Pipeline Project

CHL’s vision and purpose is only made possible through collaborative partnerships within the community housing industry and cross-sector. The most innovative example of partnership and investment for CHL has been the implementation of the Queensland Government Pipeline Project, which launched in early 2025 to deliver 469 new social and affordable homes across regional Queensland in partnership with the Queensland Government and ANZ and with the support of Planum Partners and Hall & Wilcox.

At the heart of our initiative is a pipeline approach to housing delivery at a time of critical need, as Queensland’s housing system faces multifaceted challenges. The initiative was developed in partnership between CHL and the Queensland Government by leveraging government investment to structure an innovative financing model, combining state capital grants and availability payments with senior debt finance from ANZ. This enables a scalable industry-led delivery solution and replicable way to deliver a continuous pipeline of social and affordable housing.

The pipeline and partnership approach allowed us to plan a program to deliver long-term value for communities by co-designing housing solutions in regional areas, for people whose needs aren’t being met. The pipeline provisions safe, secure housing for Queenslanders on the housing register and people over 55 who may be under-occupying larger homes or in properties no longer suited to their needs.



Advocacy, research and promotion as Australia's largest CHP

Research-led industry advocacy

In early 2025, CHL joined other community housing providers and our industry peak body at Parliament House in Canberra, urging leaders to make housing a national priority. Over three days, we met with MPs and Senators to deliver findings from industry research that revealed 73% of voters say housing affordability

will influence their vote, while 76% support increased investment in social housing. We were proud to work with our peers and advocate for the urgent action needed now to deliver long-term sustainable housing solutions.



CHIA Conferences

In FY25, CHL participated in key industry forums, including our CEO Danny Dracic presenting at the CHIA NSW Conference, as well as our Chief Governance Officer and Victorian State Operations Manager both presenting at the CHIA Victoria Conference. The topics for discussion ranged from how to best support residents through the streamlining of the new tenancy dispute process, to the drivers and implications of Special Purpose Vehicles for businesses and CHPs more specifically. CHL always welcomes the opportunity to share ideas and collaborate to address the ongoing challenges in the community housing industry.

Community housing peak body forums

Our CEO Danny Dracic actively represented CHL within the industry's peak body forums. This included engaging with PowerHousing Australia and the Community Housing Industry Association to support their national alliance initiative, forming Australian Community Housing as the new peak body in FY25. Danny also participated in the working group supporting the development of the industry's ESG Reporting Standard. We committed to its growth in a way that is meaningful for our communities and partners. ESG reporting is an important step in showing the value community housing providers deliver.

National Homelessness Week

The theme for National Homelessness Week in 2024 was 'Homelessness Action Now.' We recognise this annual occasion dedicated to raising awareness, supporting people experiencing homelessness and preventing those at risk from falling into homelessness. Throughout the week, our people worked hard to raise awareness and provide vital support across our communities. A key advocacy event in Victoria involved our team members joining others on the steps of Parliament, with a display of 6000 origami houses, each one folded by members from the nine regions of homelessness networks throughout Victoria. It symbolised the urgent need for more social and affordable housing in the state. In NSW, CHL joined other services providers at the Homelessness Community Awareness Day held in Port Macquarie, with the aim to dispel the stigma associated with homelessness. In Queensland, CHL participated in the Gold Coast Connect 2 Home event, which offered a day of support for individuals experiencing homelessness in the region, including health checks, haircuts, massage services and more.



Influencing and shaping policy through regular government engagements

Throughout the year, we have welcomed Ministers and other special guests to our sites to mark various development project milestones, from announcements and sod turns, to top outs and practical completion. A key example of this was the visit to our Ground Lease Model site in South Yarra, Melbourne, by the Hon. Clare O'Neil MP (Federal Minister for Housing, Homelessness and Cities), alongside our CEO Danny Dracic. The visit aimed to keep the spotlight on housing issues and our efforts to provide practical, scalable solutions. As another example in Queensland, we welcomed Meaghan Scanlon MP, the Minister for Housing, Local Government and Planning and Minister for Public Works (as at the time of the visit) to celebrate the sod turn for 27 new homes on the Gold Coast at Southport. Funded in partnership with the Queensland Government, the homes have been thoughtfully designed for seniors and those seeking to downsize from public housing, providing comfort and accessibility.



Thank you to our partners

We sincerely thank our broad range of partners across the country, from government to community and commercial partners, who help us integrate social impact, enable growth in new homes and advocate for positive change.

Our collaborative partnership approach is central to how we work to deliver social and affordable housing for those who need it most. Together, we can create a world without housing poverty.

Diverse developments in FY25

At CHL, our approach to housing delivery begins with clear purpose. We design and deliver homes that respond to the needs of our customers and communities — creating places that support stability, belonging and wellbeing.

With this in mind, we deliver a range of housing types tailored to different communities - from precincts and apartment developments in major cities to low-rise and revitalisation projects in regional areas.

Our focus is not only on delivering quality homes but on developing models that can be replicated and scaled to meet the growing demand for social and affordable housing. By integrating planning, design, financing, construction and long-term management, we apply an end-to-end approach that enables us to deliver more high-quality and sustainable homes where they are needed most.

This disciplined approach ensures our homes remain viable, adaptable to changing needs and resilient over time allowing us to scale delivery of social and affordable housing across Australia at a time of critical need.

We are an experienced and collaborative housing developer delivering end-to-end capabilities across the development lifecycle. From feasibility and financing through to design, construction and delivery. Our speciality is sustainable and affordable housing at scale. When developing properties, our expertise drives architects, builders and development partners to create places and homes which are accessible, sustainable and foster thriving communities.

In terms of how we apply our capabilities, the housing solutions we provide depend on the specific needs of the community. We are experienced in developing a range of different housing types, from precincts, to apartments, to low-rise or revitalisation projects. We are working diligently to increase the supply of high-quality and affordable housing options across the country.

While there are numerous examples to call upon what was commenced, progressed or completed in FY25, **here is a snapshot of the diversity and reach of our developments.**

Progressed

Woree, Cairns, Queensland

DEVELOPMENT DETAILS:

490 homes across four connected villages, with 245 social housing homes, 223 affordable homes and 22 specialist disability accommodation (SDA) homes.

Due to be completed: Q4 2026, with construction beginning in FY25.

CHL's role: as the ongoing operating partner for this project once completed, we will provide tenancy and property management, community development and support services, including connecting our customers with specialist support providers.

CONSTRUCTION FEATURES:

- The Woree, Cairns development sets a new benchmark for modular delivery at scale in regional Queensland and across Australia as the largest residential modular construction project with a total of 1008 modules will be installed to deliver 16 architecturally designed buildings, comprising 490 new homes for seniors and people living with disability.
- The site is located in the suburb of Woree, positioned between Cairns' southern corridor and inner-city suburbs.
- The neighbourhood is a well-established community with existing social infrastructure, public transport and local amenities in walking distance.
- The final product will include community rooms,

landscaped gardens, mobility scooter storage, picnic areas and play spaces.

- The project incorporates a community development model supporting independence, dignity and ageing in place.

COMMUNITY IMPACT:

- The development will provide much-needed accommodation for people over 55 years, people with disability and other members of the community who are experiencing the long wait periods for community housing in an unaffordable market.
- We are proud to be part of this first under-occupancy seniors project in the Cairns region, whereby over 55s can move into our new accommodation and age-in-place, in turn create housing supply in existing social housing stock for families who need these size-appropriate homes.
- The social benefits for community members include:
 - A safe, stable and secure home where they can age in place
 - A property with reduced maintenance and upkeep
 - Improved accessibility and mobility
 - Enhanced social connections through on-site amenities promoting an active and social lifestyle.



Progressed

Seachange Miami, Gold Coast, Queensland

DEVELOPMENT DETAILS:

32 homes across four-levels with lift access, including a mix of SDA and one and two bedroom apartments.

Due to be completed: Q3 2025, with construction continuing throughout FY25.

CHL's role: owner, developer and ongoing operator for tenancy and property management services.

CONSTRUCTION FEATURES:

- The property is designed to create a sense of community and enable wellbeing. The communal rooftop, shared BBQ space and community garden will help our customers to connect, relax and enjoy hobbies and community activities.
- The property has pedestrian pathways to provide easy access and enable customers to connect with their community and essential services.
- The location is close to public transport, employment hubs, community amenities, shopping centres and the beach.

COMMUNITY IMPACT:

- The Seachange Miami property will provide homes for Queenslanders 55 and older, including those with higher mobility needs, with customers being either on the social housing register, public housing tenants seeking to downsize or those eligible for SDA through the NDIS.
- The previous building on this site was a motel with 18 converted units that were no longer fit-for-purpose. We have designed new quality homes with tailored, right-sized features that will give older people the accessibility and support they need to age-in-place in their own communities. By providing these essential housing solutions, it frees up larger social and affordable homes to help larger families who are waiting for a home.
- An important part of the project is helping the residents of the previous converted motel building transition to new homes. CHL has worked alongside the Queensland Government to support the residents throughout the relocation process. We have also worked with our development partners to support the local community during the demolition and rebuild phase.



Completed

Wantirna, Victoria

DEVELOPMENT DETAILS:

118 homes delivered under the Victorian Government's Big Housing Build initiative.

Completed within 14 months in December 2024.

CHL's role: owner, developer and ongoing operator for tenancy and property management services.

CONSTRUCTION FEATURES:

- Achieved a 7-star NatHERS energy rating, reflecting a focus on environmentally sustainable design.
- Integrated CCTV for improved safety and security.
- Communal outdoor spaces with landscaped areas for shared use.

COMMUNITY IMPACT:

- As the largest approved project under the 2020 Big Housing Build, 500 Burwood Highway in Wantirna South represents a meaningful contribution to addressing Victoria's housing affordability needs, creating diverse housing options and fostering a sense of community.
- Situated just 25 kilometres east of Melbourne's CBD, the project benefits from its proximity to a range of essential services and amenities, including connections to local public transport and major roads, schools, healthcare facilities and shopping precincts, such as Westfield Knox, one of Melbourne's largest retail centres.
- In the design of the development, careful attention was given to space, natural light, privacy for both residents and neighbours, as well as accessibility provisions for those with mobility challenges. The landscaped communal areas offer a welcoming space for connection and relaxation, integrating well with the surrounding neighbourhood.
- Since completion, the focus has been on community engagement activities with our partners, including the start of a playgroup for families of young children, with donations from Stonnington Toy Library. In addition, the Orana Neighbourhood House is providing our customers free English as second language classes for beginners and intermediates.



Completed

Tasmanian Community Housing Growth Program

DEVELOPMENT DETAILS:

84 homes across nine different project sites delivered in partnership with Homes Tasmania.

Completed in December 2024.

CHL's role: CHL managed overall project delivery for the entire development, including design, and will provide ongoing tenancy and property management services.

CONSTRUCTION FEATURES:

- Homes spread across four suburbs in northern Tasmania.
- A range of two- and three-bedroom homes.
- Three different local builders were engaged across various sites.

COMMUNITY IMPACT:

- Throughout the project there has been ongoing engagement with the broader community as well as a two-pronged approach to developing partnerships. This approach has included a highly localised approach to improving outcomes in areas of dense housing plus taking a regional focus to develop programs that have broader impacts for the Tasmanian community and our customers.
- We have welcomed new customers to their homes by organising activities, such as a community BBQ, introducing them to their housing support coordinators and other local community groups and services.



Meet our Board

Creating a world without housing poverty



John De Vries

Chair of the Board

Member of the CHL Audit, Risk and Compliance Committee; Member of the CHL Governance Committee

John lives in the region Nipaluna, on the island of Lutruwita / Tasmania, growing up on the foothills of Kunanyi.

John is an experienced qualified Director who has held a broad range of board and executive positions, with a focus on good governance and strategic financial management.

John is Chair of the CHL Board that provides strategic leadership to the organisation and ensures the executive team are accountable for delivering an ambitious strategic plan.

John has a strong background in finance and administration, which includes providing financial stewardship and leadership to a \$100 million research organisation. John has deep experience and skills in risk, change and financial management.

John has over 20 years' experience in the social housing sector working with both public and not-for-profit organisations, seeing first-hand how social housing can transform people's lives.

John believes the community housing sector can play a key role in addressing Australia's housing crisis and is leading CHL to be a champion of the sector that addresses housing poverty.

John is proud to lead an organisation that is delivering innovative results at a large-scale. He aims to lead an organisation that staff, members and most importantly, our customers, are proud to belong to.



Sonya Beyers

Member of the CHL Governance Committee

Sonya Beyers lives on the lands of the Jagera people in Queensland. Sonya is a highly regarded non-executive director, with over 15 years of independent directorship experience across multiple sectors. Sonya also leads a consultancy firm, Governance by Design, that specialises in governance advisory services. Sonya brings over 20 years of commercial experience to her work, including commencing her career as a corporate commercial solicitor before working with boards as a governance consultant.

Since transitioning to corporate governance consulting in 2009, Sonya has built a strong reputation for her collaborative, strategic approach by working with boards and executive teams to provide client-focused measurable solutions and high-quality advisory services. Sonya combines her legal and governance expertise to help directors troubleshoot constitutional and governance challenges, enabling organisations to optimise their performance.

Sonya is currently Chair of the South Australian Veterinarian Surgeons Board and Southern Cross Care Inc (TAS) and serves as a non-executive director on IES College. She is also Chair of the Queensland Law Society's Not-For-Profit Committee, where she helps shape policy that regulates the sector and advocates for the voices of vulnerable people.

In addition to her consultancy work, Sonya is an accredited facilitator and writer for the Australian Institute of Company Directors, recognising her dedication to the ongoing education and professional development of directors. Sonya is a passionate advocate for governance as a driver of organisational performance, integrity and purpose.



Angela Huston

Chair of the CHL Audit, Risk and Compliance Committee

Angela is a proud Kamilleroi woman from south-west Queensland with over 30 years of experience across finance, business development, environmental management and Indigenous economic empowerment. She has worked across chartered accounting, corporate, not-for-profit and community sectors, including 15 years of financial and business development for a multi-million-dollar Indigenous organisation.

Angela has a strong track record of delivering sustainable outcomes through robust financial management and governance. She is highly skilled in the development, implementation and maintenance of commercial, procedural and reporting processes to ensure contract obligations are met in a timely and accurate manner.

Angela is passionate about embedding First Nations perspectives into the housing and economic development sectors. She advocates for inclusive decision-making processes that centre First Nations voices to create place-based, innovative housing solutions and building frameworks. The aim is to empower Traditional Owners and Indigenous organisations to lead their own development agendas as well as create pathways and solutions that meet the needs of all community members.



Penny Kendall

Member of the CHL Governance Committee

Penny was born, lives and works on the land of the Wurundjeri and Boonwurrung people of the Kulin Nations. Penny brings extensive experience in human services and the community sector, with a strong focus on delivering high-quality support to people with a disability.

For over 40 years, she has worked across government and not-for-profit sector, driven by a commitment to improving quality, standards and values that enhance and empower the lives of people with a disability. Throughout her career, Penny has remained a strong advocate for people with a disability committed to upholding their rights, dignity and voice.

Penny came to understand how fundamental safe and appropriate housing is after working in an institution for people with disabilities, where she witnessed first-hand how dehumanising and devaluing life can be for those already marginalised by society. In 1995 she commenced a partnership with CHL to consult, design and build homes that would not only meet people's needs but genuinely enhanced their lives, living standards and inclusion in their community. Since then, Penny has remained deeply committed to ensuring all people have the right to access safe, secure and appropriate housing, empowering them to live full and meaningful lives.

She is committed to developing and delivering services, which are focussed on people's individuality, ensuring their choices and rights are respected, responded and represented, in a manner that leads to positive outcomes. Penny is experienced in community-based projects that create, develop and implement various co-designed service systems, enriching people's lives and enhancing inclusion in their community.

Penny is committed to ensuring that services are designed, implemented and improved by her ongoing contribution to a range of boards, working parties and advisory committees.



Michael Lynch

Member of the CHL Audit, Risk and Compliance Committee; Chair of the CHL Investment Committee

Michael Lynch was born in Naarm / Melbourne, Victoria and now lives on the lands of the Dharawal people in Oyster Bay, New South Wales.

Michael is the Managing Director of Social Infrastructure Investment Partners, the fund manager of the Synergis Fund, which provides long-term capital to create high-quality disability housing. He started Synergis in 2019, bringing a deep commitment to inclusive housing and impact-driven investment. Prior to this, he led the Impact Investing team at Social Ventures Australia, where he helped shape the growth of Australia's social impact investment market.

Michael brings more than 30 years of experience in banking and investment, having worked across Australia and Europe in senior roles with organisations, such as Commonwealth Bank, Merrill Lynch, UBS and Société Générale. His career has spanned a broad range of leadership and product development roles.

Michael is Chair of the Specialist Disability Accommodation (SDA) Alliance, advocating for better housing outcomes for people living with disabilities. He is passionate about social outcomes and the opportunity to use capital to deliver meaningful social change. Michael is proud to work to create a lasting impact in communities nationwide across Australia. Michael holds a Bachelor of Commerce, as well as a Master of Applied Finance.



Maureen O'Meara

Member of the CHL Investment Committee

Maureen is experienced in First Nations relationships and interactions, government and not-for-profit sectors, housing, health, inter-sectoral government relations and management of government partnership funds, community and business development.

Our sincere thanks to Maureen for her immense contributions to CHL during her tenure, as she moves on from her role as a CHL Board Director in November 2025.



Michelle Swallow
Member of the CHL Governance Committee

Michelle was born in Mulubinba / Newcastle, NSW and has lived and worked in Queensland and Tasmania. She now resides and practices from Nipaluna / Hobart, Lutruwita / Tasmania.

With over 25 years of board and executive experience, Michelle is Director of Leadership and Change Consultants Pty Ltd, with a background in for-purpose leadership, social work (Bachelor) and governance (FAICD). Michelle works with boards and leadership teams, providing governance review and training, executive coaching and strategic advice.

Michelle is a Fellow of the Australian Institute of Company Directors, a graduate of the Tasmanian Leaders Program and studied at the London Business School in Negotiating and Influencing.

Michelle is also a non-executive director of the Tasmanian Community Fund. She has also held several senior executive roles and served as a non-executive director across a range of not-for-profit organisations. Michelle was the Director of TasTAFE and Chair of their Audit and Risk Management Committee.

Michelle enjoys working with values-based organisations and is committed to supporting leadership, advocacy and policy development across health, VET, housing, alcohol and drug sectors, as well as capacity building in the community, government and private sectors.



John Yardley
Member of the CHL Audit, Risk and Compliance Committee; Member of the CHL Investment Committee

John was born in the UK and currently lives in Hampton, Victoria, on the Traditional Lands of the Bunurong people of the Kulin Nation. He brings extensive cross-industry expertise in strategy development, implementation and governance, with a career spanning multiple sectors including health, finance, politics and property management. He offers a strong foundation in enterprise risk management, with extensive leadership experience, including as Chair of Audit and Risk, Operations Risk and Credit Risk Committees.

John has a deep and practical understanding of contemporary corporate governance, ensuring that strong frameworks support strategic outcomes and organisational integrity. His sectoral experience is diverse as he has held senior roles in contract and property management, served as Chief of Staff to the New Zealand Minister of Health and worked across management consulting and financial services.

Throughout his career, John has remained committed to working collaboratively to help organisations achieve their purpose and deliver meaningful outcomes. His work is grounded in the belief that sound governance, inclusive strategy and effective risk oversight are central to achieving a long-term impact.

John's commitment to social good aligns with the mission and values of CHL, where he is focused on ensuring the organisation meets its goals for the betterment of all. He continues to support initiatives that contribute to inclusive, secure and affordable housing throughout Australia.

Directors' Report

The Directors present their report, together with the financial statements, on the consolidated entity (referred to hereafter as the 'Group') consisting of Community Housing Limited (referred to hereafter as the 'Company' or 'parent entity') and the entities it controlled at the end of, or during, the year ended 30 June 2025.

Directors

The following persons were Directors of Community Housing Limited during the whole of the financial year and up to the date of this report, unless otherwise stated:

- John De Vries
- Angela Susanne Huston
- John Yardley (appointed 23 January 2025)
- Maureen O'Meara
- Michael Philip Lynch
- Michelle Swallow (appointed 8 July 2025)
- Penelope Sandra Kendall
- Sonya Beyers (appointed 22 July 2025)
- David Week (resigned 31 January 2025)
- Fionn Skiotis (resigned 20 November 2024)
- Shane Hamilton (resigned 20 November 2024)

Principal activities

During the financial year the principal continuing activities of the Group consisted of:

- management of long-term rental community housing across Australia
- homelessness services in New South Wales, Queensland and Victoria
- design, development and construction of sustainable housing projects in Australia and overseas.

Review of operations

The surplus for the Group after providing for income tax amounted to \$89,459,864 (30 June 2024: \$46,499,507). Total revenue and other income was \$290,945,376 (2024: \$224,487,501). The Group has continued to comply with all the requirements for registration as a community housing provider in the National Regulatory System for community housing, maintaining its registration as a Tier One provider.

Developments over the year and strategic objectives

Community Housing (Vic) Ltd ('CHVL') received a positive outcome letter under the Housing Australia Future Fund Facility for 82 units in Victoria and is currently entering contract negotiations for these projects.

Community Housing (Tas) Ltd ('CHTL') also finalised the construction on the remaining 84 dwellings in Tasmania for social housing on government leased land under the Community Housing Growth Program ('CHGP').

During the current year, the first tranche of the Housing Investment Fund received final approval, with grant funding received and construction of the related projects commenced. Community Housing (Homes for Regions) Ltd ('CHHRL') will continue to develop and submit applications for multiple projects under Tranche 2 of the Housing Investment Fund to further expand its capacity to address the highest housing needs in regional Queensland.

Events since the end of the financial year

Subsequent to financial year end, CHTL has taken control of 112 properties from CHL under a common control transaction synergising operations within the Tasmanian portfolio. The transfer is part of a strategic realignment aimed at improving governance, operational coherence and financial efficiency. CHTL has also entered into a loan facility agreement with Bank Australia to refinance the project loan. In addition, CHVL refinanced its borrowing facilities with Bank Australia through a new arrangement with the Treasury Corporation of Victoria ('TCV').

No other matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.

Meetings of Directors

The number of meetings of the Company’s Board of Directors (‘the Board’) held during the year ended 30 June 2025, and the number of meetings attended by each Director were:

	Full Board	
	Attended	Held*
John De Vries	8	8
Angela Susanne Huston	6	8
John Paul Yardley	3	3
Maureen O’Meara	3	8
Michael Philip Lynch	7	8
Penelope Sandra Kendall	6	8
David Week	5	5
Fionn Skiotis	2	4
Shane Hamilton	3	4

*Held: represents the number of meetings held during the time the Director held office.

Indemnification of Directors and Officers

- The Company has executed deeds of indemnity in favour of:
- (a) Directors of the Company (including past Directors),
 - (b) Secretary,
 - (c) Chief Executive Officer, and
 - (d) Chief Financial Officer.

Each of these deeds provides an indemnity on substantially the same terms as the indemnity provided in the constitution in favour of Directors and Officers. The indemnity also gives officers a right of access to Board papers and requires the Company to maintain Directors’ and Officers’ liability insurance.

Indemnity of auditors

CHL has agreed to indemnify their auditors, PricewaterhouseCoopers, to the extent permitted by law, against any claim by a third party arising from CHL’s breach of their agreement. The indemnity stipulates that CHL will meet the full amount of any such liabilities including a reasonable amount of legal costs. No payments were made under this indemnity in 2025.

Contributions on winding up

In the event of the Company being wound up, ordinary members are required to contribute a maximum of \$20 each. Honorary members are not required to contribute.

The total amount that members of the Company are liable to contribute if the Company is wound up is \$440, based on 22 current ordinary members.

Rounding of amounts

Amounts in this report have been rounded off to the nearest thousand dollars, or in certain cases, the nearest dollar.

Auditor’s independence declaration

A copy of the auditor’s independence declaration as required under section 60-40 of the Australian Charities and Not-for-profits Commission Act 2012 is set out on immediately after this Directors’ report.

This report is made in accordance with a resolution of Directors.

On behalf of the Directors



John De Vries

Director

29 October 2025

Directors’ Declaration

The Directors declare that in their opinion, the concise financial report of the consolidated entity for the year ended 30 June 2025 as set out on pages 62 to 70 complies with Accounting Standard AASB 1039 Concise Financial Reports.

The concise financial report is an extract from the full financial report for the year ended 30 June 2025. The financial statements and specific disclosures included in the concise financial report have been derived from the full financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report, which is available on request.

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



John De Vries

Director

29 October 2025

Concise Financial Statements

For the year ending 2025

Consolidated Statement of Profit or Loss and Other Comprehensive Income	63
Consolidated Statement of Financial Position	64
Consolidated Statement of Changes in Equity	66
Consolidated Statement of Cash Flows	67
Notes to the consolidated financial statements	68
Independent auditor's report to the members	71



Consolidated Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

		2025	2024 Restated
	Note	\$'000	\$'000
Property rental revenue		121,093	109,469
Revenue from contracts with customers	3	69,051	68,009
Income from capital grants		71,086	2,061
Fair value gain on investment properties	4	22,137	33,814
		283,367	213,353
Other (losses)/gains	5	(4,895)	712
Interest income		12,474	10,423
Total revenue and other income		290,946	224,488
Expenses			
Employee benefits expense		(48,020)	(45,089)
Construction costs		(12,840)	(15,255)
Depreciation, amortisation and impairment expenses		(5,725)	(5,328)
Property costs		(76,496)	(70,547)
Tenancy costs		(19,936)	(20,208)
Operating expenses		(29,227)	(14,545)
Finance costs		(9,292)	(7,398)
Surplus before profit from associates and income tax		89,410	46,118
Share of profit of associate accounted using equity method		2	300
Surplus before income tax		89,412	46,418
Income tax benefit		14	81
Surplus for the year		89,426	46,499
Other comprehensive income			
<i>Item that may be reclassified to profit or loss</i>			
Foreign currency translation		234	(137)
Other comprehensive income for the year, net of tax		234	(137)
Total comprehensive income for the year		89,660	46,362
Surplus for the year is attributable to:			
Members of Community Housing Limited		89,460	46,499
Non-controlling interest		(34)	-
		89,426	46,499
Total comprehensive income for the year is attributable to:			
Members of Community Housing Limited		89,660	46,362
Non-controlling interest		-	-
		89,660	46,362

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

Consolidated Statement of Financial Position

As at 30 June 2025

		2025	2024 Restated
ASSETS	Notes	\$'000	\$'000
Current assets			
Cash and cash equivalents		66,219	34,090
Trade and other receivables		9,157	9,630
Other financial assets		49,241	37,059
Contract assets		4,622	8,097
Financial assets at amortised cost		6,540	4,816
Other current assets		4,527	4,864
Assets of disposal groups classified as held for sale		3,661	-
TOTAL CURRENT ASSETS		143,967	98,556
Non-current assets			
Trade and other receivables		250	149
Property, plant and equipment		5,009	4,390
Right-of-use assets		9,360	8,728
Intangible assets		24,784	14,935
Investment properties	4	1,403,917	1,197,195
Financial assets at amortised cost		165,573	186,042
Investments accounted for using the equity method		302	300
Investment in equity securities		14,684	18,347
Deferred tax assets		158	12
Other non-current receivables		404	78
TOTAL NON-CURRENT ASSETS		1,624,441	1,430,176
TOTAL ASSETS		1,768,408	1,528,732
LIABILITIES			
Current liabilities			
Trade and other payables		30,560	37,259
Contract liabilities		8,351	9,029
Lease liabilities		2,723	3,009
Employee benefits		4,320	3,970
Borrowings		32,859	6,067
Non-interest bearing liabilities		15,369	11,285
TOTAL CURRENT LIABILITIES		94,182	70,619

Continues on next page

Consolidated Statement of Financial Position (continued)

As at 30 June 2025

		2025	2024 Restated
LIABILITIES	Notes	\$'000	\$'000
Non-current liabilities			
Lease liabilities		6,801	5,970
Deferred tax liabilities		186	204
Employee benefits		515	438
Borrowings		242,996	230,374
Provisions		3,598	3,185
Non-interest bearing liabilities		670,192	557,280
TOTAL NON-CURRENT LIABILITIES		924,288	797,451
TOTAL LIABILITIES		1,018,470	868,070
NET ASSETS		749,938	660,662
EQUITY			
Reserves		(1,316)	(1,550)
Retained surpluses		751,254	661,727
Capital and reserves attributable to members of Community Housing Limited		749,938	660,177
Non-controlling interest		-	485
TOTAL EQUITY		749,938	660,662

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

Consolidated Statement of Changes in Equity

For the year ended 30 June 2025

	Reserve	Retained surpluses	Non-controlling interest	Total equity
GROUP	\$'000	\$'000	\$'000	\$'000
BALANCE AT 1 JULY 2023	(1,413)	617,231	485	616,303
Surplus for the year	-	46,499	-	46,499
Other comprehensive income	(137)	-	-	(137)
Total comprehensive income for the year	(137)	46,499	-	46,362
Loss of control in subsidiary	-	(2,003)	-	(2,003)
BALANCE AT 30 JUNE 2024	(1,550)	661,727	485	660,662
BALANCE AT 1 JULY 2024	(1,550)	661,727	485	660,662
Surplus for the year (restated)	-	89,460	(34)	89,426
Other comprehensive loss	234	-	-	234
Total comprehensive income for the year	234	89,460	(34)	89,660
Loss of control in subsidiary	-	67	(451)	(384)
BALANCE AT 30 JUNE 2025	(1,316)	751,254	-	749,938

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

Consolidated Statement of Cash Flows

For the year ended 30 June 2025

	2025	2024
	\$'000	\$'000
Cash flows from operating activities		
Receipts from rent, operational grants and services (inclusive of GST)	202,163	167,039
Capital grants, fees and other income received (inclusive of GST)	152,468	87,359
Payments to suppliers and employees (inclusive of GST)	(210,007)	(150,168)
	144,624	104,230
Interest received	5,632	2,232
Interest and other finance costs paid	(9,292)	(7,050)
Net cash from operating activities	140,964	99,412
Cash flows from investing activities		
Payments for property, plant and equipment	(2,135)	(91,432)
Payment for intangible assets	(10,271)	(13,353)
Payments for investment properties	-	(3,278)
Investment in term deposits	(12,182)	(18,417)
Payments for development properties under construction	(151,463)	-
Proceeds from sale of investment property	441	-
Proceeds from sale of property, plant and equipment	5,175	445
Loans from related parties	-	6
Loans receipt from related parties	25,587	700
Loans to related parties	-	(85,283)
Investment in Building Communities Partnership (GLM2)	-	(18,347)
Homes Victoria contribution to the GLM1 partnership	-	68,642
Net cash used in investing activities	(148,848)	(160,317)
Cash flows from financing activities		
Proceeds from borrowings	46,712	69,843
Repayment of borrowings	(7,298)	(11,784)
Repayment of lease liabilities	(3,401)	(2,864)
Equity settlement of ACHL	-	50
Net cash from financing activities	36,013	55,245
Net increase/(decrease) in cash and cash equivalents	32,129	(5,660)
Cash and cash equivalents at the beginning of the year	34,090	39,750
Cash and cash equivalents at the end of the financial year	66,219	34,090

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

Notes to the concise consolidated financial statements

For the year ended 30 June 2025

1. Summary of Material Accounting Policies

Basis of Preparation

This concise financial report relates to the consolidated entity (referred to hereafter as the Group) consisting of Community Housing Limited and the entities it controlled at the end of, or during, the year ended 30 June 2025. The accounting policies adopted have been consistently applied to all years presented.

Going Concern Consideration

The financial report has been prepared on a going concern basis, which assumes continuity of normal business activities and the realisation of assets and the settlement of liabilities in the ordinary course of business.

2. Revenue from Contracts with Customers

	2025	2024 Restated
	\$'000	\$'000
Revenue from continuing operations		
Operational grant income	20,108	21,271
Property/client service grant income	8,575	7,471
NRAS incentives	602	697
Recoveries	7,200	9,598
Management fees	10,982	5,508
Construction revenue	12,826	15,255
Other revenue	8,758	8,209
Total revenue from continuing operations	69,051	68,009
Timing of revenue recognition		
At a point in time	15,958	17,807
Over time	53,093	50,202
	69,051	68,009

3. Fair value gain on investment properties

	2025	2024
	\$'000	\$'000
Net fair value (loss)/gain on capital work in progress	(10,309)	12,684
Net fair value gain on investment properties	68,823	42,602
Fair value adjustment properties transferred for developments	(35)	(9)
Fair value gain allocated to non interest bearing liabilities	(36,342)	(21,463)
	22,137	33,814

Notes to the concise consolidated financial statements (continued)

For the year ended 30 June 2025

4. Investment Properties

Investment properties consist of residential dwellings where CHL has a legal or beneficial interest.

Restrictions of title

There are restrictions on the remittance of income and proceeds upon disposal of certain investment properties. These restrictions are as follows:

- i. certain assets are subject to first mortgage security arrangements with third-party financial institutions. Properties to the carrying value of \$627,214,104 have been pledged as security to lenders.
- ii. where the beneficial owner of an investment property is a party other than the Group there are restrictions on the remittance of income and proceeds. A liability is recognised at an amount equivalent to the carrying value of the asset subject to the restriction when the beneficial owner of the investment property is not the Group. The Group is a recipient of capital grants and contributions of assets by various statutory bodies and the relevant statutory bodies generally retain a legal interest in the investment properties and place certain restrictions on the use of those assets. While there are a number of different arrangements in place, the restrictions generally has the effect of preventing legal dealings of these properties without the consent of the relevant statutory bodies under the respective agreements. The Group is able to borrow against these property assets and secure borrowings by mortgage.

Valuations of investment properties

The Group obtains independent valuations for its investment properties at least every three years. Independent valuations are also obtained for all residential properties where construction has been completed by the Group in the current financial year and the property has been transferred from development properties under construction to investment properties. At the end of each reporting period, the Directors update their assessment of the fair value of each property, considering the most recent independent valuations and an analysis of individual residential properties by suburb by property type.

Investment properties are carried at fair value, which is based on a combination of Director and independent valuations annually or tri-annually. Changes in fair values are recorded as either profit or loss or capital

grant liabilities depending on the beneficial owner of the property.

Further information on these restrictions is included in the full financial statements of CHL.

5. Limitation of Members' Liability

In the event of the Company being wound up, ordinary members are required to contribute a maximum of \$20 each. Honorary members are not required to contribute.

The total amount that members of the Company are liable to contribute if the Company is wound up is \$440, based on 22 current ordinary members.

6. Events Occurring After the Reporting Period

Community Housing (Tas) Ltd has also entered into a loan facility agreement with Bank Australia to refinance the project loan.

Community Housing (Vic) Ltd (CHVL) refinanced its borrowing facilities with Bank Australia through a new arrangement with the Treasury Corporation of Victoria ('TCV').

Community Housing (Tas) Ltd ('CHTL') has taken control of 112 properties from CHL under a common control transaction synergising operations within the Tasmanian portfolio.

No other matter or circumstance has arisen since 30 June 2025 that has significantly affected, or may significantly affect the Group's operations, the results of those operations, or the Group's state of affairs in future financial years.

7. Restatement of comparatives

Correction of Errors

During the year, two prior period errors were identified as follows:

- i. Provision for State interest in assets that was to be offset against the capital grant income was incorrectly recorded as an expense. There is no net surplus impact of the error.
- ii. Current portion of non-interest bearing liabilities expected to be settled in FY25, was incorrectly recorded as non-current non-interest bearing liabilities.

Notes to the concise consolidated financial statements (continued)

For the year ended 30 June 2025

These errors have been corrected retrospectively and the impact of the change on the comparative period financial position and results is provided below.

There was no impact to the results in the statement of profit or loss and other comprehensive income or net assets in the comparative period.

Statement of profit or loss (extract)

	2024 Reported \$'000	2024 Adjusted \$'000	2024 Restated \$'000
Income from capital grants	12,684	(10,623)	2,061
Expenses			
Operating expenses	(25,168)	10,623	(14,545)
Surplus before income tax benefit	46,418	-	46,418
Surplus after income tax benefit for the year	46,999	-	46,499

Statement of financial position (extract)

	2024 Reported \$'000	2024 Adjusted \$'000	2024 Restated \$'000
Current liabilities			
Non-interest bearing liabilities	7,224	4,061	11,285
Non-current liabilities			
Non-interest bearing liabilities	561,341	(4,061)	557,280
Total liabilities	868,070	-	868,070



Independent auditor's report

To the members of Community Housing Limited

Our opinion

In our opinion, the accompanying concise financial report of Community Housing Limited and its controlled entities (together, the Group) for the year ended 30 June 2025 complies with Australian Accounting Standard AASB 1039 Concise Financial Reports.

What we have audited

The Group's concise financial report derived from the financial report of the Group for the year ended 30 June 2025 comprises:

- the consolidated statement of financial position as at 30 June 2025
- the consolidated statement of profit or loss and other comprehensive income for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the related notes, which include a summary of material accounting policies.

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 concise financial report* section of our report.

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



Independence

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

Concise financial report

The concise financial report does not contain all the disclosures required by the Australian Accounting Standards in the preparation of the financial report. Reading the concise financial report and the auditor's report thereon, therefore, is not a substitute for reading the financial report and the auditor's report thereon.

The financial report and our report thereon

We expressed an unmodified audit opinion on the financial report in our report dated 29 October 2025.

Responsibilities of the directors for the concise financial report

The directors are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 Concise Financial Reports, and the Corporations Act 2001, and for such internal control as the directors determine is necessary to enable the preparation of the concise financial report.

Auditor's responsibilities for the audit of the concise financial report

Our responsibility is to express an opinion on whether the concise financial report, complies in all material respects, with AASB 1039 Concise Financial Reports based on our procedures which were conducted in accordance with Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.

PricewaterhouseCoopers

Jason Perry
Partner

Melbourne
29 October 2025



Community
Housing^{LTD}
You belong.

chl.org.au

© 2025 Community Housing Limited
ABN 11 062 802 797