



Annual Report 2025



Alpine Resorts
Victoria

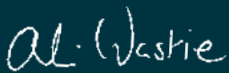
Traditional Owner Acknowledgment

We acknowledge and respect Victorian Traditional Owners as the original owners of Victoria's land, waters, sky and mountains, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose wisdom has ensured the continuation of culture and traditional practices.

We acknowledge the profound impacts of climate change on Country and recognise the power of Traditional Owner knowledge in responding to and adapting to change. We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.

Responsible Body Declaration

In accordance with the *Financial Management Act 1994*, I am pleased to present ARV's Annual Report for the year ending 31 December 2025.



Ali Wastie

Chairperson, Alpine Resorts Victoria Board

16 July 2026

Authorised and published by

Alpine Resorts Victoria

19 Highett Street

Mansfield Victoria 3722

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Alpine Resorts
Victoria



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Year in review

Chair and CEO Report

Since its inception, Alpine Resorts Victoria (ARV) has delivered an immense body of strategic work to inform the future direction of the resorts, with economic viability at the forefront of these efforts. This work culminated in the development of ARV's *Pathway to Financial Sustainability* report, underpinned by the long-term financial plan, which was submitted to Minister Dimopoulos for consideration in October 2025. The report provides a clear long-term direction for ARV's financial management and sustainability, and is a key deliverable of the Letter of Expectations issued to ARV when it launched.

In 2025, ARV continued to strengthen its corporate and strategic capability through the delivery of several key priority projects. At the start of the year, ARV developed an all-resort asset management strategy complemented by asset category plans that have enabled the organisation to take a whole of portfolio approach to effective asset planning. ARV also delivered a comprehensive services review across the resorts with the aim of better improving the operational and financial performance of the many services it delivers. Both pieces of work were key contributors to the *Pathway to Financial Sustainability* report.

Significant stakeholder engagement has informed the development of all strategic work delivered across the year. In particular, stakeholders have provided critical input into the review of the Victorian Government's Alpine Resorts Leasing Policy, a whole of government framework that will support consistent and transparent leasing arrangements across the alpine sector. ARV also undertook extensive engagement and co-design to develop the *Alpine Resorts Strategic Plan 2026–2030*, which outlines shared priorities for the sector over the next five years. These strategic documents provide greater certainty and visibility regarding future government priorities and investment pathways.

Organisational capability continued to improve in 2025, with advances in financial operations, streamlined business processes, strengthened borrowing powers, and enhanced debtor management to better support stakeholders experiencing financial hardship. ARV also embedded ethical decision-making processes and improved transparency across compliance areas including external complaints, freedom of information, privacy, fraud and corruption, and gifts and benefits.

Operationally, ARV serviced a 30% increase in winter visitation compared with the 10-year average. This was achieved through the commitment and expertise of

staff across the alpine resorts, supported by efficient operational systems that enabled safe access and enjoyable experiences for higher numbers of visitors.

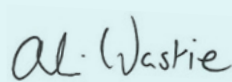
ARV continued to improve the visitor experience, such as via the soft opening of the Snow Play Hub at Mt Hotham. This new facility supports snow play visitors with improved amenities and enhances first time snow experiences, contributing to stronger long-term participation in alpine activities.

In 2025 ARV delivered its first all resorts winter marketing campaign, which was supported via a strategic partnership with Visit Victoria. Visit Victoria provided funding and promotional support that significantly enhanced the reach of the program, growing awareness of the resorts, which could then be leveraged from a conversion perspective at a resort level, optimising investment.

Across the year, ARV also maintained a strong commitment to consultation and partnership with stakeholders via its Stakeholder Consultative Committees (SCCs), who continue to play a key role in shaping ARV's work. We would like to thank and acknowledge SCC members for their passion, insights, and commitment to shaping a strong future for the alpine sector.

We also extend our appreciation to the ARV Board for their guidance, expertise and support throughout the year, and for ARV staff for their hard work and dedication to delivering positive outcomes for the resorts.

In accordance with the *Financial Management Act 1994* (FMA), we are pleased to present ARV's Annual Report for the year ending 31 December 2025.



Ali Wastie
Chairperson



Amber Gardner
Chief Executive Officer

Year in review

VISION, MISSION AND VALUES

ARV's Vision

Vibrant, sustainable and thriving alpine resorts that can be embraced by all and enjoyed by generations to come.

ARV's Mission

To lead and unite the alpine sector in driving the resilience, adaptation and enhancement of Victoria's unique alpine resorts.

ARV's Values

At ARV, we are a diverse team of passionate, capable and proud people working towards our goal of a sustainable future for our resorts and the alpine environment.

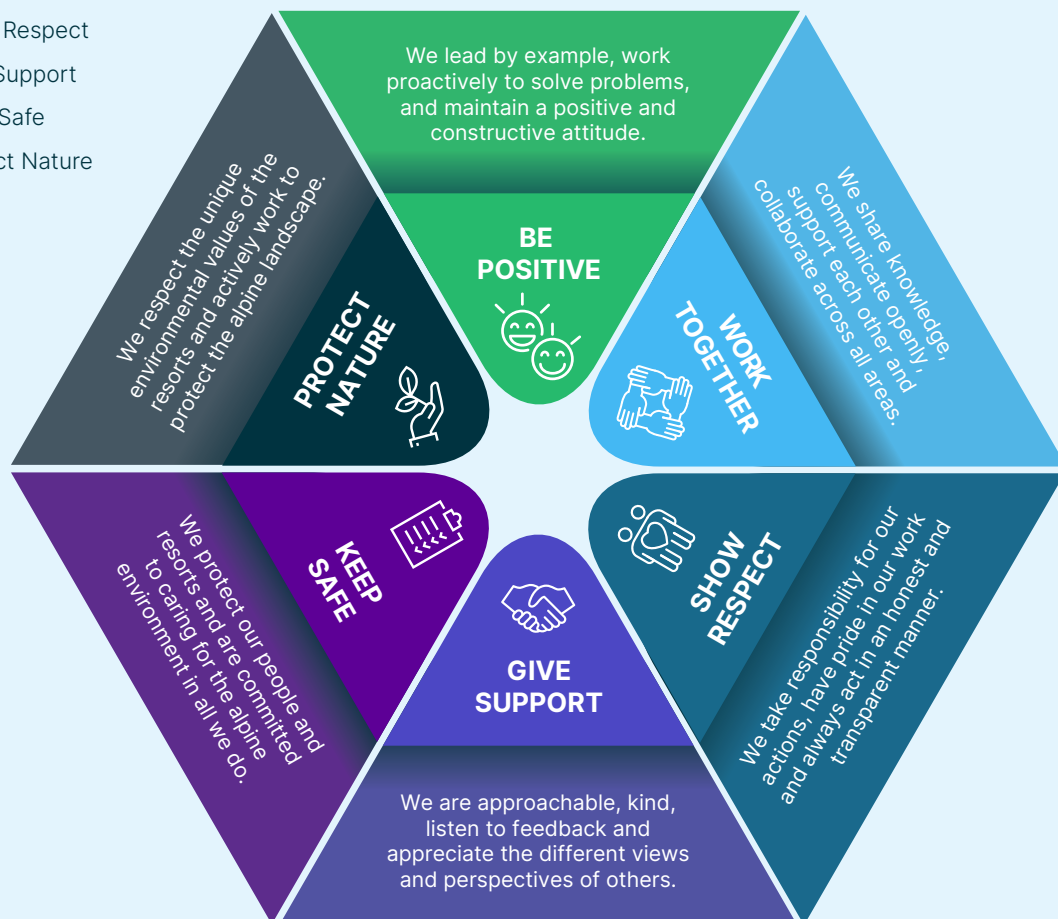
Our behaviours, our work and our decisions are guided by 5 core values:

- > Be Positive
- > Work Together
- > Show Respect
- > Give Support
- > Keep Safe
- > Protect Nature

MANNER OF ESTABLISHMENT AND MINISTER

ARV was established by the Victorian Government on 1 October 2022, through amendments to the *Alpine Resorts (Management) Act 1997* (the Act), to be responsible for the management, development, promotion and use of Victoria's six alpine resorts: Falls Creek, Lake Mountain, Mt Baw Baw, Mt Buller, Mt Hotham and Mt Stirling.

ARV is a statutory authority that reports to the Minister for Environment, the Hon. Steve Dimopoulos MP, and is subject to the general direction and control of the Minister. ARV is a body corporate and is considered a public body for the purposes of the *Financial Management Act 1994* and a public entity for the purposes of the *Public Administration Act 2004*.



Year in review

FUNCTIONS AND SERVICES

ARV's Core Functions



Managing each resort in accordance with the Act and alpine resorts principles.



Strategic planning for the development, promotion, and management of ARV principles.



Strategic tourism activities and marketing.

SERVICE PROVISION



Snowmaking



Electricity



Waste and recycling



Gas Supply



Water supply



Roads



Drainage and sewerage



Fire protection



Ski patrol



Transport

Source: Section 21 of the *Alpine Resorts (Management) Act 1997* (and 2022 amendments)

Year in review

2025 Visitation

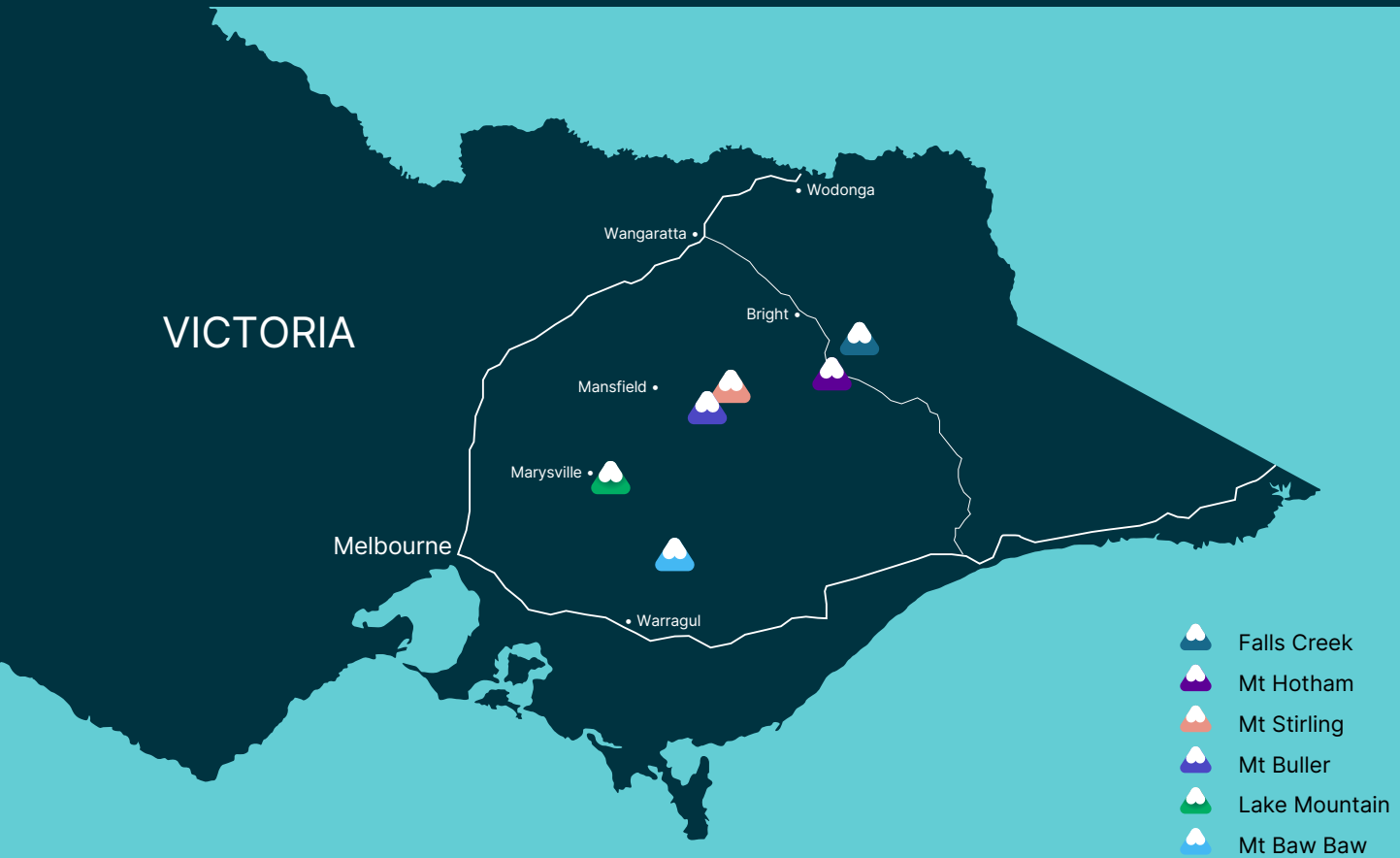
2025 Winter visitation (7 June – 5 October)		
Resort	Visitors	Visitor days
Falls Creek	164,975	433,139
Lake Mountain	106,592	106,952
Mt Baw Baw	65,416	85,277
Mt Buller	359,719	571,242
Mt Hotham	188,180	392,904
Mt Stirling	14,466	17,348
All Resorts	899,348	1,608,502

10-year previous average visitors	663,006	1,230,445
% change 10-year previous average visitors to 2024	+ 36%	+31%

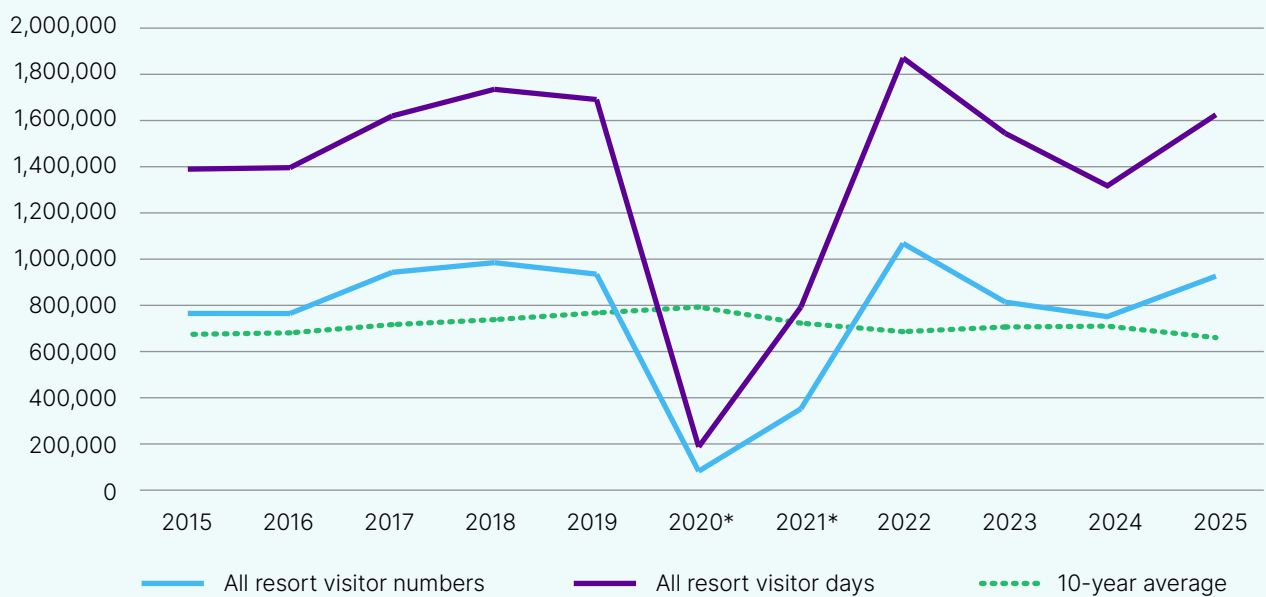
2025 Green season visitation*		
Resort	Jan – May	Oct – Dec
Falls Creek	118,444	22,667
Lake Mountain	31,714	7,511
Mt Baw Baw	28,685	3,747
Mt Buller	106,213	24,114
Mt Hotham	44,718	26,266
Mt Stirling	39,214	8,008
All Resorts	368,896	92,312

* Visitor numbers

Year in review



10-YEAR VISITATION AND AVERAGE



* Note: During 2020 and 2021 COVID-19 lockdowns prevented typical visitation patterns.

Year in review

OBJECTIVES, POWERS AND DUTIES

Objectives

In line with the Act, ARV's objective is to promote the management, development, promotion, and use of alpine resorts taking into account:

- > their unique characteristics
- > the environment and ecology of each resort and the effect of climate change on them
- > economic considerations
- > the cultural heritage and landscape, including Aboriginal cultural heritage and the requirements of any relevant traditional owner recognition and settlement agreement
- > the use of alpine resorts for recreation and tourism in all seasons by diverse cultural and economic groups.

Recognition of Traditional Owners

ARV recognises that Traditional Owners, as the original custodians of the land in alpine resorts:

- > have a unique status as the descendants of Australia's First Peoples
- > have a spiritual, social, cultural and economic relationship with the land in alpine resorts
- > have made a unique and irreplaceable contribution to the identity and well-being of the land in alpine resorts.

ARV also recognises Traditional Owner groups' rights and interests, including the ARV's legal obligations under Recognition and Settlement Agreements.

Alpine resort principles

ARV will consider the following while performing all functions and services:

- > protecting the unique environmental, social, cultural and economic characteristics of each alpine resort
- > planning for and managing all alpine resorts in a coordinated manner that adapts to and responds to the impacts and risks of climate change
- > the ongoing impact of the use of the alpine resorts on natural and cultural features and the ecology of the alpine resorts
- > respecting, protecting and promoting Aboriginal self-determination, cultural values, practices, heritage and knowledge in the alpine resorts
- > partnering with Traditional Owners in policy development, planning, and decision-making in the alpine resorts
- > protecting and enhancing the amenity, access and use of each alpine resort, for the benefit and enjoyment of current and future generations of all Victorians
- > promoting investment in a diverse range of tourism and recreation experiences, for all seasons, in each alpine resort.

ARV powers and duties

ARV may do anything necessary or convenient to enable us to carry out our function and deliver our services, including enter into contracts, act as a committee of management, charge contributions and collect fees, and attract investment.



Strategic Objective 01

Enable investment that drives sustainable businesses

ARV enables sustainable growth within the resorts through the development of experiences and essential services that drive investment. This includes the implementation of new visitor infrastructure that enable private sector activation, scaling core services in support of development, and effectively managing and planning for essential assets to meet the evolving needs of the resorts and its users.

Key projects

ASSET MANAGEMENT STRATEGY

ARV is responsible for managing \$430 million in fixed assets that underpin the delivery of essential services across all resorts. These assets are critical to supporting the ongoing safety, reliability, functionality, quality, accessibility, capacity, and visual amenity of resort operations.

To ensure consistent and sustainable asset performance, ARV has developed a comprehensive Asset Management Strategy, supported by resort-specific asset category plans. This framework provides a structured, organisation wide approach to asset management, enabling ARV to maximise asset value and utility throughout their lifecycle. The strategy promotes consistency across all resorts and supports data-driven decision making.

Implementation of actions within the strategy will improve asset performance and service reliability, while embedding climate resilience across all investment decisions and ensuring compliance with statewide asset management standards. Identifying category plans helps to define the asset lifecycle, service needs and long term investment requirements for each major asset class. This improves safety and reliability of essential services, improves operational efficiency and encourages future sector investments.

LAKESIDE DEVELOPMENT AT FALLS CREEK

ARV was able to secure a planning permit for a key priority for Falls Creek, commencing the process for activating the Lakeside precinct where the Australian National Antarctic Research Expeditions (ANARE) shed is located. With appropriate planning approvals, ARV is able to create a new investment opportunity that opens the location up to new markets, including the snow play market and snow visitors. ARV is now working through the permit conditions and continuing engagement with stakeholders to advance detailed planning and implementation of the Lakeside Precinct, which is a long standing priority project identified in the Falls Creek Masterplan and broader visitor economy strategies. It is anticipated this project will improve investment opportunities within the resort and enhance access for new and emerging markets.

Strategic Objective 01

Enable investment that drives sustainable businesses

MT HOTHAM SNOW PLAY AND ACTIVITY HUB

The Hotham Hub was a key project for Mt Hotham that creates a high-quality snow play area to meet the needs of emerging markets. With the delivery managed by ARV, the \$7.5 million funding for this project was a partnership between the Victorian Government's Regional Tourism Investment Fund and the Australian Government's Local Economic Recovery Program. With the Hotham Hub commencing operations in Winter 2025, the vibrant space offered visitors with exceptional snow play experiences, with quality retail, food and beverage and snow rental offerings.

ARV also commenced an Expression of Interest for commercial operations of the venues within the Hotham Hub from 2026 onwards, allowing the sector to access state-of-the-art facilities to deliver exceptional snow play experiences for this high-growth market. This facility supports new and snow play visitor access to Mt Hotham and will be a key driver for growth for the area.

EOI FOR MT BAW BAW AND LAKE MOUNTAIN

Since assuming management of Lake Mountain and Mt Baw Baw, ARV has introduced a series of operational changes that have enhanced the profitability of commercial services in these resorts, and also reduced operational costs. However, they continue to operate in deficit.

While ARV remains committed to delivering further efficiencies at Lake Mountain and Mt Baw Baw, other commercial entities may be better positioned to deliver more efficient resort operations and resort investment. Within this context, ARV undertook an Expression of Interest process throughout 2025 to test the market for suitable operators for Mt Baw Baw and Lake Mountain, a process that is still under review.



Strategic Objective 02

Protect and enhance the mountain environment and adapt to climate change

The alpine resorts offer an accessible gateway into alpine landscapes, rich in environmental and cultural values. These areas feature endemic native vegetation and contain habitat for many threatened and endangered species. As a land manager, ARV is focused on sustaining and protecting the biodiversity of alpine ecosystems, reducing the environmental footprint of the resorts and leading the implementation of the alpine sector's response to changing climates.

Key projects

ADAPTING TO CLIMATE CHANGE – A 10-YEAR STRATEGY TO SUPPORT A SUSTAINABLE FUTURE

The impacts of climate change are already being experienced across Australia, and with continued changes in the frequency, severity and intensity of climate related hazards and events, alpine regions are projected to experience climate-driven losses in ecosystems, landscapes and Australian alpine societal culture. Adapting to climate change is a legislated responsibility for all Victorian public entities under the *Climate Action Act 2017*, which requires decision makers to consider climate change, act consistently with statewide policy objectives and guiding principles, and contribute to meeting Victoria's legally binding emissions reduction targets— 45–50% by 2030, 75–80% by 2035, and net zero emissions by 2045. In alignment with these statutory obligations and the Victorian Government's Climate Change Strategy, which sets out the state's approach to reducing emissions and strengthening resilience across sectors, ARV recognises the urgent need for proactive, coordinated adaptation to safeguard the alpine region's recreational, economic and ecological values.

In 2025, ARV developed a 10 year Climate Change Adaptation Strategy that applies across all six alpine resorts and reflects the whole of government expectation that adaptation planning be informed, integrated, risk based and equitable – consistent with the Act's guiding principles and the Adaptation Action Plans for systems such as the built environment, natural environment, water cycle and transport. The Strategy adopts an "all resorts, all climate hazards" approach, acknowledging projected climate impacts across alpine ecosystems, infrastructure and cultural landscapes, as well as the sector's specific challenges and opportunities in supporting Victoria's transition to a low emissions, climate resilient future.

ARV's Strategy identifies actions across six priority areas – climate resilient infrastructure, research and communication, sustainable tourism development, efficient energy and water systems, snow management, and diversification of visitor experiences – all of which directly contribute to statewide priorities for emissions reduction, community resilience and sustainable economic transition as outlined in Victoria's legislated framework and sector specific pledges. A structured decision making framework has been developed to embed climate risk considerations into governance, planning, procurement and asset management, ensuring ARV's operational and strategic decisions are consistent with whole of government climate adaptation principles and support the long term stewardship of alpine environments.

Together, these measures demonstrate ARV's commitment to fulfilling its statutory climate duties, aligning with Victoria's broader climate policy architecture, and delivering place based, evidence led actions that strengthen alpine resort resilience.



Strategic Objective 02

Protect the environment and build climate resilient operations

DELIVERY OF INTEGRATED WATER MANAGEMENT PLANS FOR WATER SECURITY

Water is critical to resort operations, particularly to snowmaking, potable supply, wastewater treatment and stormwater management, and each resort faces rising pressures from declining snowfall, reduced rainfall, higher temperatures and more frequent extreme weather. To address these challenges, ARV completed *Integrated Water Management Plans* (IWMPs) to ensure all resorts have consistent, long term approaches to managing water.

Detailed 20 year plans were created for each resort, outlining actions to improve water efficiency, security and infrastructure performance.

The plans also embed Traditional Owner perspectives and identify opportunities for knowledge sharing and culturally informed land and water management. IWMPs build climate resilience, protecting headwater ecosystems, enabling reliable snowmaking and visitor services and provide a consistent framework to guide future investments.

ENERGY PERFORMANCE AND FEASIBILITY STUDIES SCOPE TRANSITION TO RENEWABLES

Two alpine resorts (Lake Mountain and Mt Baw Baw) are currently running off-grid with energy generated on-site through a mix of renewable, LPG and diesel generated power. This approach results in high energy costs, and high emissions, so ARV undertook resort-based *Energy Performance and Feasibility Study* to address this. The Study also supports statutory requirements under the *Climate Change Act 2017* and ARV's work towards net zero emissions by 2045.

The assessment identified a coordinated program of renewable energy generation, energy storage, building upgrades and fleet transition to reduce costs, improve reliability and be climate resilient. Priority actions identified in the study include staged deployment of solar PV and battery systems, grid and control upgrades, building envelope improvements, electrification of heating and hot water, waste heat recovery and gradual replacement of vehicles with low emission alternatives.

These measures have potential to reduce energy use by 45 per cent, decreasing annual emissions by 50 per cent and lower operating costs across the off-grid resorts by 2035. The program improves the resort efficiencies by reducing reliance on diesel and LPG and building resilience to evolving climate and economic pressures.

MAINTAIN NATIVE VEGETATION OFFSET SITES

ARV continued to implement Offset Management Plans (OMPs) for native vegetation offsets that provide long term environmental outcomes for Mt Stirling, Mt Hotham and Falls Creek. The OMPs set out actions to protect and manage native vegetation in the resort to offset vegetation cleared for approved development.

Under the OMP framework, any permitted disturbance to native vegetation is balanced by the protection and management of an equivalent area with comparable environmental value. Native vegetation offset sites are formally secured, protected and maintained in perpetuity, consistent with regulatory requirements for sustainable development on both public and private land.

ARV protected these native offset sites by controlling woody and herbaceous weeds, pest animals, and rehabilitating vegetation impacted by inappropriate use. The OMPs operate as statutory planning controls and require annual compliance reporting and independent ecological auditing for a minimum of ten years. All ARV native vegetation offset sites are compliant. This work supports ARV's objectives for responsible land management and environmental compliance across the alpine resorts.

MONITORING, PROTECTING, AND SUPPORTING THE NATIVE FLORA AND FAUNA OF THE ALPINE REGION

Key and critical threatened species and communities continued to be monitored and managed across the alpine resorts during 2025 with input, participation and collaboration with Traditional Owner partners, leveraging knowledge of Country for positive outcomes. The long term (30+ year) population monitoring program for iconic Mountain Pygmy-possums continued confirming stable populations at Mt Buller, Mt Hotham and Falls Creek. Population monitoring assists ARV to adaptively manage threat mitigation works in accordance with ARV's Recovery Plan for the species. Vitally important alpine bog complexes at Mt Baw Baw and Mt Buller continued to be monitored, the latter in accordance with the state and federally approved *Hydrological and Ecological Monitoring and Adaptive Management Program* developed in 2019. Monitoring these communities enable ARV to focus deer control programs in targeted areas to better protect and conserve these communities and the ecosystem services they provide. ARV continues to support Traditional Owner partner-led research, development and trials of no to low impact monitoring techniques for Bogong Moths across the alps.

Strategic Objective 03

Enhance the visitor experience

Victoria's alpine resorts are iconic tourism destinations, attracting over 1 million visitors every year who generate \$2.14 billion in economic output and sustain over 12,000 regional jobs. Investment in supply and demand tourism efforts is critical to ensure the resorts continue to evolve to meet the needs of current and emerging markets. Across 2025, this included a detailed program of work that sought to improve the visitor experience through targeted marketing activities, enhancements to visitor services and the delivery of new visitor infrastructure.

Key projects

VICTORIA'S ALPINE RESORTS WELCOME 30% MORE VISITORS

The 2025 winter season kicked off with significant snowfalls over the Opening Weekend in June. This boosted public interest and confidence in visiting the resorts and gained media interest in the projected snowfall for the winter. Visitation throughout the season remained higher than the 10 year average, both in visitor numbers to the resorts and the number of days spent at the resort, and also surpassed the visitation numbers for the two prior snow seasons. With enhancements to the visitor experience, improved car parking capacity, and ideal snow making conditions, the 2025 season saw the alpine resorts operate for the full 18 weeks (until 5 October), with only Lake Mountain and Mt Baw Baw closing operations after 14 weeks (7 September) due to low snow cover.

TRANSFORMING THE VISITOR'S EXPERIENCE WITH PARKING, PERMITS AND RESORT ENTRY

ARV is modernising how visitors enter and move through alpine resorts by replacing manual, labour intensive parking and permit processes with a new Digital Visitor Servicing Platform. With project works commencing in 2025, the new platform will introduce licence plate recognition cameras, automated vehicle counting and integrated digital permit systems, giving resorts accurate, real time data on vehicle movements, visitation patterns and car park occupancy. This will better manage peak visitation periods, as well as enable more proactive communication with visitors.

For visitors to the resorts, the platform will streamline resort entry with a single online sales system and clearer information about resort car parking capacity. Digital permit checking and compliance tools will also support faster, more transparent interactions and provide a safer working environment for ARV staff.

This project will be finalised ahead of winter 2026.



Strategic Objective 03

Enhance the visitor experience

HIGH QUALITY MEDICAL SERVICES OPERATIONALISED ACROSS THREE RESORTS

Ahead of winter 2025, ARV went to market seeking an operator who could provide medical centre services across the major resorts, enabling economies of scale between the three locations.

Australian Rural Medical Services (AusRMS) commenced operation of medical services in Falls Creek, Mt Buller and Mt Hotham following this competitive tender process. AusRMS is skilled in remote and alpine resort medical centre management, with prior experience in this setting in the Perisher Valley.

By appointing a singular medical provider, ARV was able to secure a more effective, more efficient medical service offering, taking pressure off regional medical services and enabling better outcomes for visitors and the sector.

ENHANCED MARKETING CAPABILITY REACHING BIGGER AUDIENCES

ARV undertook a coordinated “All Resorts” winter marketing campaign to increase awareness of Victoria’s alpine resorts and complement the destination marketing undertaken by each resort. The campaign aimed to generate interest in snow holidays and encourage overnight visitation across the alpine region.

The program was run in partnership with Visit Victoria under a matched funding arrangement, which expanded the overall reach of campaign activity and strengthened statewide visibility of alpine experiences. Marketing activity was timed to coincide with key phases of the winter season to support consistent promotion across visitor markets.

A multi channel approach was used, supported by resort led digital activity to assist in converting interest into visitation. The campaign elevated the profile of Victoria’s alpine resorts and enhanced the broader marketing efforts of individual resorts.

COMPLETION OF THE INTERNATIONAL DOWNHILL MTB TRAIL AT FALLS CREEK

At Falls Creek, ARV installed a new international standard downhill mountain bike trail as part of the multi-year mountain bike park expansion project announced in 2021, which, so far has delivered over 11 kilometres of new single mountain bike trails. The addition of the downhill trail provides a technical gravity option which is new to Falls Creek and will open up opportunities to host major national and international events in the future.

SECURED GRANT FUNDING TO DELIVER NEW MTB TRAILS AT BULLER.

ARV secured \$830,000 in Victorian Government grant funding towards a \$1.1m mountain bike project that will add almost 10 kilometres to an existing 60 kilometre alpine trail network across Mt Buller and Mt Stirling.

The new trails, set to be complete in 2026, will provide riders with improved connections between Corn Hill and the Delatite River Trail, removing the need to travel along Mt Buller Road. Upgrades also include an extension to Woollybutt and new beginner, intermediate and advanced trails linking Abom to the Plough Shed, offering riders more variety and accessible options.

These trails will enable visitors to undertake a two day riding experience or a four hour loop beginning and ending at Mt Buller, increasing the range of recreational options available during the summer season.

The project forms part of the Regional Tourism Investment Fund and is expected to enhance Mt Buller’s appeal as a premier mountain biking destination, supporting increased visitation and broader regional economic benefits.

Strategic Objective 04

Implement practical policy and regulatory reform

ARV is committed to the long-term sustainability and growth of the alpine sector. In alignment with this, ARV has worked with the industry and partners to deliver meaningful reform in the surrounding regulatory environment to improve outcomes for the resorts and their stakeholders.

Key projects

DEVELOPING THE VICTORIAN GOVERNMENT ALPINE RESORTS LEASING POLICY

The *Alpine Resorts Leasing Policy* is a whole of government framework that guides lease administration across Victoria's six alpine resorts. In 2025, ARV led efforts to modernise the Policy to reflect current government priorities and contemporary expectations for investment in the alpine sector.

ARV worked in partnership with DEECA and undertook a coordinated program of sector engagement. A Stakeholder Reference Group was established with representatives from resort Stakeholder Consultative Committees, the alpine real estate sector and the Alpine Resorts Industry Advisory Group. Their input informed the refinement of the draft Policy and Procedures to ensure alignment with Crown land requirements and the future needs of alpine communities and operators.

The draft Policy was released for public consultation in late 2025, with finalisation expected in early 2026. Key updates include the introduction of a lease term matrix and strengthened principles of consistency, certainty and transparency. These improvements provide clearer and more predictable leasing pathways to support long term planning and investment across the alpine resorts.

IMPROVEMENTS TO LEASING FRAMEWORK

ARV enhanced its leasing framework to improve efficiency, consistency and delivery timeframes across all alpine resorts. Collaboration with DEECA, enabled earlier identification and resolution of issues from initial planning through to execution, resulting in clearer documentation, improved risk management and more timely lease finalisation.

Lease application processes were standardised across all resorts, providing clearer requirements for applicants and supporting more consistent assessment, governance and transparency in decision making.

Together, these improvements along with the development of the Alpine Resorts Leasing Policy support more effective leasing outcomes for lessees, government and alpine communities.

Strategic Objective 04

Implement practical policy and regulatory reform

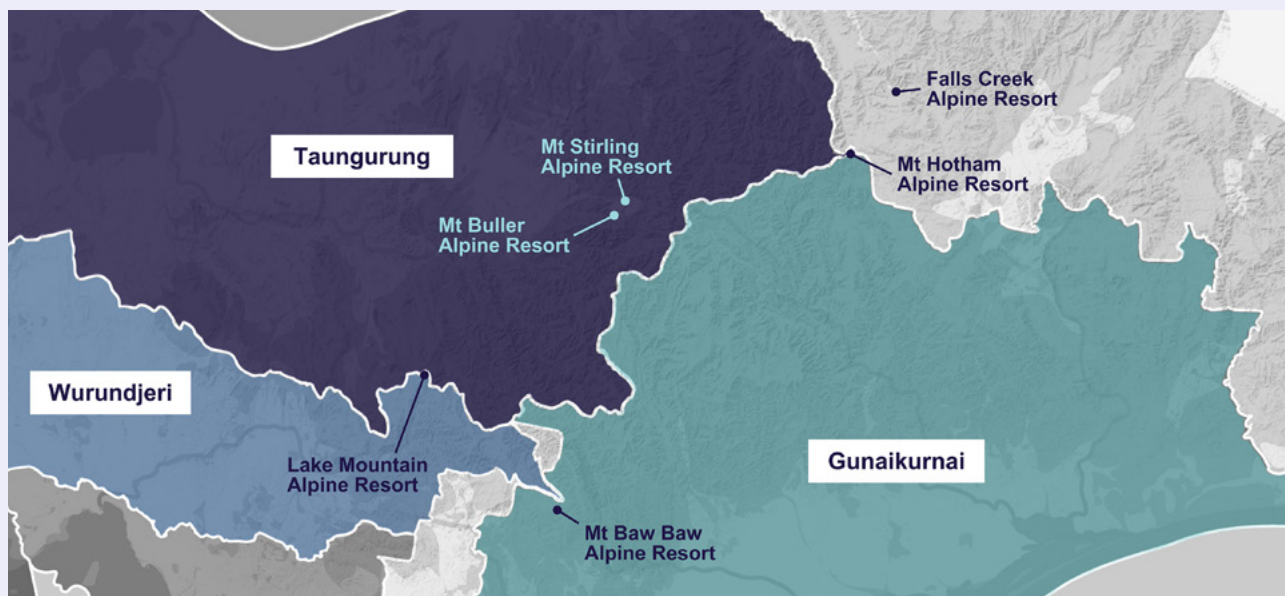
BUILDING RELATIONSHIPS WITH TRADITIONAL OWNERS OF ALPINE COUNTRY

ARV is committed to working with Traditional Owners of alpine Country for the long-term protection, sustainability and enjoyment of the alpine resorts.

The alpine region forms part of an Aboriginal cultural landscape that includes the Country of Traditional Owner groups represented by the Gunaikurnai Land and Waters Aboriginal Corporation at Mount Baw Baw and Mount Hotham, the Taungurung Land and Waters Council at Lake Mountain, Mt Buller, Mt Stirling and Mt Hotham, and the Wurundjeri Woiwurrung Cultural Heritage Aboriginal Corporation at Lake Mountain. ARV also acknowledges other Traditional Owner groups with cultural connections to alpine Country and is committed to partnering with all Traditional Owners in the management of the resorts.

To advance these relationships and collaborative partnerships, ARV developed a Traditional Owner Engagement and Self-determination Strategy. This Strategy provides a five-year framework to guide how ARV works with Traditional Owners to support their rights and aspirations. Developed with both Registered Aboriginal Parties and other Traditional Owner groups in a self-determined way, the Strategy focuses on governance and accountability, culture and Country, along with economic opportunities. Key actions outlined in the Strategy include developing partnership agreements, supporting cultural mapping, incorporating Traditional Owner knowledge into land management, building cultural capability across the ARV workforce, and identifying employment, procurement and tourism opportunities. Implementation will occur through ARV's annual planning and reporting processes, with a formal review scheduled for 2030.

Map of alpine Country Traditional Owner Groups



Strategic Objectives 05 and 06

Organisational amalgamation, sustainability and capability

Throughout the year, ARV has continued to drive internal change in alignment with the amalgamated resort model. New and enhanced systems, processes and planning have enabled more efficient and compliant operations, along with greater governance and performance. ARV has also focused on building organisational capability and culture in alignment with a common employment framework.

Key projects

REVIEW OF SERVICES TO INFORM LONG-TERM PLANNING

A major piece of work delivered by ARV in 2025 was the delivery of a services review across the 35 different functions delivered by the organisation.

This dedicated and detailed service review identified opportunities to improve the financial sustainability and operational performance of services delivered within the alpine resorts. Analysis of services highlighted where standardisation, consolidation or changes to service levels may reduce operational costs and better align services with contemporary needs.

Key recommendations from that work commenced implementation in 2025 and will continue to roll-out over the short to medium term.

ADOPTION OF THE ALPINE RESORTS VICTORIA ENTERPRISE AGREEMENT

During 2024–25, ARV implemented a new Enterprise Agreement, consolidating four legacy Resort Management Board agreements into a single, modern employment framework. The new Agreement was developed to support ARV's transition to a unified organisation, improve consistency and equity across roles, and establish sustainable employment arrangements aligned with contemporary public sector practice.

Following extensive consultation with staff and unions, the *Alpine Resorts Victoria Enterprise Agreement 2025–2028* was approved by employees and the Fair Work Commission, commencing on 1 August 2025. A structured translation process ensured all employees were mapped into a consistent classification and banding framework.

The new Agreement delivers simplified classifications and consistent employment conditions across ARV, supporting staff engagement and workforce mobility. It also strengthens consultation through formal mechanisms and provides greater transparency in pay progression and conditions.

For ARV, the Agreement reduces complexity, supports workforce planning and capability development, and provides a stable platform for future bargaining. It also positions ARV as a contemporary and fair employer within the Victorian public sector and the alpine resort sector.

Strategic Objectives 05 and 06

Organisational amalgamation, sustainability and capability

DELIVERY OF ARV PATHWAY TO FINANCIAL SUSTAINABILITY

ARV has undertaken a considerable amount of strategic work since its inception to inform the development of its *Pathway to Financial Sustainability* report, which was submitted to the Minister in October 2025. The Report identifies strategic opportunities to increase investment in the resorts and decrease operational costs, within the context of creating a viable ARV but also sustaining the considerable economic output of the sector.

The Report is underpinned by ARV's first long-term financial plan, which provides 10-year projections for revenues, costs and financial levers, supporting a more informed approach to future investment and operational decision-making

Integration of the *Asset Management Strategy* has delivered a consolidated 20-year forecast of asset needs, identifying significant renewal requirements and priority focus areas for each resort. These insights now guide investment planning and ensure asset decisions align with safety, service delivery and stakeholder expectations.

Service reviews across the resorts have resulted in a clearer understanding of the cost and scale of services, highlighting opportunities for improved efficiency and more consistent delivery. These findings will inform service mapping and provide financial inputs to the *Long-Term Financial Plan*.

ARV also reviewed how key revenue streams, such as service charges, to ensure they align with the cost of service delivery, supporting more transparent and sustainable funding settings across the resorts. These combined outcomes now inform ARV's annual budget development, future budget bids and long-term financial planning.

REALISATION OF ALL DELIVERABLES IN THE LETTER OF EXPECTATIONS

By year-end, ARV delivered all commitments outlined in the Minister's Letter of Expectations, resulting in more coordinated operations, clearer sector direction and improved alignment across the alpine resorts.

Key deliverables included:

- > Delivery of a new, amalgamated organisational structure
- > Establishment of the Stakeholder Consultative Committees
- > Identification of a sustainable pathway forward for the resorts
- > Leadership in climate change adaptation via the establishment of ARV's Climate Change Adaptation Strategy
- > Identifying opportunities to support Aboriginal self-determination via development and delivery of ARV's Traditional Owner Engagement and Self Determination Strategy.

Collectively, these outcomes provide greater certainty for partners and stakeholders, support investment and operational planning, and position the alpine resorts for a more stable and sustainable future as ARV moves into a business as usual operating rhythm in 2026.

Year in review

1.7 FIVE-YEAR FINANCIAL SUMMARY

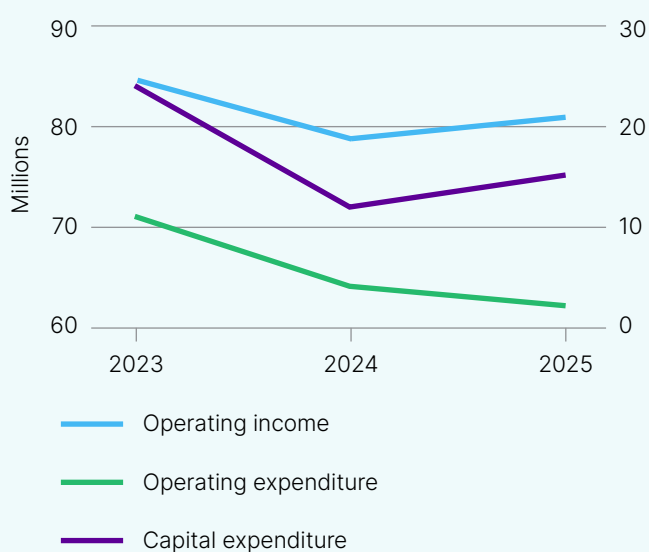
ARV was first established on 1 October 2022, and therefore only three years of financial trend data can be reported as at 31 December 2025, noting that the period ended 31 December 2023 was a 15 month reporting period (1 October 2022 – 31 December 2023), compared to 2024 and 2025 being ordinary 12 month reporting periods.

Annual Report of Operations Financial Summary	Budget 2025 \$'000	Year ended 31 Dec 2025 \$'000	Year ended 31 Dec 2024 \$'000	15 months end 31 Dec 2023 \$'000
Visitor income	32,265	30,689	25,105	26,239
Site rental & service charges	25,538	25,897	25,012	31,797
Grant funding	17,027	20,200	24,026	21,168
Other income	6,407	4,046	4,943	5,218
Operating expenditure*	(62,894)	(62,054)	(64,400)	(70,537)
Operating surplus/(deficit) before depreciation, amortisation and other economic flows	18,343	18,778	14,686	13,885
Depreciation & amortisation	(11,762)	(11,239)	(10,447)	(13,551)
Gain/(loss) on sale and revaluation of non-financial assets	-	5,644	154	(138)
Net result from continuing operations	6,581	13,183	4,393	196
Net cash inflow/(outflow) from operating activities	7,860	13,794	5,123	12,027
Capital expenditure	18,945	14,936	12,276	24,069
Total assets		707,530	545,128	549,276
Total liabilities		16,137	22,281	30,821
Net Assets		691,393	522,847	518,455

Year in review

1.8 CURRENT YEAR FINANCIAL REVIEW

Visitor revenue in 2024 was significantly lower than average due to poor snow conditions leading to lower visitor numbers in resorts. This recovered in 2025 to approximate average levels consistent with budgetary expectations, although resort entry seasons pass sales were not as strong as anticipated.



Property revenue, consisting of site rent and service charges is increasing, with the upward trend consistent with the direction of CPI (the key driver of service charges) and property values (key driver of site rent).

Grant income and operating expenditure are trending downward, reflecting both the completion of a range of grant funded transition projects required to establish the new organisation, and an effort to restructure operations under more efficient and cost effective delivery models reducing reliance on government funding support.

Grant funding in 2025 was higher than budget due to operational support funds from the Department of Energy, Environment and Climate Action being received one month earlier than anticipated, in December, to support cashflow needs in January 2026. This was budgeted to be received in the 2026 financial year.

Capital expenditure in 2023, in addition to representing 15 months of spend, included significant grant funded projects related to new infrastructure including the Mt Hotham Alpine Gateway building, and government funded emergency landslip rectification works at Falls Creek.

2024 and 2025 have seen a reset to prioritising renewal of existing infrastructure assets in accordance with the ARV Asset Management Strategy 2025–2028. Spend in 2025 was 20% lower than budgeted due to some timing delays as construction and maintenance crews operate around weather and snowfalls in particular. \$2.056m unspent from the 2025 capital budget has been carried forward for completion in 2026.

1.9 CAPITAL PROJECTS

ARV undertook no capital projects exceeding the disclosure threshold of \$10 million in 2025.

1.10 DISCLOSURE OF GRANTS AND TRANSFER PAYMENTS

ARV did not issue any grants triggering material disclosure requirements.



Governance and organisational structure

Governance and organisational structure

ORGANISATIONAL STRUCTURE

Amber Gardner <i>Chief Executive Officer</i>	Melanie Kay <i>General Manager</i> Corporate Services	Finance Information & Communication Technology People & Culture Governance & Risk (from Apr 2025)
	Annie Volkering <i>General Manager</i> Assets, Land Management and Strategic Development	Asset Portfolio Management Environmental Sustainability Property & Planning Economic Development Strategic Engagement
	Daniel Edmunds <i>Acting General Manager</i> Mt Baw Baw	Visitor Experience Resort Asset & Operations Environmental Services Ski Patrol Food & Beverage
	Alan Arthur <i>General Manager</i> Mt Buller/Mt Stirling	Visitor Experience Resort Asset & Operations Environmental Services Capital Project Delivery Mt Stirling
	Colleen Gwynne <i>General Manager</i> Falls Creek	Visitor Experience Resort Asset & Operations Environmental Services Ski Patrol Early Childhood Education & Care
	Callum Brown <i>General Manager</i> Lake Mountain	Visitor Experience Resort Asset & Operations Environmental Services Ski Patrol Food & Beverage
	Natalie Valentine <i>General Manager</i> Mt Hotham	Visitor Experience Resort Asset & Operations Environmental Services Ski Patrol Alpine Nursery

Governance and organisational structure

ORGANISATIONAL STRUCTURE

ARV is structured to ensure each resort can focus on delivering high quality in-resort operations and visitor services, supported by a central corporate team that provides the enabling functions required for consistent, efficient and accountable delivery across all resorts. The central team sets shared standards, maintains common systems and frameworks, and ensures organisational continuity across diverse resort environments.

This operating model allows resort teams to concentrate on delivering specialised, place-based operational excellence that responds directly to the distinct conditions, visitor demands and environmental characteristics of each resort. Resort teams are empowered to tailor operational planning, service delivery and on-mountain management to their specific environment, climate conditions, infrastructure needs, community expectations and visitor behaviours, ensuring each resort's unique strengths are fully realised and positioned as core organisational priorities.

Specialised expertise that is not efficient or necessary for each resort to maintain year-round is provided centrally, ensuring high level capability is available exactly when needed. Centrally coordinated technical, regulatory, digital, commercial, planning and governance functions deliver timely, dedicated support that reduces duplication, lowers cost and maintains consistency in organisation wide systems, compliance and performance.

Board meeting attendance

Board Member	Ali Wastie	Helen Moran	Natalie Ajay	Nadia Jaworski	Daniel Miller	Michael Monester	Peter Anderson	Julia Hunter	Kaley Nicholson ¹
Role	Chair	Deputy Chair	Member	Member	Member	Member	Member	Member	Member
21 Feb 25	✓	✓	✓	✓	✓	✓	✓	✓	×
04 Apr 25	✓	✓	✓	✓	✓	✓	✓	✓	✓
16 May 25	✓	✓	✓	✓	✓	×	✓	✓	×
27 Jun 25	✓	✓	×	×	✓	✓	✓	✓	×
08 Aug 25	✓	✓	✓	✓	✓	✓	✓	✓	✓
19 Sep 25	✓	✓	✓	✓	×	✓	✓	✓	✓
17 Oct 25	✓	✓	✓	✓	×	×	✓	✓	✓
31 Oct 25	✓	✓	✓	✓	✓	✓	×	✓	×
12 Dec 25	✓	✓	✓	✓	✓	✓	✓	✓	×
Total	9	9	8	8	7	7	8	9	4

¹ Kaley Nicholson resigned from the Board in November 2025

Governance and organisational structure

GOVERNING BOARD

The role of the Board is to govern the organisation so that ARV fulfils its obligations under the *Alpine Resorts (Management) Act 1997* (the ARM Act) and delivers its aims and outcomes while acting ethically and prudently and remaining within the law. This involves ensuring good corporate governance, determining and approving corporate strategy and providing guidance and oversight to senior management.

The Board and management usually act as 'partners', but the Board has ultimate responsibility and must also exercise independent judgement.

The ARV Board consists of nine members.



ALI WASTIE

Chair

Ali is a respected public sector executive and CEO of the City of Greater Geelong, one of Australia's largest and fastest growing local government authorities. An accredited executive coach and mediator, she is also an alumna of the Australian Institute of Company Directors. In 2023, she was appointed Chair of the Royal Melbourne Showgrounds Unincorporated Joint Venture.

Ali is passionate about developing high performing teams and creating a positive, values driven culture that delivers meaningful outcomes for the communities they serve.



HELEN MORAN

Deputy Chair

Helen has extensive experience in the tourism and alpine sector, having held senior roles with Merlin Entertainments Group overseeing Mt Hotham, Falls Creek, treetop walks in the Otway and Illawarra regions, and Sealife Melbourne Aquarium. She was also involved in developing the Lego Discovery Centre at Chadstone. Previously, she was General Manager at Australian Alpine Enterprises and the Mount Hotham Skiing Company.

A graduate of AICD, Helen has served on multiple tourism and alpine boards. A passionate outdoor enthusiast based in Victoria's alpine region, she is committed to sustainable environmental practices.



DANIEL MILLER

Daniel has extensive experience across state and local government and Traditional Owner organisations connected to alpine resort land. He previously served as CEO of the Gunaikurnai Land and Waters Aboriginal Corporation (GLaWAC), which holds Registered Aboriginal Party status for Mt Hotham and Mt Baw Baw, and has worked with Wellington Shire Council and the Department of Primary Industries.

He holds a Bachelor of Organisational Leadership and an Advanced Diploma of Land Management and is a member of the Gippsland Regional Partnership. A Jerringa Yuin man, Daniel is passionate about the High Country and advancing opportunities for Traditional Owners.



JULIA HUNTER

Julia is an experienced leader in marketing and stakeholder engagement and is currently the General Manager – Mobility at RACV, guiding initiatives that help Victorians travel sustainably, safely and affordably. She has held senior roles across tourism, banking and retail, including Global Head of Environmental Sustainability at ANZ, Director of Corporate Responsibility at InterContinental Hotels Group, and General Manager Marketing at Aussie Farmers Direct.

A member of the AICD, Julia has served on multiple alpine and conservation boards. An avid outdoor enthusiast, she enjoys hiking, camping and skiing.

Governance and organisational structure



KALEY NICHOLSON

Kaley is a proud Taungurung woman and Chair of the Taungurung Land and Waters Council. She also serves on the Federation of Victorian Traditional Owners Board and is Director of Business Development and Performance at Wanyaari Aboriginal Consultancy Services. With extensive experience in policy development across not for profit, private and government sectors, she brings a culturally grounded, consultative leadership approach that elevates Elders, empowers young people and strengthens opportunities for future generations.

Kaley holds a Master of Indigenous Business Leadership and is passionate about caring for Country, cultural sharing and maintaining her deep connection to the Victorian High Country.



NADIA JAWORSKI

Nadia has extensive experience across government social infrastructure, including health, education and housing, with a strong focus on developing precincts and community outcomes. She is currently a Partner at Maverick Advisors and was previously a Partner in Integrated Infrastructure at PwC. Her earlier roles include positions in the Department of Education and Training and the Department of Human Services.

Nadia holds a Master of Commerce, a Bachelor of Applied Science and a Diploma in Property Development. She is a non executive director of Housing First Limited and enjoys Victoria's alpine region. She is also passionate about her Ukrainian heritage and community connections.



MICHAEL MONESTER

Michael has extensive experience in the alpine industry, having held leadership roles in resort companies across Australia, the United States and Canada, followed by work as an international and local resort consultant. He is the former General Counsel of the Grollo Group and a former Executive Director of the Australian Ski Areas Association.

Holding a Bachelor of Law, a Bachelor of Jurisprudence and AICD Fellow status, Michael has served as a director of Bank First, Chair of the National Alpine Museum of Australia and a member of the Mt Buller and Mt Stirling Board. He is passionate about alpine and eco tourism, skiing, mountaineering and mentoring.



NATALIE AJAY

Natalie lives in North East Victoria near the state's alpine resorts and has broad experience in marketing, communications and engagement. She is a strategic leader with Joss in the construction and infrastructure sector, and has held executive roles including Director of Communications and Engagement at GOTAFE and Executive Officer for Winemakers of Rutherglen.

She holds a Bachelor of Commerce, is a graduate of the Alpine Valleys Community Leadership Program and the AICD course, and serves as a Board Director and Company Secretary of Murray Regional Tourism. Natalie is a motorsport enthusiast who loves Victoria's alpine region, food, wine and environmental stewardship.



PETER ANDERSON

Peter has extensive leadership experience in the transport and logistics sector and is currently CEO of the Victorian Transport Association and the Victorian Waste Management Association. His previous roles include senior positions with The Scott Group of Companies, Border Express and Ansett Freight Express. He holds a Diploma of Financial Management, a Certificate in Supply Chain Management and is a graduate of the AICD and the Australian Institute of Superannuation Trustees.

Peter chairs the Transport Industry Council and serves on multiple boards. A passionate skier, yachtsman and golfer, he is committed to strengthening alpine community resilience and long term resort sustainability.

Governance and organisational structure

AUDIT COMMITTEE MEMBERSHIP AND ROLES

The members of the Finance, Risk & Audit Committee (FRAC) in 2025 is detailed in the table below.

The FRAC's responsibilities are set out in Standing Direction 3.2.1.1. Key responsibilities are to:

- > review and report independently to the Board on the annual report and all other financial information published by ARV
- > assist the Board in reviewing the effectiveness of ARV's internal control environment
- > covering effectiveness and efficiency of operations; reliability of financial reporting; and compliance with applicable laws and regulations
- > determine the scope of the internal audit function and ensure its resources are adequate and used effectively, including coordination with the external auditors
- > maintain effective communication with external auditors, consider recommendations made by internal and external auditors and review the implementation of actions to resolve issues raised
- > oversee the effective operation of the risk management framework.

Members are appointed by the Board for a minimum one-year term, and are subject to the committee's terms of reference.

Meetings are held quarterly and at any other time on request of a committee member or the internal or external auditor. In 2025, the committee met four times. Attendance of committee members is detailed in the table below.

Finance, Risk & Audit Committee

Board Member	Helen Moran	Peter Anderson	Julia Hunter	Ali Wastie	Kaley Nicholson ²	Natalie Ajay
Role	Chair	Deputy Chair	Member	Member	Member	Member
Independent	Y	Y	Y	Y	Y	Y
27 Feb 25	✓	✓	✓	×	×	NA
29 May 25	✓	×	✓	✓	×	NA
21 Aug 25	✓	✓	✓	×	×	NA
10 Nov 25	✓	✓	✓	×	×	✓
Total	4	3	4	4	Resigned	1 of 1

2 Kaley Nicholson resigned from the Committee in February 2025

Governance and organisational structure

BOARD COMMITTEES

In addition to the FRAC ARV had three Board Committees in 2025 to ensure sound governance and enable focus on the organisation's strategic priorities.

Strategic Planning, Asset Management & Commercial Operations Committee (SPAMCO)

The role of SPAMCO is to provide advice and make recommendations to the Board on strategic planning, asset management and commercial operations and meeting accountability requirements. Attendance of committee members is detailed in the table below.

Board Member	Peter Anderson	Michael Monester	Helen Moran	Nadia Jaworski
Role	Chair	Deputy Chair	Member	Member
Independent	Y	Y	Y	Y
27 Feb 25	✓	✓	✓	×
01 May 25	✓	✓	✓	✓
03 Jul 25	✓	✓	✓	×
04 Sep 25	✓	✓	×	✓
06 Nov 25	✓	✓	✓	×
Total	5	5	4	2

First Nations / Stakeholder Engagement Committee (FNSE)

The role of FNSE is to provide advice and make recommendations to the Board on First Nations and stakeholder engagement and meeting accountability requirements as prescribed in the Act and other relevant legislation and prescribed requirements.

Board Member	Daniel Miller	Kaley Nicholson	Natalie Ajay	Michael Monester
Role	Chair	Deputy Chair	Member	Member
Independent	Y	Y	Y	Y
24 Mar 25	✓	✓	✓	✓
14 Aug 25	✓	✓	✓	✓
Total	2	2	2	2

People, Culture & Remuneration Committee (PCR)

The role of PCR is to provide advice and make recommendations to the Board on oversight and corporate governance in relation to executive remuneration and performance management, the organisation's workplace agreements, people and culture policy and planning, employment arrangements and performance appraisals.

Board Member	Julia Hunter	Nadia Jaworski	Ali Wastie	Kaley Nicholson
Role	Chair	Deputy Chair	Member	Member
Independent	Y	Y	Y	Y
06 Mar 25	✓	✓	✓	✓
29 May 25	✓	✓	×	✓
04 Sep 25	✓	✓	✓	×
27 Nov 25	✓	✓	✓	×
Total	4	4	3	Resigned



Workforce data

Workforce data

PUBLIC SECTOR VALUES AND EMPLOYMENT PRINCIPLES

ARV is committed to upholding the public sector values and employment principles under the *Public Administration Act 2004*. During the reporting period, ARV supported the consistent application of these principles through the finalisation and implementation of a single, amalgamated Enterprise Agreement, alongside the development and rollout of the Workforce Capability Framework and Workforce Capability Plan.

The Capability Framework is embedded across recruitment, performance development and career planning, supporting merit-based decisions, fair and reasonable treatment, and equitable access to development opportunities. Performance processes, conduct expectations and leadership practices reinforce ethical behaviour, respect and human rights, with implementation monitored through established reporting arrangements to support accountability and continuous improvement.

OCCUPATIONAL HEALTH AND SAFETY

Safe operations remain fundamental to ARV's delivery of services across Victoria's alpine resorts. ARV monitors occupational health and safety performance using established indicators, including reported hazards and incidents, lost time injury claims and average cost per claim, with results compared over time to identify trends and drive targeted improvements.

During the reporting period, ARV continued to implement risk management activities, training and safety initiatives tailored to its seasonal, remote and higher-risk operating environments, supporting workforce wellbeing and continuity of service delivery. During 2025 ARV continued to mitigate risk through raising workforce awareness and capability related to psychosocial hazards in anticipation of Victoria's Occupational Health and Safety (Psychological Health) Regulations, which commenced on 1 December 2025.

OH&S performance outcomes, including explanations for significant year on year variations and any material impacts on outputs, are detailed in the accompanying OH&S disclosure (including multi year data).

Reported hazards increased in 2024 compared to 2023, reflecting a stronger focus on hazard identification and reporting as ARV continued to mature its safety systems following organisational establishment. The reduction in reported hazards in 2025 occurred alongside continued emphasis on early risk identification and corrective action, supported by targeted safety initiatives.

Total incident rates fluctuated across the reporting period, influenced by changes in workforce size, seasonal operational intensity and the nature of alpine operations. While the total number of incidents increased in 2025, the incident rate per 100 FTE decreased compared to 2024, reflecting workforce scaling and ongoing risk management activity.

Lost time injury (LTI) rates remained relatively stable over the three-year period. The increase in psychosocial-related standard claims in 2024 and 2025 reflects improved identification and reporting of psychological injury, consistent with broader sector-wide focus on psychosocial risk management.

Reported Hazards

Year	2023	2024	2025
Total incidents reported	63	121	73
Rate per 100 FTE		77	28.84

Incidents

Year	2023	2024	2025
Total incidents reported	152	134	169
Rate per 100 FTE	42	86	66.78

Lost-Time Injuries (Standard Claims)

Year	2023	2024	2025
Total LTIs	10	6	9
LTIs per 100 FTE	3	4	3.56
Psychosocial LTIs	0	1	2
Psychosocial LTIs/100 FTE		0.6	0.79

Workforce data

WORKFORCE DATA

ARV is committed to maintaining a diverse, inclusive, and skilled workforce that reflects the communities it serves and supports strong organisational performance. ARV applies fair, transparent, and consistent recruitment practices to ensure roles are filled on merit and aligned to current and future capability needs. Through a culture of inclusion, accountability, and continuous improvement, ARV strives to create a workplace where people feel respected, supported, and empowered to contribute. The organisation's workforce approach focuses on attracting, developing, and retaining the talent required to meet evolving operational demands and deliver sustainable outcomes.

ARV also strives to deliver workforce efficiencies, enabled through the introduction of common systems, processes and practices, and a focus on increased standardisation to reduce duplication. The success of these efforts is reflected in the ensuing number of staff employed by the organisation. In the last year of operation of the previous Resort Management Board model, there were 312 FTE employed across the resorts. Under the ARV model, this decreased to 253 FTE in 2025.

Looking forward to 2026, ARV has budgeted for a further reduction of staffing levels to 236 FTE, representing a 24% decrease from the historic model.

WORKFORCE INCLUSION POLICY

ARV is committed to fostering an inclusive and equitable workplace where diversity is respected and valued. Workforce inclusion initiatives are being progressively embedded across ARV's practices, including recruitment, workforce planning and people management processes, to support fair and inclusive employment outcomes across both permanent and seasonal workforces. In 2025, ARV completed its voluntary gender equality reporting and is continuing to develop its *Gender Equality Action Plan* (GEAP) to be released in 2026, in alignment with the *Gender Equality Act 2020* (Vic).

	2024	2025
Full-time equivalents	256.60	253.08
Total	256.60	253.08
Male	138.57	138.73
Female	114.92	112.22
Self Described	3.12	3.19

Headcount

Employees (total)	502	507
Male	264	289
Female	233	213
Self-described	5	5
Full-time and part-time	172	177
Male	83	87
Female	87	86
Self-described	2	4
Casual (total)	330	330
Male	181	202
Female	146	127
Self Described	3	1

Disability (self-identified)	15	10
Over 70 years old	7	15
Under 20 years old	16	22

Executive (total)	8	8
Male	3	3
Female	5	5



Other disclosures

Other disclosures

LOCAL JOBS FIRST

The *Local Jobs First Act 2003* brings together the Victorian Industry Participation Policy and Major Project Skills Guarantee Policy, which were previously administered separately.

During 2025 reporting period, ARV commenced four (4) Local Jobs First Standard projects totalling above \$22.7 million. Of those projects, three (3) were located within the Mt Buller Alpine Resort and one (1) was shared across three Alpine Resorts being, Falls Creek, Mt Hotham and Mt Buller. The Major Projects Skill Guarantee (MPSG) was not applicable for any of these contracts.

The commitments made as part of the Local Jobs First policy for three (3) of these projects are as follows:

- > on average 98 per cent of local content commitment was made
- > a total of 33 jobs (AEE) were committed, including the creation of twenty one (21) new jobs and the retention of twelve (12) existing jobs (AEE).

One project commenced and was completed in the reporting period where on completion total contract value exceeded the LJF threshold but was excluded from reporting.

SOCIAL PROCUREMENT

Victoria's Social Procurement Framework (SPF) launched in 2018 enables ARV to use its buying power to generate social value above and beyond the value of the goods, services or construction by maximising social, economic, and environmental benefits for all Victorians and opportunities for Victorian jobs. Social Procurement Framework puts social and sustainable outcomes at the centre of government procurement.

ARV's priority social procurement objectives are:

- > Opportunities for Aboriginal businesses in Victoria
- > Victorian social enterprises and Aboriginal business sectors
- > Sustainable development in Victorian regions.

During 2025 ARV accomplished the following social procurement achievements:

- > Engaged 3 Aboriginal businesses in Victoria with a total spend of \$0.054m
- > Engaged with Aboriginal businesses in Victoria to submit responses to procurement activities administered under mandated State registers
- > Commenced proactively directly inviting suppliers who are identified/pre-qualified as Aboriginal or social enterprise businesses.

GOVERNMENT ADVERTISING EXPENDITURE

ARV undertook one advertising campaign in 2025 reporting period.

- > Campaign name: *Winter All Resorts Awareness*
- > Dates: 27 April 25 – 21 September 2025
- > Summary: The Winter All Resorts Campaign delivered a unified, high-impact, statewide marketing push to increase visitation, extend stays, and highlight memorable alpine experiences across Victoria's resorts, supported by collaborative funding and high impact awareness media.
- > Cost breakdown:
 - Approved advertising spend: \$200K
 - Total media spend:
 - Advertising: \$196,470
 - Admin \$3,530 (including campaign reporting)
 - Creative: \$24,790
 - Research: \$0
 - Post campaign research:
Included in agency media cost
 - Printed collateral: \$0
 - Other: \$0

Other disclosures

CONSULTANCY EXPENDITURE

During the reporting period there were 23 consultancies engaged where the total fee payable to the consultant was \$10,000 or greater. The total expenditure incurred during the period was \$1,093,082, of which \$695,249 was funded by government grants. Details of the individual consultancies are outlined below:

<i>Consultant</i>	<i>Purpose of consultancy</i>	<i>Total approved project fee \$</i>	<i>Expenditure for the year ended 31 Dec 2025 \$</i>	<i>Future expenditure committed \$</i>
GHD Pty Ltd	Geotech and environmental management assessments and advice	660,692	110,639	94,690
Biosis Research Pty Ltd	HEMAMP ecological monitoring and reporting	376,641	9,042	145,703
Centre for International Economics Pty Ltd	Carrying capacity analysis	274,555	137,527	-
Wave Consulting Australia	Integrated water management plans	219,075	165,425	-
Biotech Engineering Pty Ltd	Civil design	201,583	23,866	549
Mott MacDonald Aust Pty Ltd	Energy feasibility study	198,589	168,589	-
Scyne Advisory Pty Ltd	Risk and resilience roadmap	154,498	123,654	-
Nation Partners Pty Ltd	Climate adaptation strategy	148,735	16,254	-
Yamagigu Consulting Pty Ltd	Traditional Owner Engagement and Self-determination Strategy	122,488	108,941	-
Workforce Advantage Pty Ltd	Enterprise agreement	120,750	22,500	-
Solution Minds Consulting T/A SMC	Technical specification development and policy review	105,210	8,650	-
Monash University	STP study	81,836	27,758	-
Mach2 Consulting T/A Aceconsult Pty Ltd	LTFP / PTFS report	48,600	40,559	8,041
Yabbie Pond Pty Ltd	Wastewater compliance reporting	43,300	9,560	-
Talusman Consulting	Alpine Resorts leasing policy	38,870	11,583	7,930
Metpro Green Energy Pty Ltd	EPMP Energy Project tech support	29,160	24,680	-
Yabbie Pond Pty Ltd	Water Risk Management Plan	26,420	16,380	-
Dartmouth Consulting	Landfill rehabilitation design	23,010	15,719	7,291
Taylor Engineering + Design Pty Ltd	Geotech survey and design	21,900	12,400	-
Pither Consulting Pty Ltd	Wastewater compliance reporting	19,835	19,835	-
RSM Australia Pty Ltd	Probity advice	17,320	7,183	-
Terramatrix	Bushfire Emergency Mgt Plan	12,480	2,340	-
SGS Economics and Planning Pty Ltd	Economic impact and contribution modelling	10,000	10,000	-
Tarpy Pty Ltd (Strategic Outcomes Consulting)	SWOT analysis - planning scheme responsibilities	9,000	9,000	-
AG Challenge Consulting Pty Ltd	Land capability assessment	8,830	8,830	-
Maddocks Lawyers	Legal services	8,619	3,119	-

Other disclosures

Individual consultancies valued at less than \$10,000

During the reporting period there were three consultancies engaged where the total fee payable to the consultant was less than \$10,000. The total expenditure incurred during the period was \$20,949.

REVIEWS AND STUDIES EXPENDITURE

ARV has not procured any reviews or studies in 2025 that trigger this reporting threshold.

INFORMATION AND COMMUNICATION TECHNOLOGY EXPENDITURE

For the 2025 reporting period, ARV had total ICT expenditure of \$2,010,100 with the details shown below.

All operational ICT expenditure		ICT expenditure relating to projects to create or enhance ICT capabilities	
Business As Usual (BAU) ICT expenditure	Non-Business As Usual (non-BAU) ICT expenditure	Operational expenditure (OPEX)	Capital expenditure (CAPEX)
Total	Total (= operational expenditure and capital expenditure)		
\$1,917,004	\$93,096	\$83,145	\$9,952

Of the non-BAU ICT expenditure, \$83,472 is funded by external grant monies.

MAJOR CONTRACTS

ARV undertook no major contracts exceeding the disclosure threshold of \$10 million in 2025.

FREEDOM OF INFORMATION

The *Freedom of Information Act 1982* (the Act) allows the public a right of access to documents held by ARV. This applies to all documents unless exempted under the Act. At ARV we make available as much information as possible, limiting the need for the public to seek documents under the *Freedom of Information Act 1982* (the FOI Act).

If you can't find the information you are looking for after reviewing our website including our Part II Information Statement, please contact ARV's Freedom of Information Officer before making a formal request under the FOI Act.

Freedom of Information (FOI) requests are made in writing describing the documents requested and including payment of the application fee. Further charges may be payable. FOI fees and charges are not subject to GST.

During the reporting period eight FOI requests were made, all by general members of the public.

Further information regarding the operation and scope of FOI can be obtained from the Act, regulations made under the Act and www.foi.vic.gov.au.

ARV Freedom of Information Officer

Geoff Fallon

Head of Governance and Risk

foi@alpineresorts.vic.gov.au

0499 111 403

Applicants also have a right of review by the Office of the Victorian Information Commissioner (OVIC).

FOI statistics for 2025:

- > Total number requests received: 8
- > Origin:
 - General public: 8
 - Members of Parliament: 0
- > Outcome:
 - Released in full: 0
 - Released in part: 5
 - Released outside the FOI process: 1
 - Withdrawn: 1
 - Lapsed: 1
- > Timeframe to make decision:
 - Within statutory timeframe: 8
 - Outside statutory timeframe: 0
- > Average time to make decision: 11 days before the statutory deadline
- > Requests subject to OVIC:
 - Complaint: 0
 - Review: 1 (for a FOI application made in 2024)
- > Requests subject to VCAT appeal: 0

Other disclosures

COMPLIANCE WITH BUILDING ACT 1993

Under the *Building Act 1993* s212, ARV has a legislative obligation to administer the provisions of the Act, the Building Regulations 2018 and the Building Code of Australia within its area of jurisdiction. These services are carried out by Lehr Consultants International (LCI) for all six resorts. This company fulfils the role of the Municipal Building Surveyor and undertake legislated responsibilities on behalf of ARV.

ARV owns or controls government buildings located throughout the six resorts and in Bright, Merrijig and Mansfield. ARV is required to include a statement on its compliance with the building and maintenance provisions of the Building Act in relation to those buildings.

ARV requires that appropriately qualified consultants and contractors are engaged for all proposed works on land controlled by the ARV and that their work and services comply with current building standards. All consultants and contractors are expected to have appropriate mechanisms in place to ensure compliance with the building and maintenance provisions of the Building Act, *Building Regulations 2018* and the *National Construction Code*.

In relation to existing buildings, ARV is responsible for ensuring mandatory testing of emergency and exit lighting and lift equipment in accordance with relevant standards; monthly, quarterly and bi-annual inspection and preventive maintenance of mechanical services; and monthly and annual fire service audits.

This reporting period saw no significant changes to any ARV-owned or controlled buildings. All buildings continue to comply with the Building Act.

COMPETITIVE NEUTRALITY POLICY

ARV continues to comply with the requirements of the Competitive Neutrality Policy.

Competitive neutrality requires government businesses to ensure where services compete, or potentially compete with the private sector, any advantage arising solely from their government ownership be removed if it is not in the public interest. Government businesses are required to cost and price these services as if they were privately owned. Competitive neutrality policy supports fair competition between public and private businesses and provides government businesses with a tool to enhance decisions on resource allocation. This policy does not override other policy objectives of government and focuses on efficiency in the provision of service.

PUBLIC INTEREST DISCLOSURE ACT 2012

The *Public Interest Disclosure Act 2012* (PID Act) enables people to make a disclosure about corrupt or improper conduct by a public officer or a public body. ARV is a public body for the purposes of the Act.

What is a public interest disclosure?

A public interest disclosure is a complaint of corrupt or improper conduct or detrimental action by a public officer or a public body. 'Improper or corrupt conduct' involves substantial mismanagement of public resources, risk to public health or safety or the environment, or corruption. 'Detrimental action' is action taken against a person in reprisal for making a public interest disclosure.

How to make a public interest disclosure?

A public interest disclosure about ARV or its Board members, officers or employees can be made by contacting the Independent Broad-based Anti-Corruption Commission (IBAC) www.ibac.vic.gov.au.

ARV is not able to receive public interest disclosures.

The protection of persons from detrimental action in reprisal for making a public interest disclosure about the organisation or its Board members, officers or employees is incorporated within the Code of Conduct for Victorian Public Sector Employees.

Independent Broad-based Anti-corruption Commission Victoria

Level 1, North Tower
459 Collins Street
Melbourne Victoria 3000

GPO Box 24234
Melbourne Victoria 3001
www.ibac.vic.gov.au

A secure email disclosure process is available on IBAC's website.

Other disclosures

DISABILITY ACT 2006

ARV recognises the importance of creating environments, services and workplaces that are accessible, inclusive and responsive to the diverse needs of people with disability. ARV is committed to meeting its obligations under the *Disability Act 2006* and to strengthening inclusion across both its workforce and the communities and visitors it serves.

During the reporting period, ARV undertook planning to support the development of a Disability Action Plan (DAP), recognising that reducing barriers to participation requires a coordinated, whole-of-organisation approach.

Preparation for the DAP involves engagement activities and consultation with people with disability, to better understand a range of access needs and lived experiences. This work will inform actions to address physical, systemic and attitudinal barriers and support more inclusive practices across employment, service delivery and resort operations.

The Disability Action Plan is planned for development and implementation from 2026. ARV will report on the progress of the DAP in future annual reports, in accordance with the *Disability Act 2006*.

ESTABLISHING ACT

Under the *Alpine Resorts (Management) Act 1997*, ARV must publish in this annual report:

- > a statement or summary of the contents of all Ministerial directions given to it
- > a statement setting out the actions Alpine Resorts Victoria has undertaken to comply with each direction.

The Minister issued a Letter of Expectations at ARV's establishment in October 2022. It set priority areas relating to organisational transition, stakeholder engagement, financial sustainability, climate change adaptation, Traditional Owner partnerships and sector wide strategic planning. In 2025 ARV finalised all requirements of the Letter of Expectations.

A new organisational structure was implemented ahead of the 2023 winter season, supported by the consolidation of major systems, processes and business practices. Stakeholder Consultative Committees were established across all resorts within the first two months of operation, earlier than the one year timeframe specified in legislation.

A *Pathway to Financial Sustainability* Report was developed, supported by a long term financial plan that identified strategic opportunities for the alpine resorts. Legislative responsibilities relating to climate change adaptation and Traditional Owner self determination were met through the development of new all resorts strategies. Sector wide planning was advanced through work including the economic impact study, bushfire insurance feasibility planning, service reviews, asset management strategy development and redrafting of the Alpine Resorts Strategic Plan.

These deliverables were completed to support ARV's transition into a steady state operating environment from 2026.

EMERGENCY PROCUREMENT DISCLOSURE

ARV did not undertake any emergency procurement during 2025.

PROCUREMENT COMPLAINTS

Complaints relating to ARV procurement are handled in accordance with the Victorian Government Purchasing Board (VGPB) policy requirements and in a consistent, fair and transparent manner. ARV ensures complaints are treated fairly and any investigation is undertaken by an independent party to the original tender process. The process for complaint handling is outlined in ARV's Procurement Policy and Guidelines and for external entities access to the complaint handling process is through ARV's *Procurement Page* on the ARV website.

In 2025, one reportable complaint was received regarding the tendering process for a construction works project within Mt Buller Alpine Resort, specifically the Corn Hill Rd (Site 6) Remediation project. **Complaint status:** Resolved

Other disclosures

ENVIRONMENTAL REPORTING

Introduction

In line with the Victorian Government's contribution to reaching net-zero emissions for the state by 2045, ARV is required to report on FRD24 Tier 3b environmental metrics, including identifying greenhouse gas emissions and their sources within ARV organisational boundaries. ARV is currently working to establish systems and processes for the collection and full reporting of this data.

ARV's organisational boundary is the emissions profile of ARV-specific services and functions in accordance with the *Alpine Resorts Management Act (1997)*. There are no reportable material activities.

Electricity Consumption and Electricity Offsets EL1 and EL4

Table 01: Total electricity consumption segmented by source and total electricity offsets segmented by offset type

Resort	Indicator	1 January 2025 – 31 December 2025
Falls Creek	Total electricity consumption (MWh) > Purchased electricity – consolidated > Self-generated	1008.16 MWh – 1008.16 MWh – 0
	Total electricity offsets (MWh) > LGCs voluntarily retired by the entity > Greenpower	10.05 MWh – 0 – 10.05 MWh
Lake Mountain	Total electricity consumption (MWh) > Purchased electricity – consolidated > Self-generated	535 MWh – 0 – 535 MWh
	Total electricity offsets (MWh) > LGCs voluntarily retired by the entity > Greenpower	92 MWh – 0 – 92 MWh
Mt Baw Baw	Total electricity consumption (MWh) > Purchased electricity – consolidated > Self-generated	730 MWh – 0 – 730 MWh
	Total electricity offsets (MWh) > LGCs voluntarily retired by the entity > Greenpower	4.2 MWh – 0 – 4.2 MWh
Mt Stirling	Total electricity consumption (MWh) > Purchased electricity – consolidated > Self-generated	27.0 MWh – 0 – 27.0 MWh
	Total electricity offsets (MWh) > LGCs voluntarily retired by the entity > Greenpower	26.75 MWh – 0 – 26.75 MWh
Mt Buller	Total electricity consumption (MWh) > Purchased electricity – consolidated > Self-generated	3187 MWh – 3187 MWh – 0
	Total electricity offsets (MWh) > LGCs voluntarily retired by the entity > Greenpower	361 MWh – 0 – 361 MWh
Mt Hotham	Total electricity consumption (MWh) > Purchased electricity – consolidated > Self-generated	1077.35 MWh – 1077.35 MWh – 0
	Total electricity offsets (MWh) > LGCs voluntarily retired by the entity > Greenpower	170.27 MWh – 0 – 170.27 MWh

Other disclosures

ARV's organisational boundary

The ARV organisational boundary includes assets and services provided in relation to the five alpine resort areas.

Materiality and completeness

The material contributions to greenhouse gas emissions in alpine resorts relate to:

- > ULP and diesel for operation of vehicles and plant
- > LPG and diesel for heating and off grid power generation
- > Metered electricity consumption (for grid connected locations).

Vehicle Fleet By Engine/Fuel Type and Vehicle Category T2

Reporting also supports the Whole of Victorian Government emissions reduction pledge. The pledge seeks to reduce greenhouse gas emissions from Victorian government operations.

Office Accommodation

National Australian Built Environment Rating System (NABERS) Energy ratings of newly completed/occupied entity-owned office buildings and substantial tenancy fit-outs (Itemised list):

- > There were no newly completed or occupied entity-owned office buildings or substantial tenancy fit-outs in the reporting period.

COMPLIANCE WITH DATAVIC ACCESS POLICY

Consistent with the Victorian Government's *DataVic Access Policy* (2012), ARV publishes nine datasets available on DataVic detailing:

- > seasonal visitation statistics
- > Resort snow depth data.

The DataVic Access Policy mandates that government data be made publicly available by default to drive economic activity, support research, and enable innovation, while also improving government efficiency and transparency. Publishing datasets in consistent, machine-readable formats strengthens data governance, reduces silos, and enhances cross-agency collaboration.

Table 02: Number and proportion of vehicles in the organisational boundary segmented by engine/fuel type and vehicle category (Number and percentage)

Vehicle type	2024		2025	
	Number	% of Vehicle type	Number	% of Vehicle type
Passenger	45	29%	56	32%
– Hybrid	1	1%	8	5%
– ULP	3	2%	4	2%
– Diesel	41	27%	44	25%
Plant	33	21%	39	22%
– ULP	10	16%	2	1%
– Diesel	23	15%	36	20%
			1	1%
Oversnow	54	35%	71	40%
– ULP	40	26%	50	28%
– Diesel	14	9%	21	12%
Bus	11	7%	2	1%
– ULP	2	1%	2	1%
– Diesel	9	6%		
Truck	11	7%	8	5%
– Diesel	11	7%	8	5%
Total vehicles	154	100%	176	100%

Other disclosures

STATEMENT OF AVAILABILITY OF OTHER INFORMATION

The following information is available on request, either partially or fully, subject to the *Freedom of Information Act 1982*:

- > a statement that declarations of pecuniary interests have been duly completed by all relevant officers
- > details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary
- > details of publications produced by the entity about itself, and how these can be obtained
- > details of changes in prices, fees, charges, rates and levies charged by the entity
- > details of any major external reviews carried out on the entity
- > details of major research and development activities undertaken by the entity to develop community awareness of the agency and its services
- > details of overseas visits undertaken including a summary of the objectives and outcomes of each visit
- > details of major promotional, public relations and marketing activities undertaken by the entity
- > details of assessments and measures undertaken to improve the occupational health and safety of employees
- > a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes
- > a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved.

The contact person for information requests is the ARV Freedom of Information Officer:

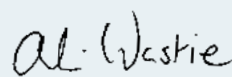
Geoff Fallon
Head of Governance and Risk
foi@alpineresorts.vic.gov.au
0499 111 403

ASSET MATURITY ASSESSMENT

ARV must report on asset maturity at least every three years. ARV last reported in the 2024 Annual Report.

FINANCIAL MANAGEMENT COMPLIANCE ATTESTATION STATEMENT

I, Ali Wastie, on behalf of the Responsible Body certify that Alpine Resorts Victoria has no Material Compliance Deficiency with respect to the applicable Standing Directions under the *Financial Management Act 1994* and Instructions.



Ali Wastie

Chair

Melbourne
16 July 2026



Financial Report

For the year ended 31 December 2025

How this report is structured

Alpine Resorts Victoria (ARV) has presented its audited general purpose financial statements for the year ended 31 December 2025 in the following structure to provide users with the information about Alpine Resort Victoria's stewardship of resources entrusted to it.

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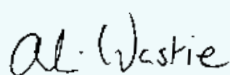
Chair's, Accountable Officer's and Chief Financial Officer's declaration

The attached financial statements for Alpine Resorts Victoria have been prepared in accordance with Direction 5.2 of the Standing Directions of the Assistant Treasurer under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, statement of cash flows and accompanying notes, presents fairly the financial transactions during the financial year ended 31 December 2025 and financial position of Alpine Resorts Victoria at 31 December 2025.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

In accordance with the resolution of the Board we authorise the attached annual financial statements for issue on 16 July 2026.



Ali Wastie

Chair

Melbourne
16 July 2026



Amber Gardner

Chief Executive Officer

Mansfield
16 July 2026



Mandy Kynnersley

Chief Financial Officer

Mansfield
16 July 2026

Independent Auditor's Report



Independent Auditor's Report

To the Board of Alpine Resorts Victoria

Opinion	I have audited the financial report of Alpine Resorts Victoria which comprises the: • balance sheet as at 31 December 2025 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including significant accounting policies • chair's, chief executive officer's and chief financial officer's declaration • Independent Auditor's Report In my opinion the financial report presents fairly, in all material respects, the financial position of Alpine Resorts Victoria as at 31 December 2025 and its financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and Australian Accounting Standards - Simplified Disclosures.
Basis for Opinion	I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report. My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of Alpine Resorts Victoria in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	The Board of Alpine Resorts Victoria is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards - Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the Board is responsible for assessing Alpine Resorts Victoria's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.

Independent Auditor's Report

Auditor's responsibilities for the audit of the financial report

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

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

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Alpine Resorts Victoria's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Alpine Resorts Victoria's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Alpine Resorts Victoria to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

MELBOURNE
21 July 2026



Sahchu Chummar

as delegate for the Auditor-General of Victoria

Comprehensive operating statement

For the year ended 31 December 2025

	Notes	2025 \$'000	2024 \$'000
CONTINUING OPERATIONS			
Revenue and Income from transactions			
Site rent and service charges	2.1	25,897	25,012
Property income	2.2	2,492	2,532
Sale of goods and services	2.3	30,689	25,105
Grant funding	2.4	20,200	24,026
Other income	2.5	1,554	2,411
Total income from transactions		80,832	79,086
Expenses from transactions			
Employee benefits	3.2	27,663	25,702
External services expenses	3.3	15,210	18,090
Operating expenses	3.4	17,702	18,963
Cost of sales	3.5	1,479	1,646
Depreciation and amortisation	4.1.2	11,239	10,447
Total expenses from transactions		73,293	74,847
Net result from transactions (net operating balance)		7,539	4,239
Other economic flows included in net result			
Net gain/(loss) on non-financial assets		11	154
Net gain/(loss) of assets identified during physical verification		13,301	-
Net gain/(loss) due to asset revaluation	4.1.3	(7,668)	-
Total other economic flows included in net result		5,644	154
Net result from continuing operations		13,182	4,393
Other economic flows - other comprehensive income:			
<i>Items that will not be reclassified to net result</i>			
Changes in asset revaluation surplus	4.1.3	155,363	-
Total other economic flows - other comprehensive income		155,363	-
Comprehensive result		168,545	4,393

The accompanying notes form part of these financial statements.

Balance sheet

As at 31 December 2025

	Notes	2025 \$'000	2024 \$'000
Financial assets			
Cash and deposits	6.3	11,712	13,395
Receivables	5.1	3,727	5,691
Contract assets	5.2	4,418	4,762
Total financial assets		19,857	23,848
Non-financial assets			
Inventories		533	498
Prepayments		1,545	1,448
Property, infrastructure, plant and equipment	4.1	681,043	516,024
Right of use assets	4.1.1	4,529	3,298
Intangible assets		-	12
Asset held for sale		22	-
Total non-financial assets		687,673	521,280
Total assets		707,530	545,128
Liabilities			
Payables	5.3	4,130	4,147
Borrowings	6.1	269	434
Leases	6.1	4,753	3,572
Employee-related provisions	3.2.1	4,086	2,931
Other liabilities	5.4	72	4,508
Deferred Capital Grants	5.5	2,826	6,688
Total liabilities		16,137	22,281
Net assets		691,393	522,847
Equity			
Accumulated surplus/(deficit)		13,182	4,393
Contributed capital		522,847	518,454
Asset revaluation reserve		155,363	-
Net worth		691,393	522,847

The accompanying notes form part of these financial statements.

Statement of cash flows

For the year ended 31 December 2025

	Notes	2025 \$'000	2024 \$'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Receipts from other entities		67,694	57,738
Receipts from government entities		11,345	14,640
Receipts from insurance claims		130	1,000
Interest received		603	696
Net GST received		-	2,071
Total receipts		79,772	76,146
Payments			
Payments to suppliers and contractors		(38,837)	(48,709)
Payments to and on behalf of employees		(26,508)	(22,171)
Interest paid		(136)	(142)
Net GST paid		(496)	-
Total payments		(65,978)	(71,023)
Net cash flows from operating activities		13,794	5,123
Cash flows from investing activities			
Sale of non-financial assets		11	154
Purchase of non-financial assets		(14,936)	(12,276)
Net cash flows used in investing activities		(14,925)	(12,122)
Cash flows from financing activities			
Repayment of borrowings		(165)	(155)
Payment of lease liabilities		(387)	(188)
Net cash flows used in financing activities		(552)	(343)
Net increase in cash and cash equivalents		(1,683)	(7,341)
Cash and cash equivalents at beginning of financial period		13,395	20,736
Cash and cash equivalents at end of financial period	6.3	11,712	13,395

The accompanying notes form part of these financial statements.

Statement of changes in equity

For the year ended 31 December 2025

	Accumulated surplus / (deficit) \$'000	Contributed capital \$'000	Asset revaluation reserve \$'000	Total \$'000
Balance at 31 December 2023	196	518,258	-	518,454
Net result from transactions	4,393	-	-	4,393
Balance at 31 December 2024	4,589	518,258	-	522,847
Net result from transactions	13,182	-	-	13,182
Physical asset revaluation surplus	-	-	155,363	155,363
Balance at 31 December 2025	17,771	518,258	155,363	691,393

The accompanying notes form part of these financial statements.

Notes to the Financial Statements

For the year ended 31 December 2025

1.0 ABOUT THIS REPORT

Alpine Resorts Victoria (ARV) was established on 1 October 2022 pursuant to the *Alpine Resorts Legislation Amendment Act 2022* (the Act) as passed by the Victorian Parliament in March 2022, abolishing the previous Alpine Resort Management Boards. The Act outlines the functions, responsibilities and requirements of ARV.

ARV operates resorts at Mt Buller, Mt Stirling, Falls Creek, Mt Hotham, Lake Mountain and Mount Baw Baw and these financial statements cover ARV as an individual reporting entity. ARV is a public body acting on behalf of the Crown and reporting to the Department of Energy, Environment and Climate Action (DEECA or 'the Department').

A description of the nature of its operations and its principal activities is included in the Report of Operations which does not form part of these financial statements.

Alpine Resorts Victoria principal address is:

19 Highett Street
Mansfield Victoria 3722

Basis of preparation

ARV is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. ARV's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As ARV is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 January 2025.

These financial statements are in Australian dollars and the historical cost convention is used unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The accrual basis of accounting has been applied in preparing these financial statements, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

Consistent with the requirement of AASB 1004 *Contributions*, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of ARV.

Capital grants which have been designated as contributions by owners are recognised as contributed capital. Other transfers that are in the nature of distributions to or contributions by owners have also been designated as contributions by owners.

Judgements, estimates and assumptions are required to be made about financial information being presented. The significant judgements made in the preparation of these financial statements are disclosed in the notes where amounts affected by those judgements are disclosed. Estimates and associated assumptions are based on professional judgements derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and in future periods that are affected by the revision. Judgements and assumptions made by management in applying AAS that have significant effects on the financial statements and estimates are disclosed in the notes under the heading: 'Significant judgement or estimates'.

These financial statements cover ARV as an individual reporting entity and include all the controlled activities of ARV. There is no entity consolidated into ARV.

All amounts in the financial statements (including the notes) have been rounded to the nearest \$1,000 unless otherwise stated. Figures in the financial statements may not equate exactly due to rounding.

Compliance information

These general-purpose financial statements have been prepared in accordance with the FMA and applicable Australian Accounting Standards (AASs), which include Interpretations, issued by the Australian Accounting Standards Board (AASB).

Where appropriate, those AAS paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

These financial statements have been prepared on a going concern basis.

Notes to the Financial Statements

For the year ended 31 December 2025

Going concern

It has been determined that the going concern assumption remains to be the appropriate basis for the preparation of the 2025 financial report.

During the year ended 31 December 2025, ARV had an operating surplus of \$13.182m (2024: \$4.393m) and generated net cash flows from operating activities of \$13.794m (2024: \$5.123m). Surplus and operating cash inflow is dependent on funding received from the Victorian State Government of \$10.361m (2024: \$13.083m) to support ARV to meet its operational funding requirements. This support is provided to ARV through a Letter of Comfort from the Victorian State Government which expires on 30 April 2027.

Management has prepared a cash flow forecast for the period ending 31 December 2027, which indicates that Alpine Resorts Victoria is expected to have sufficient funds to meet its expenditure commitments and pay its liabilities as and when they fall due during the forecast period, subject to the funding assumptions outlined below. The Board has reviewed the future budgeted operating and cash flow position and determined that the going concern assumption remains appropriate for the preparation of the 2025 financial report.

Key budget assumptions and outcomes:

- > The forecast is based on the use of current cash reserves and cash flow support from DEECA to meet ARV's current and future obligations. A letter of financial comfort from DEECA was in place, covering the period up to 30 April 2027, resulting in support funding of \$2.976m being received during the period 1 January to 30 April 2026.
- > Future revenue from resort operations is dependent on snow fall during the snow season and may be affected by other external factors beyond management's control. Revenue projections are based on historical visitation trends, however these forecasts are subject to material uncertainty due to the unpredictability of future snow seasons.
- > The forecast assumes grant funding of at least \$4.3m will be accessible from government to support capital asset renewal requirements. In the event that this funding is not available ARV will reduce its capital expenditure program to within affordable parameters.

Accordingly, the ability of ARV to continue as a going concern and discharge its liabilities in the ordinary course of business is dependent upon ARV's ability to generate sufficient revenue from resort operations.

If ARV is unable to continue as a going concern, it may be required to realise its assets and extinguish its liabilities other than in the normal course of business, and at amounts different from those stated in the financial statements. The financial statements do not include any adjustments relating to the recoverability and classification of recorded asset amounts, or to the amounts and classification of liabilities that might be necessary, should ARV not continue as a going concern.

Notes to the Financial Statements

For the year ended 31 December 2025

2.0 FUNDING DELIVERY OF OUR SERVICES

Introduction

ARV's overall objective is to promote the management, development, promotion of Victoria's Alpine Resorts in an environmentally and financially sustainable way for alpine recreation and tourism in all seasons by persons from varied cultural and economic groups.

To enable ARV to fulfil its objective it receives income from visitor fees which is derived from a range of services provided including resort entry fees from the public visiting during the declared snow season.

ARV also receives rental income and service fees from site holders in accordance with its role as manager of Crown Land, as well as government funding in the form of an operational subsidy and other operating income.

Structure

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2.2	Property income	53
2.3	Sale of goods and services	53
2.4	Grant funding	54
2.5	Other income	54

2.1 SUMMARY OF REVENUE AND INCOME THAT FUNDS DELIVERY OF SERVICES

	Notes	2025 \$'000	2024 \$'000
Site rent		9,685	9,233
Service charges		16,213	15,779
Property income	2.2	2,492	2,532
Sale of goods and services	2.3	30,689	25,105
Grant funding	2.4	20,200	24,026
Other income	2.5	1,554	2,411
Summary of revenue and income that funds delivery of services		80,832	79,086

Revenue and income that fund delivery of ARV's services are accounted for consistently with the requirements of the relevant accounting standards disclosed in the following notes.

Site rent

Site rental fees are recognised under the terms and conditions of each lease and in accordance with ARV's role as a Committee of Management of any Crown land deemed to be permanently reserved under the *Crown Lands Reserve Act 1978*.

Rental revenue from Crown leases is recognised in accordance with AASB 15 *Revenue from Contracts with Customers*. Revenue is accrued on a monthly basis, reflecting the pattern in which the associated performance obligations are satisfied over the lease term.

Service charges

Service charges are leviable under Section 13 of the *Alpine Resorts (Management) Act 1997*. Service charge revenue is recognised in accordance with AASB 15 *Revenue from contracts with customers* with performance obligations being met over the period to which the service charge relates.

Notes to the Financial Statements

For the year ended 31 December 2025

2.2 PROPERTY INCOME

	2025 \$'000	2024 \$'000
Utility income	1,571	1,673
Other property income	921	859
Total - Property Income	2,492	2,532

Utility income for the provision of liquified petroleum gas is recognised under AASB 15 as related performance obligations are met, when liquified petroleum gas is provided to the end user.

Other property income includes service charge infrastructure fees, consent fees, permits and licences, and miscellaneous property rental. These revenue items are recognised under AASB 15 when the performance obligation is satisfied, being when the goods or services have been provided.

2.3 SALE OF GOODS AND SERVICES

	2025 \$'000	2024 \$'000
Resort entry fees	23,373	18,820
Recreational activities	3,476	2,123
Food, beverage and merchandise sales	1,902	1,984
Equipment hire	990	867
Accommodation	400	408
Childcare	288	198
Other miscellaneous	260	705
Total - Sale of goods and services	30,689	25,105

The sale of goods and services included in the table above are transactions that ARV has determined to be classified as revenue from contracts with customers in accordance with AASB 15 *Revenue from Contracts with Customers*.

Performance obligations and revenue recognition policies

Revenue is measured based on the consideration specified in the contract with the customer. ARV recognises revenue when it transfers control of a good or service to the customer, i.e. when, or as, the performance obligations for the sale of goods and services to the customer are satisfied.

Revenue from the rendering of services is recognised at a point in time when the performance obligation is satisfied when the service is completed; and over time when the customer simultaneously receives and consumes the services as it is provided in accordance with AASB 15 *Revenue from Contracts with Customers*.

Resort entry fees

Resort entry fees are levied under Section 18 of the *Alpine Resorts (Management) Regulations 2020*. Infringements are issued to visitors who do not pay their resort entry fee under the *Road Safety Act 1986* and the *Road Safety (General) Regulations 2009*.

Resort entry revenue (including from the sale of season permits) is recognised when received and when the entitlement is in the current financial period. Season permit receipts received for an entitlement to resort entry are recognised as revenue at the beginning of the snow season in the period that the permit relates.

Notes to the Financial Statements

For the year ended 31 December 2025

2.4 GRANT FUNDING

	2025 \$'000	2024 \$'000
Grants recognised as income of not-for-profit entities		
General purpose	12,271	17,030
Other specific purpose to acquire a recognisable non-financial asset	5,990	5,683
Other specific purpose grants	1,379	1,042
Grants recognised as revenue from contracts with customers		
Other specific purpose grants	560	272
Total - Grant funding	20,200	24,026

Grants recognised under AASB 1058 *Income of not-for-profit entities*

ARV has determined that the income of not-for-profit entities in the table above is recognised under AASB 1058 on the basis that it has been earned under arrangements that are not enforceable or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations or that are not enforceable, are recognised when ARV has an unconditional right to receive income which usually coincides with receipt of cash.

Cashflow funding is received from the Victorian State Government to support ARV to meet its operational funding requirements. These funds had obligations attached under a letter of comfort and have been recognised under AASB 15.

Income from grants to construct ARV's capital works projects are recognised progressively as the asset is constructed in accordance with AASB 1058. This aligns with ARV's obligation to construct the asset. The progressive percentage of costs incurred is used to recognise income on the basis that this most closely reflects the construction progress as costs are incurred as the works are done.

Grants recognised under AASB 15 *Revenue from contracts with customers*

Where grant income arises from an agreement that is enforceable and contains sufficiently specific performance obligations, then the revenue is recognised when each performance obligation is satisfied per AASB 15 *Revenue from contracts with customers*. The performance obligations are varied based on the agreements. Within grant agreements, there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

2.5 OTHER INCOME

	2025 \$'000	2024 \$'000
Interest income	603	745
Insurance claim income	130	1,087
Miscellaneous income	822	579
Total - Other Income	1,554	2,411

Miscellaneous income

Other miscellaneous income includes fuel sales, post office recharges, general recharges, fuel tax credits and other revenue.

Notes to the Financial Statements

For the year ended 31 December 2025

3.0 THE COST OF DELIVERING OUR SERVICES

Introduction

This section provides an account of the expenses incurred by ARV in delivering services and outputs. These expenses are recognised as they are incurred and reported in the financial period to which they relate. In Note 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are recorded.

Structure

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3.2	Employee benefits in the comprehensive income statement	55
3.3	External services expenses	57
3.4	Operating expenses	57
3.5	Cost of sales	58

3.1 EXPENSES INCURRED IN DELIVERY OF SERVICES

	Notes	2025 \$'000	2024 \$'000
Employee benefit expenses	3.2	27,663	25,702
External services expenses	3.3	15,210	18,090
Operating expenses	3.4	17,702	18,963
Cost of sales	3.5	1,479	1,646
Depreciation and amortisation	4.1.2	11,239	10,447
Total - Expenses incurred in delivery of services		73,293	74,847

3.2 EMPLOYEE BENEFITS IN THE COMPREHENSIVE OPERATING STATEMENT

	2025 \$'000	2024 \$'000
Salaries and wages, annual leave and long service leave	22,657	20,805
Other employee benefits	2,623	2,726
Defined contributions superannuation expense	2,383	2,170
Total - Employee benefits in the comprehensive operating statement	27,663	25,702

Other employee benefits include payroll tax, fringe benefits tax, workers compensation, training, staff amenities and accommodation, medical expenses, recruitment fees and pre-employment checks.

The amount recognised in the comprehensive operating statement in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

The defined benefit plan(s) provides benefits based on years of service and final average salary. The basis for determining the level of contributions is determined by the various actuaries of the defined benefit superannuation plans. ARV does not recognise any defined benefit liabilities because it has no legal or constructive obligation to pay future benefits relating to its employees. Instead, the Department of Treasury and Finance (DTF) discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability (on behalf of the State as the sponsoring employer).

Notes to the Financial Statements

For the year ended 31 December 2025

3.2.1 EMPLOYEE RELATED PROVISIONS

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave (LSL) for services rendered to the reporting date and recorded as an expense during the period the services are delivered.

	2025 \$'000	2024 \$'000
Current provisions:		
Annual leave	1,079	927
Long service leave	1,593	1,377
Other Employee provisions	277	-
Provisions for on-costs	461	382
Total current provisions for employee benefits	3,360	2,686
Non-current provisions:		
Employee benefits	685	210
On-costs	41	36
Total non-current provisions for employee benefits	726	245
Total provisions for employee benefits	4,086	2,931

Wages and salaries, annual leave and personal leave

Liabilities for wages and salaries (including non-monetary benefits, annual leave and on-costs) are recognised as part of the employee benefit provision as current liabilities, because ARV does not have an unconditional right to defer settlements of these liabilities.

The liability for salaries and wages are recognised in the balance sheet at remuneration rates which are current at the reporting date. As ARV expects the liabilities to be wholly settled within 12 months of reporting date, they are measured at undiscounted amounts.

The annual leave liability is classified as a current liability and measured at the undiscounted amount expected to be paid, as ARV does not have an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

No provision has been made for personal leave as all personal leave is non-vesting and it is not considered probable that the average personal leave taken in the future will be greater than the benefits accrued in the future. As personal leave is non-vesting, an expense is recognised in the Comprehensive Operating Statement as it is taken.

Employment on-costs such as payroll tax, fringe benefits tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.

Long Service Leave

Unconditional long service leave is disclosed as a current liability, even where ARV does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months.

The components of this current long service leave liability are measured at:

- > undiscounted value – if ARV expects to wholly settle within 12 months; or
- > present value – if ARV does not expect to wholly settle within 12 months.

Conditional long service leave is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service. This non-current LSL is measured at present value.

Any gain or loss following revaluation of the present value of non-current long service leave liability is recognised as a transaction, except to the extent that a gain or loss arises due to changes in bond interest rates for which it is then recognised as an 'other economic flow' in the net result.

Other employee provisions

Other employee provisions include an agreed Employment Agreement lump sum payment to all staff who were employed by ARV at the time of implementation.

Notes to the Financial Statements

For the year ended 31 December 2025

3.3 EXTERNAL SERVICES EXPENSES

	2025	2024
	\$'000	\$'000
Contractors	5,106	11,381
External services	8,470	4,595
Consultants	1,634	2,113
Total - External services expenses	15,210	18,090

Contractors

Contract payments relate to the costs incurred in delivering services and maintaining the infrastructure of the resorts. The costs are recognised either when the services have been received, or in the terms agreed to in the contract.

External services

External services are costs incurred with delivering services of the resorts and include snow making contributions, transport, water testing & monitoring, and waste collection and disposal fees. The costs are recognised either when the services have been received, or in the terms agreed to in the contract.

Consultants

Payments to consultants are for professional services provided to the resorts incurred in delivering services and maintaining infrastructure of the resorts. The costs are recognised either when the services have been received, or in the terms agreed to in the contract.

3.4 OPERATING EXPENSES

Operating expenses are recognised as an expense in the reporting period in which they are incurred.

	2025	2024
	\$'000	\$'000
Utilities and fuel expenses	4,119	3,555
Repairs and maintenance	3,521	3,058
Insurance expenses	3,001	2,933
Marketing expenses	2,107	2,518
Information and Communication Technologies	2,008	2,497
Other expenses	1,583	2,444
Material expenses	973	1,282
Financial expenses	335	574
Short-term and low value lease payments	55	102
Total - Operating expenses	17,702	18,963

Notes to the Financial Statements

For the year ended 31 December 2025

Utilities and fuel expenses

Utilities expenses are recognised as an expense in the reporting period in which they are incurred and represent fuel, electricity and gas consumed for the operation of the resorts.

Repairs and maintenance

Repairs and maintenance are incurred to enable the resorts to deliver services and maintain infrastructure of the resorts. The costs are recognised either when the services have been received, or in the terms agreed to in the contract.

Insurance expenses

These expenses are predominantly for insurance premiums paid.

Marketing expenses

Marketing expenses are recognised as an expense in the reporting period in which they are incurred and represent media promotion, event organisation and general advertising.

Information and Communication Technologies

These expenses include software subscriptions and licensing, IT equipment and hardware, consulting and telephone and data costs.

Other expenses

Other expenses represent property management fees, survey costs, valuation costs and property rates and taxes.

Materials expenses

These expenses are for various materials and consumables used to deliver services and maintain infrastructure of the resorts. The costs are recognised when the materials have been received.

Financial expenses

Financial expenses are recognised as an expense in the reporting period and represent costs in relation to interest expense, bank fees and merchant fees.

Short-term and low value lease payments

The following lease payments are recognised on a straight-line basis:

- > short-term leases – leases with a term less than 12 months; and
- > low value leases – leases with the underlying asset's fair value (when new, regardless of the age of the asset being leased) is no more than \$10,000.

3.5 COST OF SALES

	2025 \$'000	2024 \$'000
Purchase of inventories	1,434	1,598
Purchase of services	45	47
Total - Cost of sales	1,479	1,646

When inventories are sold, the carrying amount of those inventories are recognised as an expense in the period in which the related income is recognised. The amount of any write down of inventories to net realisable value and all losses of inventories shall be recognised as an expense in the period the write down or loss occurs.

The amount of any reversal of any write down of inventories, arising from an increase in net realisable value, shall be recognised as a reduction in the level of inventories recognised as an expense in the period in which the reversal occurs.

Purchase of services includes those items relating to accommodation services provided, such as commission, laundry, consumable supplies and other miscellaneous items.

Notes to the Financial Statements

For the year ended 31 December 2025

4.0 KEY ASSETS AVAILABLE TO SUPPORT OUTPUT DELIVERY

Introduction

ARV controls infrastructure and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to ARV to be utilised for delivery of those activities.

Structure

4.1 Total infrastructure, property, plant and equipment

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4.1 TOTAL INFRASTRUCTURE, PROPERTY, PLANT AND EQUIPMENT

	Gross Carrying Amount		Accumulated Depreciation		Net Carrying Amount	
	2025	2024	2025	2024	2025	2024
<i>Items are at fair value</i>	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Land	267,079	232,986	-	-	267,079	232,986
Buildings	98,578	67,852	(128)	(7,480)	98,450	60,372
Infrastructure:						
Roads	152,726	105,909	(128)	(8,291)	152,598	97,619
Other	33,637	16,940	(723)	(2,136)	32,914	14,804
Gas	4,638	4,080	(24)	(463)	4,614	3,617
Water and wastewater	94,624	92,775	(80)	(6,806)	94,544	85,969
Plant, equipment and vehicles	26,159	32,067	(4,435)	(20,690)	21,724	11,376
Assets under construction	9,120	9,281	-	-	9,120	9,281
Net carrying amount	686,561	561,890	(5,518)	(45,866)	681,043	516,024

Items of property, plant and equipment are measured initially at cost and subsequently revalued at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, the cost is its fair value at the date of acquisition. The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Notes to the Financial Statements

For the year ended 31 December 2025

The following tables are a sub-set of buildings, plant, equipment and vehicles by right-of-use assets.

4.1.1 TOTAL RIGHT-OF-USE ASSETS: BUILDINGS, PLANT, EQUIPMENT AND VEHICLES

2025 <i>as at 31 December 2025</i>	<i>Gross Carrying Amount \$'000</i>	<i>Accumulated Depreciation \$'000</i>	<i>Net Carrying Amount \$'000</i>
Buildings at fair value	4,102	(209)	3,892
Plant, equipment and vehicles	1,100	(463)	637
Net carrying amount	5,202	(672)	4,529

2024 <i>as at 31 December 2024</i>	<i>Gross Carrying Amount \$'000</i>	<i>Accumulated Depreciation \$'000</i>	<i>Net Carrying Amount \$'000</i>
Buildings at fair value	2,889	(83)	2,806
Plant, equipment and vehicles	795	(310)	485
Office equipment	22	(15)	7
Net carrying amount	3,705	(407)	3,298

2025	<i>Buildings \$'000</i>	<i>Plant, equipment and vehicles \$'000</i>	<i>Office Equipment \$'000</i>
<i>Opening balance – 1 January 2025</i>	2,806	485	7
Additions	1,296	396	15
Disposals/expired	-	(116)	(22)
Depreciation	(209)	(127)	-
Closing balance – 31 December 2025	3,892	637	-

Right-of-use asset acquired by lessees – Initial measurement

ARV recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- > any lease payments made at or before the commencement date less any lease incentive received; plus
- > any initial direct costs incurred; and
- > an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

Right-of-use asset – Subsequent measurement

ARV depreciates right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The right-of-use asset is periodically reduced by impairment losses, if any and adjusted for certain re-measurements of the lease liability.

Impairment of property, plant and equipment

The recoverable amount of primarily non-cash-generating assets of not-for-profit entities, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 *Fair Value Measurement*, with the consequence that AASB 136 does not apply to such assets that are regularly revalued.

Notes to the Financial Statements

For the year ended 31 December 2025

4.1.2 DEPRECIATION AND AMORTISATION

All infrastructure assets, buildings, plant and equipment and other non-financial physical assets that have finite useful lives, are depreciated. The exceptions to this rule include assets held for sale and land.

Depreciation is generally calculated on a straight-line basis, at rates that allocate the asset's value, less any estimated residual value, over its estimated useful life. Typical estimated useful lives for the different asset classes for current and prior periods are included in the table below:

Asset	Useful Life (years)
Buildings	2–50 years
Plant, equipment and vehicles	2–80 years
Infrastructure – Roads	2–112 years
Infrastructure – Water and wastewater	5–100 years
Infrastructure – Gas	3–40 years
Infrastructure – Other	2–80 years

The estimated useful lives, residual values and depreciation method are reviewed at the end of each annual reporting period, and adjustments made where appropriate.

At 31 December 2025 fair value assessments was performed by the Valuer General Victoria. As a result of the valuation, updated useful lives were adopted from the valuation schedule.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term. Where ARV obtains ownership of the underlying leased asset or if the cost of the right-of-use asset reflects that the entity will exercise a purchase option, the entity depreciates the right-of-use asset over its useful life.

Indefinite life assets: Land, earthworks, land under declared roads are considered to have an indefinite life, are not depreciated. Depreciation is not recognised in respect of these assets because their service potential has not, in any material sense, been consumed during the reporting period.

Notes to the Financial Statements

For the year ended 31 December 2025

4.1.3 RECONCILIATION OF MOVEMENTS IN CARRYING AMOUNT OF LAND, BUILDINGS, INFRASTRUCTURE AND PLANT, EQUIPMENT & VEHICLES

2025 Assets at fair value	Infrastructure						Plant, equipment and vehicles \$'000	Assets under construction \$'000	Total \$'000
	Land \$'000	Buildings \$'000	Roads \$'000	Gas \$'000	Water and wastewater \$'000	Other \$'000			
Opening balance^(a)	232,986	60,372	97,619	3,617	85,969	14,804	11,376	9,281	516,024
Additions	-	-	-	-	-	-	-	14,941	14,941
Transfers of assets under construction	-	7,925	2,476	50	1,335	1,319	1,994	(15,097)	-
Transfer to disposal group held for sale	-	-	-	-	-	(22)	-	-	(22)
Disposals	-	-	-	-	-	-	-	(5)	(5)
Assets identified during physical verification	-	1,095	8,185	(367)	(8,642)	9,561	3,468	-	13,301
Revaluation of land, buildings, infrastructure, plant & equipment ^(b)	34,093	31,541	47,455	1,453	18,242	8,029	6,882	-	147,695
Depreciation	-	(2,482)	(3,136)	(139)	(2,360)	(778)	(1,995)	-	(10,891)
Closing balance	267,079	98,450	152,598	4,614	94,544	32,914	21,724	9,120	681,043

Note:

(a) Opening balance includes new infrastructure categories: 'Gas' and 'Water and wastewater'. The total infrastructure opening balance remains unchanged; the sub categories have been presented in greater detail, resulting in newly presented opening balances for these categories.

(b) Fair value assessment was performed by the Valuer General Victoria at 31 December 2025. Fair value assessments have been performed for Land, Buildings, Infrastructure and Plant & Equipment.

Notes to the Financial Statements

For the year ended 31 December 2025

5.0 OTHER ASSETS AND LIABILITIES

Introduction

This section sets out those assets and liabilities that arose from ARV's operations.

Structure

5.1	Receivables	63
5.2	Contract assets	64
5.3	Payables	64
5.4	Other liabilities	65
5.5	Deferred capital grants	65

5.1 RECEIVABLES

	2025 \$'000	2024 \$'000
<i>Contractual</i>		
Sale of goods and services	1,836	4,843
Other receivables	845	847
<i>Statutory</i>		
GST input tax credit recoverable	563	-
Other tax receivable	483	-
Total - Receivables	3,727	5,691
<i>Represented by:</i>		
Current receivables	3,727	5,691
Non-current receivables	-	-

Contractual receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. ARV holds the contractual receivables with the objective to collect the contractual cash flows and therefore subsequently measured at amortised cost using the effective interest method, less any impairment.

Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment) but are not classified as financial instruments for disclosure purposes. ARV applies AASB 9 for initial measurement of the statutory receivables and, as a result, statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

Notes to the Financial Statements

For the year ended 31 December 2025

5.2 CONTRACT ASSETS

	2025 \$'000	2024 \$'000
Current contract assets	4,418	4,762

Contract assets relate to ARV's right to consideration in exchange for services transferred to customers for works completed, but not yet invoiced at the reporting date. The contract assets are transferred to receivables when the rights become unconditional. This usually occurs when ARV issues an invoice to the customer. Contract assets relate to site rent and service charges which were not invoiced at 31 December 2025.

5.3 PAYABLES

	2025 \$'000	2024 \$'000
<i>Contractual</i>		
Supplies and services	2,188	1,178
Other payables	1,673	2,224
<i>Statutory</i>		
GST Payable	-	520
Other taxes payable	269	225
Total - Payables	4,130	4,147
<i>Represented by:</i>		
Current payables	4,130	4,147
Non-current payables	-	-

Contractual payables are classified as financial instruments and measured at amortised cost. Accounts payable represent liabilities for goods and services provided to ARV prior to the end of the financial period that are unpaid.

Statutory payables are recognised and measured similar to contractual payables but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

Payables for supplies and services have an average credit period of 30 days. The terms and conditions of amounts payable to the government and other organisations vary according to their agreements and as they are not legislative payables, they are classified as financial instruments.

Notes to the Financial Statements

For the year ended 31 December 2025

5.4 OTHER LIABILITIES

	2025 \$'000	2024 \$'000
Unearned revenue	-	182
Contract liabilities	72	4,326
Total - Other liabilities	72	4,508

Unearned revenue includes site rent and service charges revenue received in advance for which the related services are yet to be met. This revenue will be released to profit or loss over time as the related performance obligations are met. The balances are expected to be recognised in the 2026 year.

Contract liabilities include funds received prior to ARV delivering that service, or that part of income received in one accounting period covering a term extending beyond that period, in accordance with AASB 15 *Revenue from Contracts with Customers*.

Contract liabilities consist of funding received from government for various projects. As the project is completed, the completed portion is disclosed as revenue. The amounts remaining in this account represent the unspent funding for the projects.

5.5 DEFERRED CAPITAL GRANTS

	2025 \$'000	2024 \$'000
Opening balance of deferred capital grants	6,688	10,579
Reclassification of grant funding	1,345	(745)
Grants for capital works received during the year	783	2,537
Grants returned to funding body during the year	(88)	(1,362)
Grant income for capital works recognised consistent with the capital works undertaken during the year	(5,903)	(4,321)
Closing balance of deferred capital grants	2,826	6,688

Deferred capital grant revenue relates to grant funds received for the construction of non-financial assets for which obligations under the transfer are yet to be satisfied. Grant funding is received as contract milestones are met in line with the underlying grant agreements, whereas revenue is recognised over time on a stage of completion basis. Accordingly, this balance represents the amount of capital grant funding received in excess of the percentage completion of the individual capital projects.

ARV applies AASB 1058 *Income of Not-For-Profit Entities* to recognise these grants have been provided under enforceable agreements for the construction and/or acquisition of recognisable financial assets.

Notes to the Financial Statements

For the year ended 31 December 2025

6.0 HOW WE FINANCED OUR OPERATIONS

Introduction

This section provides information on the sources of finance utilised by ARV during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities. It includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 7.1 provides additional financial instrument disclosures.

Structure

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6.1 BORROWINGS

	2025 \$'000	2024 \$'000
<i>Current borrowings</i>		
Lease liabilities	298	381
Loans from TCV	176	208
Total current borrowings	475	590
<i>Non-current borrowings</i>		
Lease liabilities	4,455	3,191
Loans from TCV	93	226
Total non-current borrowings	4,547	3,417
Total borrowings	5,022	4,007

'Borrowings' refer to interest bearing liabilities mainly raised from public borrowings raised through the Treasury Corporation of Victoria, lease liabilities, and other interest bearing arrangements.

Borrowings are classified as financial instruments. Interest bearing liabilities are classified at amortised cost and recognised at the fair value of the consideration received less directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

TERMS AND CONDITIONS OF BORROWINGS

	Weighted average interest rate	Carrying Amount	Nominal Amount	Maturity dates			
				Less than 1 month	1 to 3 months	3 months to 1 year	1 to 5 years
2025							
Lease liabilities	3.60%	4,753	4,753	-	78	220	4,455
Loans from TCV	6.58%	269	269	-	43	133	93
Total		5,022	5,022	-	121	353	4,547
2024							
Lease liabilities	3.36%	3,572	3,572	-	100	281	3,191
Loans from TCV	6.58%	434	434	-	40	125	269
Total		4,007	4,007	-	140	406	3,460

ARV operates under the Government fair payments policy of settling financial obligations within 30 days and in the event of a dispute, making payments within 30 days from the date of resolution.

Notes to the Financial Statements

For the year ended 31 December 2025

6.2 LEASES

6.2.1 RIGHT-OF-USE ASSETS

ARV leases a range of assets including buildings, plant, equipment and motor vehicle fleet. The lease contracts are typically made for fixed periods of 1 to 5 years with options to renew the leases after that date. Lease payments for property are renegotiated every two years to reflect market rentals.

For leases that are either short-term or low value items, ARV has elected not to recognise right-of-use assets or lease liabilities.

Right-of-use assets are presented in Note 4.1.1

6.2.2 EXPENSE RECOGNISED FOR SHORT-TERM LEASES AND LEASES OF LOW VALUE ASSETS

	2025 \$'000	2024 \$'000
Expenses relating to short-term leases	55	102
Expenses relating to leases of low-value assets	-	-
Total amount recognised as expense	55	102

ARV has elected to account for short-term leases and lease of low value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in profit or loss included in 'Other operating expenses' (see Note 3.3) on a straight line basis over the lease term.

6.3 CASH FLOW INFORMATION AND BALANCES

Cash and deposits, including cash equivalents, comprise cash on hand and cash at bank. ARV's bank accounts are held in the Central Banking System (CBS) under *Standing Directions 2018*.

For cash flow statement presentation purposes, cash and cash equivalents include bank overdrafts, which are included as current borrowings on the balance sheet, as indicated in the reconciliation below.

	2025 \$'000	2024 \$'000
Total cash and deposits disclosed in the balance sheet ^(a)	11,712	13,395
Balance as per cash flow statement	11,712	13,395

Note:

(a) Cash and deposits bear variable interest rate with a weighted average interest of 4.64% during 2025 (2024: 4.37%).

Notes to the Financial Statements

For the year ended 31 December 2025

6.4 COMMITMENTS FOR EXPENDITURE

Commitments for future expenditure include operating and capital commitments arising from contracts. These commitments are recorded below at their nominal value and inclusive of GST. Where it is considered appropriate and provides additional relevant information to users, the net present values of significant individual projects are stated. These future expenditures cease to be disclosed as commitments once the related liabilities are recognised in the balance sheet.

	Nominal amounts (\$'000)			
	Less than 1 year	1 to 5 years	More than 5 years	Total
2025				
Capital expenditure commitments	4,487	-	-	4,487
Other commitments payable	4,719	8,008	34,886	47,613
Total commitments (inclusive of GST)	9,207	8,008	34,886	52,101
Less GST recoverable	837	728	3,171	4,736
Total commitments (exclusive of GST)	8,370	7,280	31,715	47,364
2024				
Capital expenditure commitments	5,391	-	-	5,391
Other commitments payable	3,720	3,899	34,281	41,899
Total commitments (inclusive of GST)	9,110	3,899	34,281	47,290
Less GST recoverable	827	354	3,116	4,298
Total commitments (exclusive of GST)	8,283	3,544	31,164	42,992

Notes to the Financial Statements

For the year ended 31 December 2025

7.0 FINANCIAL INSTRUMENTS, CONTINGENCIES AND VALUATION JUDGEMENTS

Introduction

It is often necessary for ARV to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for ARV related mainly to fair value determination.

Structure

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7.1 FINANCIAL INSTRUMENTS SPECIFIC DISCLOSURES

Introduction

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of the ARV's activities, certain financial assets and financial liabilities arise under statute rather than a contract (for example taxes, fines and penalties). Such assets and liabilities do not meet the definition of financial instruments in AASB 132 *Financial Instruments: Presentation*.

ARV is dependent on the continued financial support of the State Government and in particular DEECA which provided essential operational funding to ARV. Additional commentary disclosed at Note 1.

Categories of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised costs if both of the following criteria are met and the assets are not designated as fair value through net result:

- > the assets are held by ARV to collect the contractual cash flows; and
- > the assets' contractual terms give rise to cash flows that are solely payments of principal and interests.

These assets are initially recognised at fair value plus any directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method less any impairment.

ARV recognises the following assets in this category:

- > cash and deposits; and
- > receivables (excluding statutory receivables).

Derecognition of financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- > the rights to receive cash flows from the asset have expired
- > ARV retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement
- > ARV has transferred its rights to receive cash flows from the asset and either:
 - has transferred substantially all the risks and rewards of the asset
 - has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Where ARV has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of ARV's continuing involvement in the asset.

Notes to the Financial Statements

For the year ended 31 December 2025

Categories of financial liabilities

Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised on the date they originated. They are initially measured at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, these financial instruments are measured at amortised cost with any difference between the initial recognised amount and the redemption value being recognised in profit and loss over the period of the interest-bearing liability, using the effective interest rate method.

ARV recognises the following liabilities in this category:

- > payables (excluding statutory payables); and
- > borrowings (including lease liabilities).

Derecognition of financial liabilities

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the Comprehensive Operating Statement.

7.1.1 FINANCIAL INSTRUMENTS: NET GAIN/(LOSS) ON FINANCIAL INSTRUMENTS BY CATEGORY

	Carrying amount \$'000	Net gain/ (loss) \$'000	Total interest income/ (expense) \$'000	Fee income/ (expense) \$'000	Impairment loss \$'000
2025					
Financial assets at amortised cost					
Cash and deposits	11,712	-	583	-	-
Other current assets	4,418	-	-	-	-
Trade receivables ^(a)	1,836	-	20	-	(20)
Other receivables	845	-	-	-	-
Total - Financial assets at amortised cost	18,811	-	603	-	(20)
Financial liabilities at amortised cost					
Trade Payables ^(a)	2,188	-	-	-	-
Other Payables	1,673	-	-	-	-
Deferred capital grants	2,826	-	-	-	-
Lease liabilities	4,753	-	(112)	-	-
Loans from TCV	176	-	(25)	-	-
Total - Financial liabilities at amortised cost	11,617	-	(136)	-	-

Note:

(a) The total amounts disclosed here exclude statutory amounts (e.g., amounts owing from Victorian government and GST input tax credit recoverable and taxes payable.)

Notes to the Financial Statements

For the year ended 31 December 2025

7.1.1 FINANCIAL INSTRUMENTS: NET GAIN/(LOSS) ON FINANCIAL INSTRUMENTS BY CATEGORY (CONTINUED)

	Carrying amount \$'000	Net gain/ (loss) \$'000	Total interest income/ (expense) \$'000	Fee income/ (expense) \$'000	Impairment loss \$'000
2024					
Financial assets at amortised cost					
Cash and deposits	13,395	-	745	-	-
Other current assets	4,762	-	-	-	-
Trade receivables ^(a)	4,843	-	-	-	(2)
Other receivables	847	-	-	-	-
Total - Financial assets at amortised cost	23,848	-	745	-	(2)
Financial liabilities at amortised cost					
Trade Payables ^(a)	1,178	-	-	-	-
Other Payables	2,224	-	-	-	-
Deferred capital grants	6,688	-	-	-	-
Lease liabilities	3,572	-	(110)	-	-
Loans from TCV	434	-	(32)	-	-
Total - Financial liabilities at amortised cost	14,097	-	(142)	-	-

Note:

(a) The total amounts disclosed here exclude statutory amounts (e.g., amounts owing from Victorian government and GST input tax credit recoverable and taxes payable.)

7.2 CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Contingent assets and contingent liabilities are not recognised in the balance sheet but are disclosed and, if quantifiable, are measured at nominal value.

Contingent assets and liabilities are presented inclusive of GST receivable or payable, respectively.

7.2.1 CONTINGENT ASSETS

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

As at the reporting date ARV has no contingent assets.

7.2.2 CONTINGENT LIABILITIES

Contingent liabilities are:

- > possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- > present obligations that arise from past events but are not recognised because:
 - it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations; or
 - the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

As at the reporting date ARV has no contingent liabilities.

Notes to the Financial Statements

For the year ended 31 December 2025

7.3 FAIR VALUE DETERMINATION

Significant judgement: Fair value measurements of assets and liabilities

This section sets out information on how ARV determines fair value for financial reporting purposes. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

Land, buildings, infrastructure, plant and equipment are carried at fair value.

Fair value hierarchy

In determining fair values, several inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

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

ARV determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Valuer General Victoria (VGV) is ARV's independent valuation agency. In conjunction with VGV, ARV monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required.

How this section is structured

For those assets and liabilities for which fair values are determined, the following disclosures are provided:

- > valuation techniques
- > details of significant assumptions used in the fair value determination.

7.3.1 FAIR VALUE DETERMINATION OF FINANCIAL ASSETS AND LIABILITIES

Valuation techniques and significant assumptions of non-financial physical assets measured at fair value

AASB 2022-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 *Fair Value Measurement* by adding Appendix F *Australian implementation guidance for not-for-profit public sector entities*. Appendix F explains and illustrates the application of the principles in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation process (whichever is earlier).

The last full independent valuation of all ARV's non-financial physical assets was performed by VGV on 31 December 2025. In accordance with FRD 103, ARV will reflect Appendix F in its scheduled formal revaluation in this financial year, dated 31 December 2025.

For all assets measured at fair value, ARV considers the current use is the highest and best use.

Notes to the Financial Statements

For the year ended 31 December 2025

Non-specialised land and non specialised buildings are valued using the market approach, whereby assets are compared to recent comparable sales or sales of comparable assets that are considered to have nominal value. Valuation of the assets was determined by analysing comparable sales and allowing for share, size, topography, location and other factors specific to the asset being valued. From this analysis an appropriate rate per square metre has been applied to the subject asset.

Infrastructure assets are valued at current replacement cost method. This cost generally represents the replacement cost after applying depreciation rates on a useful life basis.

Plant and equipment (including right-of-use assets) are held at fair value. When plant and equipment is specialised in use, such that it is rarely sold, fair value is determined using the current replacement cost method.

Vehicles (including right-of-use assets) are valued at current replacement cost method. ARV acquires new vehicles and at times disposes of them before the end of their economic life. The process of acquisition, use and disposal in the market is managed by resorts which also set relevant depreciation rates during use to reflect the utilisation of the vehicles.

Specialised land and specialised buildings (including right-of-use assets) The market approach is also used for specialised land, although is adjusted for the community service obligation (CSO) to reflect the specialised nature of the land being valued.

The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement and takes into account the use of the asset that is physically possible, legally permissible, and financially feasible.

For ARV's specialised buildings, the current replacement cost method is used, adjusting for the associated depreciations.

Estimation uncertainty and economic conditions The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect reported amounts. Subsequent to balance date, there has been heightened uncertainty arising from external economic conditions, including fuel price increases and broader cost pressures. While these factors have not resulted in material changes to asset valuations during the reporting period, their ultimate impact remains uncertain and is expected to emerge progressively over time. Management has exercised judgement based on information available at balance date.

Description of significant assumptions applied to fair value measurement

2025	Valuation technique	Significant assumption
Infrastructure: – Water and sewerage	Current replacement cost	Cost per unit Useful life of the infrastructure
Infrastructure: – Road, trail and car park	Current replacement cost	Cost per unit Useful life of the infrastructure
Infrastructure: – Other	Current replacement cost	Cost per unit Useful life of the infrastructure
Plant and equipment	Current replacement cost	Cost per unit Useful life of plant and equipment
Land	Market/Direct Comparison Approach adjusted for unobservable inputs, CSO allowance	Community Service Obligation (CSO) adjustment
Buildings	Current replacement cost	Replacement cost per square metre

Notes to the Financial Statements

For the year ended 31 December 2025

8.0 OTHER DISCLOSURES

Introduction

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

Structure

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8.1 ECONOMIC DEPENDENCY

ARV rely on DEECA for funding support. Please refer to Note 1 for more detail. A letter of support is in place for ARV covering the period up to 30 April 2027.

8.2 OTHER ECONOMIC FLOWS INCLUDED IN NET RESULT

Other economic flows are changes in the volume or value of an asset or liability that do not result from transactions.

Other economic flows	2025 \$'000	2024 \$'000
Net gain/(loss) on disposal of property, plant, equipment and vehicles	11	154
Other gains/(losses) from other economic flows		
Net gain/(loss) due to found assets	13,301	-
Net gain/(loss) due to asset revaluation	(7,668)	-
Total - Other economic flows included in net result	5,644	154

Notes to the Financial Statements

For the year ended 31 December 2025

8.3 RESPONSIBLE PERSONS

In accordance with the Ministerial Directions issued by the Minister for Finance under the *Financial Management Act 1994* (FMA), the following disclosures are made regarding responsible persons for the reporting period.

Responsible Ministers

The persons who held the positions of Ministers in the department responsible for ARV are as follows:

Steve Dimopoulos MP

Minister for Environment

1 January 2025 to 31 December 2025

Board Members

Ali Wastie	<i>Chair</i>	1 January 2025 to 31 December 2025
Helen Moran	<i>Deputy Chair</i>	1 January 2025 to 31 December 2025
Daniel Miller	<i>Board member</i>	1 January 2025 to 31 December 2025
Julia Hunter	<i>Board member</i>	1 January 2025 to 31 December 2025
Kaley Nicholson	<i>Board member</i>	1 January 2025 to 30 October 2025
Michael Monester	<i>Board member</i>	1 January 2025 to 31 December 2025
Nadia Jaworski	<i>Board member</i>	1 January 2025 to 31 December 2025
Natalie Ajay	<i>Board member</i>	1 January 2025 to 31 December 2025
Peter Anderson	<i>Board member</i>	1 January 2025 to 31 December 2025

Accountable Officer

Amber Gardner

Chief Executive Officer

1 January 2025 to 31 December 2025

Remuneration

Remuneration received or receivable by the Accountable Officer in connection with the management of ARV during the reporting period was in the range: \$400,000–\$409,999 (2024: \$390,000–399,999).

8.4 REMUNERATION OF EXECUTIVES

The number of executive officers, other than Ministers and accountable officers, and their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalents provide a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits (as defined in AASB 119 *Employee Benefits*) in all forms of consideration paid, payable or provided by the entity, or on behalf of the entity, in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and re-negotiated and some senior executives resigned during the past year. There were periods of time where no executive filled the substantive role, and staff filled these executive roles, until a new replacement was recruited.

	2025 \$'000	2024 \$'000
Remuneration of executives		
Total remuneration	1,510	1,345
Total number of executives ^(a)	7	8
Total annualised employee equivalents ^(b)	6	5

Note:

(a) The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of the entity under AASB 124 Related Party Disclosures and are also reported within the related parties note disclosure (Note 8.6).

(b) Annualised employee equivalent is based on the time fraction worked over the reporting period.

Notes to the Financial Statements

For the year ended 31 December 2025

8.5 RELATED PARTIES

ARV is a wholly owned and controlled entity of the State of Victoria. Related parties of ARV include:

- > all key management personnel and their close family members and personal business interests (controlled entities, joint ventures and entities they have significant influence over);
- > all Cabinet Ministers and their close family members; and
- > all departments and public-sector entities that are controlled and consolidated into the whole of state consolidated financial statements.

All related party transactions have been entered into on an arm's length basis.

Significant transactions with Government related entities

- > \$1,012,087 was invoiced to Department of Jobs, Skills, Industry and Regions for grant funding. (2024: \$3,011,250)
- > \$134,294 was invoiced to Visit Victoria for Winter Awareness campaign funding and regional events funding. (2024: \$22,000)
- > \$141,570 was invoiced to Department of Justice and Community Safety for grant funding. (2024: \$110,000)
- > \$182,189 was invoiced to Alpine Shire for Dinner Plain bus services. (2024: \$203,000)
- > \$124,844 was invoiced to Indigo Shire Council for site rent (2024: \$118,508) & \$699,851 was invoiced by Indigo Shire Council for gas consumption fees (2024: \$683,617)
- > \$147,332 was invoiced to North East Catchment Management Authority for predator and pest control. (2024: \$80,072)
- > \$131,704 was invoiced by Department of Transport and Planning for property valuation fees (2024: \$190,914)
- > \$696,159 was invoiced by Goulburn Valley Water for the provision of water treatment services. (2024: \$826,989)
- > \$135,320 was invoiced by Benalla Rural City Council for landfill tip fees. (2024: 109,281)

Key management personnel (KMP) for the Alpine Resort Victoria Board includes the Portfolio Minister, members of the Board and the Chief Executive Officer. They are:

The Hon. Steve Dimopoulos MP	<i>Minister for Environment</i>
Ali Wastie	<i>Chair</i>
Helen Moran	<i>Deputy Chair</i>
Daniel Miller	<i>Board member</i>
Julia Hunter	<i>Board member</i>
Kaley Nicholson	<i>Board member</i>
Michael Monester	<i>Board member</i>
Nadia Jaworski	<i>Board member</i>
Natalie Ajay	<i>Board member</i>
Peter Anderson	<i>Board member</i>
Amber Gardner	<i>Chief Executive Officer</i>

Notes to the Financial Statements

For the year ended 31 December 2025

Remuneration of key management personnel

The compensation detailed below excludes the salaries and benefits the Portfolio Minister receives. The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Financial Report.

Compensation of KMP ^(a)	2025 \$'000	2024 \$'000
Total remuneration	689	675

Note:

(a) Note that KMPs are also reported in the disclosure of remuneration of executive officers (Note 8.4).

Transactions with key management personnel and other related parties

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occurs on terms and conditions consistent with the *Public Administration Act 2004* and Codes of Conduct and Standards issued by the Victorian Public-Sector Commission. Procurement processes occur on terms and conditions consistent with the Victorian Government Purchasing Board requirements.

Outside of normal citizen type transactions with ARV, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

8.6 REMUNERATION OF AUDITORS

Remuneration of auditors	2025 \$'000	2024 \$'000
Audit of the financial statements	196	185
Audit of the financial statements: overruns	-	15
Internal and other audit services	57	90
Total - Remuneration of auditors	253	290

8.7 SUBSEQUENT EVENTS

Following an operational review, a decision was made to close the Early Childhood Education Centre located at Falls Creek. Operations ceased on 13 February 2026. Following the closure announcement, expressions of interest were invited from external parties to assume responsibility for the operation of the Centre. To date no expressions of interest have been received, and ARV will investigate options to exit the current lease on the building.

The policy in connection with recognising subsequent events is that events that occur between the end of the reporting period and the date when the financial statements are authorised for issue is as follows:

- > adjustments are made to amounts recognised in the financial statements where those events provide information about conditions that existed at the reporting date; and/or
- > disclosure is made where the events relate to conditions that arose after the end of the reporting period that are considered to be of material interest.



Appendix

Disclosures Index

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