



# ANNUAL REPORT 2024-25

# **CONTENTS**

Contents	2
.....	.....
From the Chair	3
.....	.....
From the Chief Executive Officer	5
.....	.....
Year in review - Highlights	6
.....	.....
Who we are	11
.....	.....
Financial Statements	12
.....	.....
The Board	45
.....	.....
Contact	52
.....	.....

***Queen Victoria Market Pty Ltd respectfully acknowledges the Traditional Owners of the land on which the Market is located, the Wurundjeri Woi-wurrung people of the Eastern Kulin, and pays respect to their Elders past and present.***

# FROM THE CHAIR

Queen Victoria Market Pty (QVM) Ltd is stewarding one of Melbourne's most treasured institutions through a transformation that will secure its vital place in our community for future generations.

When the work is finished, we will have exceptional customer and trader facilities which position the Market to thrive and adapt to a constantly changing retail landscape.

In 2024-25, we advanced this work and, with the City of Melbourne's Renewal Program, delivered meaningful progress in restoring heritage buildings and modernising facilities while working to create a new, best practice operating environment.

Pleasingly this year we saw more than 8.5 million visitors attend the Market, an increase in the size of the trading community, and strong demand for community events and festivals. Traders and customers have shown their support for Queen Victoria Market as a place to shop, trade, celebrate and experience the unique atmosphere of this special place.

As a Board, we reflect on 2024-25 with pride in what the organisation has achieved.

## **Building confidence through growing visitation**

Customer confidence is evidenced through both growing numbers and rising satisfaction levels. Our Net Promoter Score increased this year, reaching pleasingly high levels. These results show that customers value both what the Market offers today and the transformation taking shape expanding business opportunities for our trader community.

The Market continues to attract new trading businesses, with day trader numbers growing from 501 to 521. Twenty new businesses chose to establish at QVM during active Renewal works, indicating that the Market remains an attractive proposition for entrepreneurs. This growth occurred despite the operational complexities that Renewal brings.

These indicators provide strong endorsement of the work undertaken in trader engagement, placemaking, events and operations to keep the Market welcoming throughout Renewal works.

## **Supporting heritage restoration while delivering modern facilities**

The Trader Shed - the largest project of its kind in the Market's history - progressed through substantial construction milestones. When completed, this facility will transform trader operations with modern storage, logistics and waste management infrastructure.

Heritage restoration works delivered visible improvements. New shed awnings on Peel Street enhance weather protection and trading conditions. Refurbished historic gates on Victoria and Elizabeth Streets improve the arrival experience while preserving heritage elements. Masonry restoration in the Food Hall demonstrates our commitment to conservation standards while maintaining functionality.

These works demonstrate that sensitive restoration and operational modernisation can advance together, all proceeding in partnership with the City of Melbourne and under Heritage Victoria oversight.

## **Strengthening financial foundations**

QVM Pty Ltd delivered on-budget financial results for 2024-25, despite absorbing an unforeseen \$500,000+ increase in congestion levy charges and other unplanned cost pressures. This achievement reflects sound financial management.

Measures implemented during the year are building long-term financial sustainability through transparent 'user pays' principles, ensuring fair cost-sharing. While organisational change requires adjustment, these measures are essential to the Market's ability to maintain and improve services.

QVM Pty Ltd continues its measured approach to returning to profitability as we support the City of Melbourne in its Renewal Program and remain committed to realising the vision for the Market.

## **Partnerships and governance**

The partnership with the City of Melbourne remains central to the Market's transformation. We acknowledge the City's continued support and welcome Lord Mayor Nicholas Reece and Council members' election in October 2024. The perspective they bring strengthens our shared commitment to the Market's future.

We also thank the CEO, Alison Leighton, and the General Manager Infrastructure and Amenity Rick Kwasek for their strong support of the Market and their work to drive the Renewal Program.

Sandy Chakravarty resigned from the Board in October 2024 after three years of valued service, particularly as Chair of the Audit, Risk & Finance Committee. The Board welcomed Mans Bassi in July 2024. As Chief Operating Officer and General Manager Finance and Corporate Services for the City of Melbourne, his insights are already proving valuable.

To Mans and all my fellow Board Directors - Deputy Chair Di Laws, Michael Tenace, Luke Hilakari and Emma Germano - thank you for another year of commitment and service to QVM Pty Ltd.

Finally, my thanks to CEO Matt Elliott, the Leadership Team and all QVM Pty Ltd staff for another year of strong delivery. Your collective efforts have advanced the Market's transformation while maintaining the vibrant, welcoming marketplace that attracts millions of visitors. The achievements documented in this report reflect your excellent work and position us well for continued progress.

**Jane Fenton AM**

Chair

October 2025



## FROM THE CHIEF EXECUTIVE OFFICER

Leading Queen Victoria Market through this period of transformation is both an incredible privilege and a huge responsibility. This year has reinforced my confidence that we're on the right path - delivering tangible outcomes for traders, enhancing experiences for customers, and building sustainable foundations for the Market's future.

Our team remained focused on three central priorities:

- Delivering our core responsibility to operate Queen Victoria Market as an authentic and beloved open-air market.
- Facilitating delivery of the Renewal Program with the City of Melbourne to minimise impacts on traders and customers as critical physical infrastructure is revitalised.
- Implementing the Future Market Strategy to preserve our heritage while enhancing our ability to meet the needs of more Melburnians.

### Delivering growth and enhanced customer experience

Our strategic focus on customer attraction delivered measurable results. Visitation increased across both day and night Markets, while our refreshed brand and enhanced digital presence drove significant growth in online engagement. The expanding events program, highlighted by the already beloved Donut Festival, continues to attract visitors and generate revenue that supports Market operations.

### Building financial foundations

Building sustainable financial foundations remained a key priority. We implemented strategic revenue measures during 2024-25 based on transparent 'user pays' principles, ensuring those who benefit from services contribute fairly to their costs. These measures included a new food truck licence fee model, turnover-based rent for Night Market food vendors, and annual - though still modest - rent adjustments in line with industry standards.

These changes are essential to the Market's long-term viability. We remain committed to transparent engagement with traders as these measures embed into operations.

### Working with our trader community

The Market comprises 500+ individual businesses and we value the diversity this brings. The variety and character of our trader community sets us apart in the retail and tourism sectors nationally.

Everything we do aims to benefit traders, helping them navigate an increasingly complex regulatory environment as demands on small business owners grow. Our focus remains on managing the Market to deliver fairness, safety and consistency for all our valued traders.

### Looking forward

The foundations established this year - growing visitation, strengthening customer satisfaction, and improved financial sustainability - position us well for continued transformation. As major Renewal projects progress toward completion and our operational improvements mature, we're building the Market's capacity to serve Melbourne long into the future.

My thanks to Jane Fenton and all Board members for their wisdom and support throughout the year. Their governance and strategic counsel strengthen our ability to navigate complexity and deliver on our mission.

Most importantly, my thanks to the Leadership Team and all QVM Pty Ltd staff whose dedication delivers results every day. Your commitment to the Market's success is evident in the achievements documented throughout this report.

**Matt Elliott**  
Chief Executive Officer  
October 2025

# YEAR IN REVIEW - HIGHLIGHTS

The 2024-25 year proved a defining period for QVM and its place in the community. While ongoing Renewal Program projects like the new Trader Shed reshaped the physical Market, the organisation delivered strong results: growing trader numbers, deepened customer loyalty, and strengthened financial resilience. Visitation reached new highs, the number of day traders climbed and customer satisfaction continued to rise. These outcomes demonstrate that careful stewardship can support heritage restoration, operational modernisation and business growth simultaneously - creating a Market that honours its past while securing its future.

## Strengthening the trader community

The Market's trader community grew in number throughout 2024-25, with 20 new businesses choosing to establish at QVM during active Renewal works. Day trader numbers increased from 501 to 521, demonstrating confidence in the Market's direction and creating greater diversity in offerings for customers.

This growth occurred alongside comprehensive support for existing traders. The food safety compliance program delivered washing facilities for Fruit and Vegetable traders in partnership with City of Melbourne, enabling improved operations and regulatory compliance. Point of Sale upgrades were approved for 18 fresh produce traders, while General Merchandise Point of Sale Design Guidelines received Heritage Victoria approval, enabling future facility improvements across the precinct.

Subsidies totalling \$887,000 for Fruit and Vegetable traders via Point-of-Sale upgrades were approved, which will help deliver improved storage capacity for traders at their stalls - infrastructure that directly supports business operations and revenue potential. Transitional cool rooms in Franklin Street Stores ensured business continuity for Fruit and Vegetable traders.

Operational support evolved to meet trader needs. The Trader Connect Online portal became a central 24/7 communications tool, enabling self-service access to information and streamlined processes. Short-term 5-day trading opportunities were introduced for new and emerging traders, lowering barriers to entry while providing pathways for business growth.

A contemporary pricing framework for General Merchandise and food trucks created fairer, more transparent approaches across trading days and locations. Waste, sustainability and presentation upgrades in Fruit and Vegetable sheds improved working conditions while supporting environmental objectives.

Activation initiatives in D Shed and A Shed combined curated trades with collaborative events and targeted promotions, driving foot traffic to these precincts. Seasonal activations including Christmas, Easter and produce-led specialty events created revenue opportunities while maintaining Market traditions. A precinct-wide content calendar coordinated marketing across Peel Street Pit Stop, Purpose Precinct, String Bean Alley, Dairy Hall, Meat & Fish Hall, and Fruit and Vegetable sheds, amplifying trader visibility.

The Trader Representative Committee (TRC) met six times during 2024-25, with Board members attending each meeting to ensure direct connection between governance and trading floor perspectives. In alternate months, precinct-level meetings with TRC members focused on opportunities and challenges specific to different Market areas, enabling targeted problem-solving and relationship building. This multi-layered engagement approach ensures trader voices inform decision-making while building shared understanding of the Market's evolution.

Nancy Policheni served as Trader Representative Committee Chair until October 2024, when Emma Germano - QVM Board Director and agricultural industry leader - assumed the role, bringing fresh perspective.

These combined initiatives demonstrate that everything QVM does aims to benefit the trader community - from infrastructure investment to regulatory support, from marketing coordination to governance engagement. A growing, diversifying trader base creates resilience and positions the Market to serve Melbourne's evolving needs.

## Growing customer connection

Customer visitation grew for the third consecutive year, with 7.9 million day Market visitors in 2024-25 representing a 48% increase since restrictions ended in mid-2022. This sustained growth during ongoing Renewal works demonstrates customer confidence in both current offerings and the transformation taking shape. The 40 Night Market events across four seasonal programs attracted more than 670,000 additional visitors, continuing the Night Market's role as a significant activation and revenue driver for participating traders.

Customer satisfaction reached very encouraging levels, evidenced by an increased Net Promoter Score. These results show customers value the Market experience despite construction impacts, validating the work undertaken to maintain operations during transformation.

The "Melbourne's Home of Fresh" brand campaign soft-launched in November 2024, integrated into the Christmas campaign. This comprehensive brand refresh enhanced visual consistency and recognition across all customer touchpoints, creating stronger Market identity while celebrating trader offerings.

Marketing campaigns utilised strategic channel mixes - radio, outdoor billboards, press advertising, social media, search engine marketing and targeted digital - reaching both Melburnians and visitors. Trader participation was incorporated across seasonal campaigns including Easter, Orthodox Easter, Mother's Day, Father's Day, Valentine's Day and Christmas, with Gift Guide features showcasing trader product ranges and driving purchasing decisions.

Digital engagement grew substantially following a new social media strategy implemented in February 2024. The strategy delivered 5% engagement increases for both day and night Markets - well above industry standards of 0.5-1.5%. Platform growth was significant: Facebook followers increased 8%, Instagram 29%, and TikTok 45%. Presence on two Chinese social media platforms launched during the year - Little Red Book (May 2024) and WeChat (August 2024) - quickly grew to 2,000+ and 1,200+ followers respectively, expanding reach to Asian markets.

The website refresh in May 2024 increased page views from 3.5 million to 3.7 million. Email newsletter open rates improved dramatically to 58%, compared to 38% in 2023-24 - a 52% increase demonstrating stronger audience engagement and more effective content.

Queen Victoria Market Online continued operating in a competitive online grocery environment, fulfilling more than 30,000 orders since launching in late 2020. A pre-order function launched for Christmas 2024 based on trader feedback generated demand for more than 5,000 orders during 2024-25, creating new revenue channels for participating traders.

Partnerships with universities and student organisations expanded the Market's reach to international students. Collaborations with Melbourne University, RMIT University and Student Insider delivered voucher programs and relevant content, introducing new audiences to the Market while supporting traders through increased weekday visitation.

The events and programming calendar played a central role in driving visitation while strengthening the Market's profile. The highly successful Donut Festival attracted large crowds and secured extensive media coverage, reinforcing the Market's reputation for unique food experiences. The "Sweet As" Festival, curated for Melbourne's Food and Wine Festival calendar, celebrated indulgence while showcasing the Market's food traders.

The Fringe Night Market series, delivered in collaboration with Melbourne Fringe Festival, featured curated entertainment and theming celebrating creativity and culture. The Always Live Action concert included a Sunrise live broadcast, delivering significant media exposure.

Large-scale cultural and community festivals activated weekends throughout the year: Turkish Pazar, Indonesian Festival, Philippine Festival, Bastille Day Festival and Portuguese Festival. These events strengthened connections with Melbourne's diverse communities while attracting broad audiences and creating revenue opportunities for traders across all precincts.

Melbourne Fashion Week activations positioned the Market as a platform for innovation. The official launch in String Bean Alley was followed by the Volvo Electric Runway - a hero event staged under the Market's iconic sheds drawing significant fashion and media attention. The Eco Collective collaboration presented the Green Light Runway with sustainability-focused activations.

Sustainability-focused programming included workshops and a community clothes swap celebrating Sustainability Week, alongside a Food Bank pop-up activation creating strong community impact. Ongoing third-party and collaborative activations included the Melbourne Book Market and CRFT\*WRK monthly craft fair, diversifying Market programming while attracting new audience segments.

The visitor services program diversified and grew. Sustainability Tours attendance increased 28%, while new specialist tours launched: Sweet As Tour, Ultimate Chilli Tour, La Dolce Vita Tour and Ultimate Chocolate Tour, broadening appeal and showcasing different aspects of the Market's offerings.



In collaboration with the QVM Accessibility Committee, the Disability Action Plan achieved several key outcomes improving inclusion: website accessibility enhancements, social stories developed for all visitors including student groups, free entry for carers on all tours, and improved accessible seating in Queen's Food Hall.

Growing visitation, deepening engagement and strengthening satisfaction create expanding business opportunities for the trader community. These results demonstrate that strategic investment in customer experience delivers tangible benefits for the businesses that call QVM home.

## Supporting Renewal while managing disruption

The Renewal works, now in their seventh year, progressed substantially while the Market maintained operations and grew visitation. Throughout 2024-25, QVM Pty Ltd worked closely with the City of Melbourne as the Renewal Program advanced. The City of Melbourne delivers the Renewal Program in accordance with the Master Plan and updated Renewal Business Case (2021), while QVM Pty Ltd's role focuses on planning transitional arrangements, facilitating continuity of Market operations, and minimising disruption to traders and customers during works.

The Trader Shed - the largest infrastructure project in the Renewal Program - progressed through substantial construction milestones. When completed, this purpose-built facility will transform trader operations with modern storage, logistics and waste management infrastructure that supports more efficient, sustainable business practices.

Heritage restoration works delivered visible improvements that benefit both traders and customers. New shed awnings on Peel Street enhanced weather protection and trading conditions for general merchandise traders, enabling more consistent year-round trading. Refurbished historic gates on Victoria and Elizabeth Streets improved the arrival experience while preserving important heritage elements. Masonry restoration to the Food Hall southern wall and painting works to Food Hall and Victoria Street shopfronts preserved heritage fabric while improving functionality and visual appeal.

Infrastructure improvements delivered better working conditions for traders. Asphalt works to Fish Lane, shed service laneways and pits improved safety and accessibility, supporting more efficient operations. Safety line marking refresh, J Shed guardrail and safety bollard replacement, and signage upgrades to regulatory and non-regulatory signs all contributed to safer trading and customer environments. Stage 1 bird deterrence for A to E Sheds addressed longstanding amenity concerns that affected trading conditions.

Operational improvements supported ongoing Market functions: water meters installed to Victoria Street shops enable better usage monitoring, people counting system replacement provides more accurate visitation data, Information Hub F1 fitout improved customer services, and completion of the annual Asset Management review ensured strategic oversight of physical assets.

QVM Pty Ltd progressed planning and preparatory works to support upcoming Renewal Program stages. General Merchandise retail Market infrastructure schematic design was completed, enabling future construction phases. Precinct-wide wayfinding design guidelines were finalised to improve customer navigation during construction periods. Deli Lane placemaking improvements procurement was completed, supporting future activation of this emerging precinct.

The western half of Franklin Street stores were vacated and QVM storage relocated off site, facilitating upcoming works stages while maintaining operational capacity for trader support services.

The Renewal Program demonstrates effective partnership between City of Melbourne and QVM Pty Ltd: the City delivering capital improvements while QVM manages operational impacts. This collaborative approach ensures the Market remains a vibrant, functioning marketplace throughout the transformation period, protecting trader businesses and customer experience while upgrading essential infrastructure.

That growth continued during such substantial construction works validates the transformation approach: sensitive restoration and operational modernisation can advance together when carefully managed in partnership with heritage authorities and operational stakeholders.

## Building sustainable foundations

QVM Pty Ltd delivered on-budget financial results for 2024-25, despite absorbing an unforeseen \$500,000+ increase in congestion levy charges and other unplanned cost pressures. This achievement reflects strategic revenue growth and disciplined expense management that builds long-term organisational capacity.

Strategic revenue measures implemented during the year create more sustainable financial foundations through transparent 'user pays' principles. A new food truck licence fee model ensures fair contribution from food truck operators. Turnover-based rent for Night Market food vendors aligns costs with business performance. Annual rent adjustments - though still modest - move toward industry standards while remaining affordable for small business operators.

While organisational change requires adjustment, these measures are essential to the Market's ability to maintain and improve services for traders. QVM Pty Ltd continues its measured approach to returning to profitability as the Renewal Program progresses, remaining committed to realising the vision for the Market.

Operational improvements enhanced efficiency and effectiveness. A comprehensive review and clean-up of QVM's service laneways significantly improved safety, accessibility and compliance following multiple WorkSafe Victoria inspections related to forklift and pedestrian interactions. This proactive work positions QVM to manage the transition away from forklifts on QVM's own terms if physical segregation cannot be achieved, working with traders to control the Market's destiny rather than having changes forced upon the community without adequate preparation time.

Security enhancements responded to trader concerns while maintaining the welcoming environment customers value. Initiatives implemented during the year included body-worn camera rollout for security staff, increased patrol and CCTV resourcing leading to improved theft detection rates and faster response to incidents.

Counter-terrorism preparedness was strengthened through BOSAR training for QVM staff and security teams, procurement of more efficient hostile vehicle deterrent barriers for Queen Street, and ongoing collaboration with Victoria Police and Counter Terrorism Command to deliver information sessions to traders. New proactive KPIs were developed for security performance, and a security triage tool for smaller events was implemented. Ongoing evacuation drills were conducted across all Market precincts.

QVM's first formal Psychosocial Risk Assessment was delivered ahead of incoming legislative changes (OHS Amendment Regulations 2025). The assessment identified key focus areas including reward and recognition, organisational change, and procedural fairness, which will continue to be addressed. An Occupational Violence and Aggression (OVA) Procedure was developed, providing clear guidelines for prevention, reporting and management of OVA incidents. While it has become necessary to introduce this procedure, it provides important protections including a three-strike behaviour framework to support a safer and more respectful workplace for all staff.

Environmental sustainability achievements advanced the Market toward zero carbon and zero waste objectives. Continued implementation of the Sustainability Plan 2022-27 works toward achieving a zero carbon and zero waste environment for Market operations by 2027.

Significant waste diversion was achieved, reaching a rate of 79.5% of waste from landfill, with 3,233 tonnes recycled - the highest amount recorded at the Market. A waste reduction and recycling campaign for fruit and vegetable traders was commenced to improve waste separation, reduce overall volumes, lower costs and assist with overcoming barriers to sustainable practices.

Infrastructure improvements supported sustainability objectives. Water and electrical meters were upgraded across the Market site to improve monitoring and understanding of usage patterns. The Market's public place litter bins were upgraded to create a uniform waste management system, improve recycling rates and enhance visitor education. A new lighting control system was installed to improve management of common lighting throughout the Market, reducing energy consumption while maintaining safety and amenity.

These combined financial, operational, safety and environmental initiatives create foundations for the Market to serve Melbourne long into the future. Sustainable practices protect trader businesses, enhance working conditions for staff, improve customer experience and demonstrate responsible stewardship of this treasured public institution.

## Strengthening partnerships

The partnership with the City of Melbourne remained central to the Market's operations and transformation. Close collaboration continued on Renewal Program delivery and operational support, with ongoing coordination required across multiple touchpoints including planning approvals, asset works, and strategic alignment.

The relationship with City of Melbourne was further strengthened through Mans Bassi's appointment to the Board in July 2024. As Chief Operating Officer and General Manager Finance and Corporate Services for the City, his insights provide valuable connection between the two organisations, supporting effective partnership while maintaining appropriate governance boundaries.

Board committees continued their essential oversight work throughout the year. The Audit, Risk & Finance Committee met four times, overseeing financial management and receiving reports from internal and external auditors while reviewing risk management policies and practices. Michael Tenace assumed the position as Chair of the Audit, Risk & Finance Committee following Sandy Chakravarty's resignation in October 2024, bringing extensive financial and transformational experience to the role.

The Nomination & Remuneration Committee met twice during the year, addressing Board composition, senior executive selection and performance, and other governance matters. Committee membership comprised Michael Tenace (Chair), Jane Fenton AM, and Luke Hilakari. These committees provide detailed governance oversight and strategic counsel, supporting the Board's ability to fulfil its responsibilities to the Market and its stakeholders.

Cultural festival partnerships strengthened connections with Melbourne's diverse communities. Organisations representing Turkish, Indonesian, Philippine, French and Portuguese communities collaborated on major weekend activations throughout the year, celebrating cultural traditions while introducing new audiences to the Market and creating revenue opportunities for traders.

The Melbourne Fringe Festival, Melbourne Fashion Week, and Eco Collective partnerships demonstrated the Market's role as a platform for cultural innovation and community collaboration, reaching audiences beyond traditional market shoppers. These partnerships position QVM as an essential element of Melbourne's cultural infrastructure while driving visitation that benefits trader businesses.

Partnerships with educational institutions expanded the Market's reach and relevance. Collaborations with Melbourne University, RMIT University and Student Insider introduced international students to the Market experience, building future customer relationships while supporting traders through increased weekday visitation.

These diverse partnerships demonstrate QVM's commitment to collaborative approaches that benefit traders, customers and the broader Melbourne community. By working strategically with cultural organisations, government partners, educational institutions and community groups, QVM strengthens its position as a marketplace that serves all Melburnians while supporting the 500+ small businesses that call the Market home.

# WHO WE ARE

Queen Victoria Market is one of the world's most significant public marketplaces, boasting the highest concentration of independent small businesses anywhere in Australia.

At 7 hectares, it is Australia's largest retail marketplace. Encompassing heritage sheds, iconic market halls and historic shopfront terraces, the Market is home to more than 500 independently owned businesses, offering a diverse range of fresh food, general merchandise and hospitality 5 days a week at the Day Market and on a seasonal basis at the expansive calendar of community and Market events, such as seasonal Night Markets.

Continuously trading since its official opening in 1878, Queen Victoria Market is the longest surviving marketplace of its scale and diversity in Australia. Its community of traders, affordability and diverse retail offer has served a loyal customer base for generations. Today, Queen Victoria Market's evolving offer of fresh produce, general merchandise, hospitality, events and activities ensures its ongoing relevance as a launching pad for new business and a centre for the community.

## PURPOSE

QVM Pty Ltd is a wholly owned commercial subsidiary of the City of Melbourne and is responsible for managing the day-to-day operations and planning of the Queen Victoria Market. As the owner of the Queen Victoria Market, the City of Melbourne has oversight and responsibility for any major capital improvements at the site.

QVM Pty Ltd is responsible for building on the existing appeal of the Queen Victoria Market, one of the world's most significant public marketplaces, and guiding it through the next phase in its evolution.

This evolution includes the City of Melbourne's Queen Victoria Market Precinct Renewal Program, which is securing the Market's future by restoring its heritage while upgrading and modernising its operations.

Renewal, together with other enhancements to the Market offer, customer experience and practices to ensure safe and efficient operations under our five-year Future Market Strategy enables the Market to meet the changing needs of Melburnians and contribute to the revitalisation of an important and growing part of the city.

## VISION

Queen Victoria Market will be a 'market of markets'; a thriving and diverse market and community meeting place that is loved by locals and a must see for visitors.

## STRATEGIC GOALS AND OBJECTIVES

To help achieve our vision for the Market, the following Core Market Elements and Guiding Planning Principles set our direction and priorities:

### CORE MARKET ELEMENTS

1. An authentic market experience
2. A reinvigorated fresh food hub
3. A showcase for diverse retail
4. An immersive food destination
5. An active and animated precinct.

### GUIDING PLANNING PRINCIPLES

1. Protect the Market's heritage
2. Create a great place to run a business
3. Build community and celebrate diversity
4. Foster a sustainable future
5. Improve safety and modernise operations.

## VALUES

Underpinning our vision and strategic framework are our organisational values:

- **Market leaders:** bold in our decisions, leading by example and inspiring others
- **Creative and courageous:** encouraging creativity, have an entrepreneurial spirit and confident in our actions and delivery
- **Trusting of each other:** working as one team respecting each other's decisions, roles and ideas
- **Passionate about the Market:** showing pride, enthusiasm and dedication in everything we do for the benefit of the Market
- **Customer focused:** supporting each other and our trader community, encouraging the best service and quality for Market customers.

# FINANCIAL STATEMENTS

QVM Pty Ltd recorded a loss of \$654,975 after providing for income tax, compared to a profit of \$419,513 in 2023-24 (2023-2024 financial result included \$1m in grant income from the City of Melbourne).

Despite this result, QVM Pty Ltd's ongoing revenue growth, strong cash reserves, and disciplined expense management have enabled it to meet all financial commitments, resulting in the forecasted capital injection required in 2024-25 from being deferred until 2025-26.

QVM Pty Ltd has identified the following key impacts on financial performance:

- **Market Rental Revenue:** Strong overall growth, with Night Market rental revenue up 38% on prior year following the introduction of a revenue share model across all four Night Markets. Licence rental revenue increased 8% due to higher occupancy and annual licence fee adjustments despite H and I Sheds being unavailable for occupancy due to Market Renewal works. Lease rental revenue rose 7% reflecting a full year of income from the refurbished Food Court and annual rental increases.
- **Other Revenue:** Increased 34% compared to the prior year, driven by a fairer and more transparent costs allocation based on 'user pays' principles to partially offset increasing operational costs.
- **Expenses:** Increasing cost pressures in major operational areas including contracted security, cleaning and waste management, utilities, materials and services.





**Financial Statements for Queen Victoria Market Pty Ltd  
for the year ended 30 June 2025**

ACN: 069 959 771

## Contents

- 1 Directors' Report
- 3 Directors' Declaration
- 5 Statement of Profit or Loss and Other Comprehensive Income
- 6 Statement of Financial Position
- 7 Statement of Cash Flows
- 8 Statement of Changes in Equity
- 9 Notes to the Financial Statements

## DIRECTORS' REPORT

The directors present their report on Queen Victoria Market Pty Ltd (Queen Victoria Market) for the financial year ended 30 June 2025.

### Information on Directors:

The names of the Company's (Queen Victoria Market Pty Ltd) directors in office during the financial year and until the date of this report are as follows:

Jane Fenton AM (Chair)  
 Dianne Laws  
 Michael Tenace  
 Emma Germano  
 Luke Hilakari  
 Mans Bassi (Appointed 30 July 2024)  
 Sandhya Chakravarty (term ended 27 March 2025)

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

### Principal Activities:

During the year, the principal activity of the Company has been the management of the Queen Victoria Market. There is no significant change in activity from that of last year.

### Objectives:

The Future Market Strategy prepared by the Board and Management of Queen Victoria Market in 2021 aims to preserve the Market's heritage and core offer to keep serving current customers, while enhancing the offer and experience to meet the needs of more Melbournians.

The Strategy will support the Market's longer-term revitalisation, outlining retail plans, operational improvements and investment to achieve this. The Strategy complements and depends upon the City of Melbourne's Market Renewal Program currently underway, which will retain and restore the Market's historic structures, while improving facilities and infrastructure for traders, customers and visitors.

The Company's objectives are to:

- Repair Queen Victoria Market Pty Ltd's financial position
- Build a stronger local customer-base by positioning the Market as Melbourne's premier food, shopping and event destination
- Manage disruption and deliver on the Market, trader and customer needs through Renewal
- Support traders in challenging and changing environments
- Operate a traditional marketplace in the 21st century

To support these objectives, the following established targets will continue to guide our focus for the 2026 financial year:

- Deliver our core responsibilities to operate the market as an authentic and beloved open air market
- Facilitate the delivery of the Renewal program to minimise impacts on traders and customers as critical physical infrastructure is revitalised and delivered
- Implement the Future Market Strategy to preserve our heritage while enhancing our ability to meet the future needs of more Melbournians.

### Operating Results:

The Company recorded a loss of \$654,975 after providing for income tax, compared to a profit of \$419,513 in 2023-24 which included a \$1,000,000 grant from City of Melbourne.

### Reflecting on the year:

Queen Victoria Market achieved a sustained financial performance in 2025-26, underpinned by successful revenue growth strategies and disciplined cost management.

Key drivers of revenue growth included the full-year implementation of the revenue share model across all 4 seasonal Night markets, new traders and introduction of user pay contributions for recovery of utilities and outgoing costs.

Continued cost and expense management remained a key focus in 2025-26, ensuring Queen Victoria Market maintained a disciplined financial approach while delivering on its strategic objectives. Efforts were directed toward identifying operational efficiencies.

**DIRECTORS' REPORT (continued)****Market Renewal**

Queen Victoria Market and the surrounding precinct is undergoing a major transformation as part of the City of Melbourne's Renewal Program. This initiative aims to preserve the Company's rich heritage while introducing modern facilities that enhance functionality for traders, improve the customer and visitor experience, and revitalise this evolving area of the city.

Complete and planned works include the restoration of the Company's iconic open-air heritage sheds, upgraded facilities for traders and market operations, new car parking for market patrons, and the creation of vibrant public open spaces. The program will also deliver refurbishment of key heritage buildings and structures, including the Dairy, Meat, and Fish Halls, and enhancements to surrounding roads and streetscapes. Streetscapes will be redesigned to be more pedestrian-friendly, with inviting spaces for people to sit, eat, and relax.

**Renewal highlights during 2025 included:**

- Completion of three basement levels of the new seven level trader storage and logistics facility between the Meat Hall, Fish Hall and H Shed.
- Development of General Merchandise Point of Sale Design Guidelines including approval by Heritage Victoria
- Relocation of the market's related infrastructure off site including the planning for additional coolrooms to enable traders to remain onsite during the development of Gurrowa place.
- Completion of Deli Lane design and commencement of implementation.
- Completion of Schematic Design for General Merchandise Retail Market Infrastructure.
- Completion of Wayfinding Design Guidelines.

**Dividends paid or recommended:**

No dividends were paid or declared since the start of the financial year. No recommendation for payment of dividends has been made.

**Going Concern**

The Letter of Support (dated 29 August 2017) from City of Melbourne guarantees financial stability and continuous Company trading for Queen Victoria Market through to the end of Queen Victoria Market Renewal Project. In addition, the City of Melbourne has provided an annual Letter of Comfort (dated 9 July 2025) which ensures the continuation of the going concern status of the Company.

**Director Meetings:**

The number of Directors' meetings held during the financial year ended 30 June 2025, are set out below:

Directors	Held	Attended
Jane Fenton	9	8
Dianne Laws	9	9
Michael Tenace	9	8
Emma Germano	9	9
Luke Hilakari	9	7
Mans Bassi	9	6
Sandhya Chakravarty	9	6

**Indemnification and insurance of auditors:**

Queen Victoria Market holds valid Directors and Officers Liability Insurance via Zurich Australia. No indemnities have been given or insurance premiums paid, during or since the end of the financial year, for any person who is or has been an auditor of Queen Victoria Market.

**Auditors Independence Declaration:**

A copy of the Auditor's Independence Declaration as required under section 307C of the Corporations Act 2001 is included on page 4 and forms part of the Director's Report.

Signed in accordance with a resolution of the Directors



Jane Fenton AM  
Chair of Board



Michael Tenace  
Director

28th August 2025

## DIRECTORS' DECLARATION

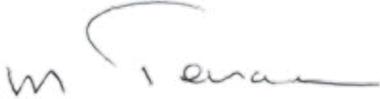
In the opinion of the Directors of Queen Victoria Market Pty Ltd:

1. The financial statements and associated notes of Queen Victoria Market Pty Ltd are in accordance with the *Corporations Act 2001*, including:
  - i. Giving a true and fair view of its financial position as at 30 June 2025 and of its performance and cash flows for the financial year ended on that date; and
  - ii. Complying with the Australian Accounting Standards, the Corporations Regulations 2001 and other mandatory professional reporting requirements.
2. As a result of the financial support provided by the City of Melbourne, there are reasonable grounds to believe that Queen Victoria Market Pty Ltd will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the directors by:



Jane Fenton AM  
Chair of Board



Michael Tenace  
Director

28th August 2025

## AUDITORS DECLARATION OF INDEPENDENCE



### Auditor-General's Independence Declaration

To the Board of Directors, Queen Victoria Market Pty Ltd

The Auditor-General's independence is established by the *Constitution Act 1975*. The Auditor-General, an independent officer of parliament, is not subject to direction by any person about the way in which his powers and responsibilities are to be exercised.

Under the *Audit Act 1994*, the Auditor-General is the auditor of each public body and for the purposes of conducting an audit has access to all documents and property, and may report to parliament matters which the Auditor-General considers appropriate.

#### *Independence Declaration*

As auditor for Queen Victoria Market Pty Ltd for the year ended 30 June 2025, I declare that, to the best of my knowledge and belief, there have been:

- no contraventions of auditor independence requirements of the *Corporations Act 2001* in relation to the audit.
- no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read "T. Derricott", is positioned above the printed name of the signatory.

MELBOURNE  
29 August 2025

Travis Derricott  
*as delegate for the Auditor-General of Victoria*

## Statement of Profit or Loss and Other Comprehensive Income

For the year ended 30 June 2025

		2025	2024
		\$	\$
	<b>Notes</b>		
<b>Revenue:</b>			
Market Rental Revenue	3.1	18,481,563	16,506,497
Car Parking Fee Revenue		4,542,755	4,664,071
Night Market – Bar Sales		1,712,423	1,824,446
City of Melbourne Grant	1.3	-	1,000,000
Other Revenue	3.2	<u>2,626,318</u>	<u>1,960,811</u>
<b>Total Revenue</b>		<b>27,363,059</b>	<b>25,955,825</b>
<b>Expenses:</b>			
Employee Related Expenses	4.1(a)	8,160,229	7,746,186
Contracted Expenses	4.2	8,510,674	7,470,616
Materials & Services	4.3	6,747,355	5,722,030
Depreciation	4.4	364,232	474,130
Amortisation - Right of Use Assets	5.4	366,984	384,554
Utilities	4.5	1,782,258	1,598,405
Finance Cost Leases	6.8	65,684	76,617
Other Expenses	4.6	<u>1,995,497</u>	<u>2,044,139</u>
<b>Total Expenses</b>		<b>27,992,913</b>	<b>25,516,677</b>
<b>Profit/(Loss) before income tax</b>		<b>(629,854)</b>	<b>439,148</b>
Income Tax Equivalent Benefit	8.1	<u>(25,121)</u>	<u>(19,635)</u>
<b>Profit/(Loss) after income tax for the year</b>		<b>(654,975)</b>	<b>419,513</b>
<b>Total Comprehensive Income/(Loss) for the year</b>		<b>(654,975)</b>	<b>419,513</b>

The Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes.

## Statement of Financial Position

As at 30 June 2025

	Notes	2025 \$	2024 \$
<b>Current Assets</b>			
Cash & Cash Equivalents	5.1	2,590,028	2,802,539
Other Financial Assets	6.1	2,040,518	2,005,072
Trade & Other Receivables	6.2	2,419,476	1,288,936
Other Assets	6.3	106,436	174,176
<b>Total Current Assets</b>		<b>7,156,458</b>	<b>6,270,723</b>
<b>Non-Current Assets</b>			
Deferred Income Tax Equivalent Assets	8.2	475,824	500,946
Property, Plant & Equipment	5.3	1,873,885	1,463,048
Right of Use Assets	5.4	2,131,470	2,721,366
<b>Total Non-Current Assets</b>		<b>4,481,179</b>	<b>4,685,360</b>
<b>Total Assets</b>		<b>11,637,637</b>	<b>10,956,082</b>
<b>Current Liabilities</b>			
Trade & Other Payables	6.4	1,953,606	791,020
Accrued Expenses	6.5	2,107,156	1,459,476
Other Liabilities	6.6	426,418	441,617
Refundable Deposits	6.7	571,704	532,330
Employee Provisions	4.1(b)	1,083,693	1,252,429
Lease Liabilities	6.8	404,246	531,599
Unearned Revenue		538,084	431,758
<b>Total Current Liabilities</b>		<b>7,084,907</b>	<b>5,440,229</b>
<b>Non-Current Liabilities</b>			
Refundable Deposits	6.7	2,286,814	2,129,318
Lease Liabilities	6.8	1,346,368	1,874,767
Employee Provisions	4.1(b)	244,555	181,802
<b>Total Non-Current Liabilities</b>		<b>3,877,737</b>	<b>4,185,887</b>
<b>Total Liabilities</b>		<b>10,962,644</b>	<b>9,626,116</b>
<b>Net Assets</b>		<b>674,992</b>	<b>1,329,967</b>
<b>Equity</b>			
Contributed Equity	7.1	200,000	200,000
Retained Earnings		474,992	1,129,967
<b>Total Equity</b>		<b>674,992</b>	<b>1,329,967</b>

The Statement of Financial Position should be read in conjunction with the accompanying notes.

## Statement of Cash Flows

For the year ended 30 June 2025

	2025	2024
	\$	\$
Notes	Inflows/ (Outflows)	Inflows/ (Outflows)
<b>Cash flows from Operating Activities</b>		
Receipts from Customers	26,228,412	24,841,117
Payments to employees and suppliers	(25,277,770)	(24,264,971)
City of Melbourne Grant	0	1,000,000
Interest Received	110,438	76,952
Finance Costs/ Interest Paid	(65,684)	(86,216)
<b>Net cash provided by Operating Activities</b>	<b>995,397</b>	<b>1,566,882</b>
5.2		
<b>Cash flows from Investing Activities</b>		
Payment for property, plant and equipment	(775,069)	(322,313)
<b>Net cash flows provided by/(used) in Investing Activities</b>	<b>(775,069)</b>	<b>(322,313)</b>
<b>Cash flows from Financing Activities</b>		
Repayment of Lease Liabilities	(432,839)	(547,548)
<b>Net cash flows used in Financing</b>	<b>(432,839)</b>	<b>(547,548)</b>
<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>(212,511)</b>	<b>697,021</b>
Cash at the beginning of financial year	2,802,539	2,105,518
<b>Cash and Cash Equivalents at end of year</b>	<b>2,590,028</b>	<b>2,802,539</b>
5.1		

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

**Statement of Changes in Equity**

For the year ended 30 June 2025

		2025 \$	2024 \$
	<b>Notes</b>		
<b>Contributed Equity</b>	7.1	<u>200,000</u>	<u>200,000</u>
<b>Retained Earnings</b>			
Opening Balance		1,129,967	710,454
Total Comprehensive Income/ (Loss) for the year		(654,975)	419,513
<b>Total Retained Earnings at the end of the Financial Year</b>		<u>474,992</u>	<u>1,129,967</u>

The Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## 1. NOTES TO THE FINANCIAL STATEMENTS

Queen Victoria Market Pty Ltd (referred to as Queen Victoria Market) is a proprietary for profit company incorporated under the Corporations Act 2001, and is domiciled in Australia. The Company's registered office and principal place of business is Level 10, 501 Swanston Street, Melbourne, VIC 3000.

The principal activity of the Company has been the Management of the Queen Victoria Market.

### Structure

- 1.1 Basis of Preparation
- 1.2 Critical accounting estimates and judgments
- 1.3 Going concern basis

#### 1.1 Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards and the *Corporations Act 2001*.

The financial statements have been prepared on an accruals basis and are based on historical costs modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

Significant accounting policies adopted in the preparation of these financial statements are presented in the accounting treatment area of the relevant notes and are consistent with prior reporting periods unless otherwise stated.

#### 1.2 Critical accounting estimates and judgments

In application of the Company's accounting policies, the Company is required to make judgements, estimates and assumptions about carrying values of certain assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant.

Information about critical assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year are discussed in the following notes:

##### Accounting estimates and judgements

- Revenue recognition (refer Note 3.2)
- Employee provisions (refer Note 4.1b)
- Depreciation methods, useful lives and residual value of property, plant and equipment (refer Note 5.3a)
- Impairment of assets (refer Note 6.2)
- The determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.4)

Actual results may differ from these estimates. The estimates and underlying assumptions are evaluated continually on an ongoing basis. Revisions to accounting estimates are recognised in the period of the revision and future periods if the revision affects both current and future periods.

The functional and presentation currency of the Company is Australian Dollars, with all amounts rounded to the nearest dollar.

**1. NOTES TO THE FINANCIAL STATEMENTS (continued)****1.3 Going concern basis**

The directors have assessed the appropriateness of the going concern basis for preparing the 30 June 2025 financial report. This includes identifying and disclosing events or conditions that cast significant doubt on the Company's ability to continue as a going concern.

The financial statements have been prepared on a going concern basis. As at 30 June 2025, current assets exceed current liabilities by \$71,551 (2023-24: current assets exceed current liabilities by \$830,494). In the 2023-24 financial year, the Company received a Grant of \$1,000,000. For the upcoming year, the City of Melbourne has approved a capital injection of \$1,200,000, scheduled to be received during the 2025-26 financial year. The Directors believe that the Company is a going concern with an economic dependency on funding from the parent entity, the City of Melbourne.

**Letter of Support**

In a letter dated 29 August 2017, the City of Melbourne, as the sole shareholder, committed to providing support to Queen Victoria Market through to the completion of the Queen Victoria Market Renewal Project. This letter of support underpins the Market's financial stability and ongoing operations, extending the assurance of continued trading beyond the 2026 financial year as the Market Renewal Project is still in progress.

**Letter of Comfort:**

The City of Melbourne has provided the Board with a letter of comfort confirming:

That the City of Melbourne will provide the Queen Victoria Market with financial support to ensure it remains solvent during the funding period and to ensure the continuation of the going concern status of the Company. The Letter of Comfort also reaffirms reliance on the 2017 Letter of Support.

**Funding Agreement:**

The City of Melbourne, as the sole shareholder of Queen Victoria Market Pty Ltd, entered into a Short -Term Funding Agreement with the Company to provide financial support. The purpose of this agreement was to ensure the Company remains solvent during the funding period and to maintain a status as a going concern. This funding period expired on 30 June 2025. For the upcoming financial year, the City of Melbourne has approved a capital injection of \$1,200,000 to be received during the 2025-26 financial year.

### 3. OUR REVENUE

#### Introduction to this section

The Company's objective is to establish and maintain relationships with business operators and the Greater City of Melbourne community to ensure that Queen Victoria Market is the premier market in Victoria and Australia and one of the premier historic markets around the world.

Queen Victoria Market receives the majority of its income from Lease Rental – fixed locations, Licence Fees – flexible open shed locations, car parking and Night Markets.

#### Structure

3.1 Market Rental Revenue

3.2 Other Revenue

	2025	2024
	\$	\$
<b>Note 3.1 Market Rental Revenue</b>		
Lease Rental – fixed locations	7,847,772	7,304,559
Lease Rental – AASB 16 Lease Straightline	192,426	(108,234)
Licence Fees – flexible open shed locations	6,360,011	6,252,736
Licence fees – Night Markets	2,357,227	1,704,881
Casual licence fees – flexible open shed locations	1,291,139	799,884
Venue Hire	432,988	552,671
<b>Total Market Rental Revenue</b>	<b><u>18,481,563</u></b>	<b><u>16,506,497</u></b>

Lease Rental – fixed locations and Licence Fees – flexible open shed locations are recognised on a straight- line basis over the lease term. All other rentals are recognised as revenue when performance obligations are satisfied.

	2025	2024
	\$	\$
<b>Note 3.2 Other Revenue</b>		
Utility & Rates Recoveries	1,168,571	804,334
Other Revenue	947,494	639,545
QVM Online	197,466	230,120
Walking Tours	178,713	209,860
Interest Revenue	110,438	76,952
Sponsorship	23,636	-
<b>Total Other Revenue</b>	<b><u>2,626,318</u></b>	<b><u>1,960,811</u></b>

In line with AASB 15 Revenue from Contracts with Customers, revenue is recognised when (or as) a performance obligation is satisfied at the amount of the transaction price that is allocated to that performance obligation.

Other Revenue is measured at the fair value of the consideration received or receivable and is recognised when Queen Victoria Market gains control over the right to receive the income.

## 4. THE COST OF OUR OPERATIONS

### Introduction to this section

For the Queen Victoria Market to deliver its services to the high standards expected by our community & stakeholders, a diverse and skilled workforce is paramount. Whether it's providing traders with continuous service, creating a safe and enjoyable environment for visitors to the market, providing must see events for the community like the Summer and Winter Night Markets, Queen Victoria Market is proud to have a workforce that's committed to creating and maintaining a vibrant, healthy, sustainable market.

Other significant cost areas of the Company include contracted expenses (including cleaning, waste management, security) and materials and services (including repairs, maintenance and advertising) all integral in operating the market.

### Structure

- 4.1 Employee benefits and employee provisions
- 4.2 Contracted Expenses
- 4.3 Materials & Services
- 4.4 Depreciation
- 4.5 Utilities
- 4.6 Other Expenses

	2025	2024
	\$	\$
<b>Note 4.1(a) Employee Related Expenses</b>		
Wages & Salaries	6,955,796	6,676,048
Superannuation	727,839	673,536
Payroll Tax	389,617	315,693
Workcover	55,810	44,451
Training	31,167	36,458
<b>Total Employee Expenses</b>	<b><u>8,160,229</u></b>	<b><u>7,746,186</u></b>

### Wages and Salaries

Agency and contractor fees amounting to \$87,340 have been reclassified from materials and services expenditure (note 4.3) to wages and salaries (note 4.1) for the year ended 30 June 2025. This reclassification more accurately reflects the nature of the transactions, as contractors are typically engaged to cover temporary vacancies of permanent staff. Comparative figures for the year ended 30 June 2024 have been restated accordingly.

### Superannuation

Queen Victoria Market makes employer superannuation contributions to employees' complying accumulation superannuation funds. Obligations for contributions are recognised as an expense in profit or loss when they are incurred.

### Accumulation Fund

The accumulation funds, (including the Local Authorities Superannuation fund's accumulation category, Vision Super Saver), receive both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (11.5% required under Superannuation Guarantee Legislation). No further liability accrues to the employer as the superannuation benefits accruing to employees are represented by their share of the net assets of each individual fund.

### Defined Benefit Plan

Queen Victoria Market does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan. Contributions are determined by the Trustee on the advice of the Fund's Actuary.

Queen Victoria Market has one employee that qualifies for the defined benefit plan.

**Notes to the Financial Report continued**

<b>Note 4.1(b) Employee Provisions</b>	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
<b>Current expected to be wholly settled within 12 months</b>		
Annual leave	173,118	264,019
Long service leave	101,591	125,118
	<u>274,709</u>	<u>389,137</u>
<b>Current expected to be wholly settled after 12 months</b>		
Annual leave	233,303	154,287
Long service leave	575,681	709,005
	<u>808,984</u>	<u>863,292</u>
<b>Total Current balance</b>	<u><u>1,083,693</u></u>	<u><u>1,252,429</u></u>
<b>Non-Current Provision:</b>		
Long service leave	244,555	181,802
	<u>244,555</u>	<u>181,802</u>
<b>Total Employee Provisions</b>	<u><u>1,328,248</u></u>	<u><u>1,434,231</u></u>

A liability is recognised for benefits accruing to employees in respect of wages and salaries, annual leave, long service leave and other employee benefits when it is probable that settlement will be required and they are capable of being measured reliably through the method below:

- Short-term employee benefits - measured at their nominal values using the remuneration rate expected to apply at the time of settlement plus related on costs in respect of employees' services up to reporting date.
- Long-term employee benefits - measured as the present value of the estimated future cash outflows to be made by the Company in respect of services provided by employees up to the reporting date. Re-measurements are recognised in profit or loss in the period in which they arise.

**Critical accounting estimates and judgements**

For long-term employee benefits: The calculation of the present value of the estimated future cash outflows requires the following key assumptions:

	<b>2025</b>	<b>2024</b>
<b>Estimates and Judgements</b>		
Discount Rate	4.31% - 4.45%	4.19% - 4.45%
Inflation Rate	4.30%	4.45%
Settlement Period	7 years	7 years

**Note 4.2 Contracted Expenses**

Cleaning	6,046,428	5,562,412
Security	1,570,139	1,215,219
Car Park Management	487,196	421,392
Software Maintenance	406,911	271,593
<b>Total Contracted Expenses</b>	<u><u>8,510,674</u></u>	<u><u>7,470,616</u></u>

**Notes to the Financial Report continued**

	2025 \$	2024 \$
<b>Note 4.3 Materials &amp; Services</b>		
Advertising & Marketing	1,728,966	1,254,623
Repairs & Maintenance	1,584,568	1,472,741
Equipment Hire	1,021,624	425,010
Consultants	520,401	456,994
COGS - Bar Stock	456,764	460,336
Insurance	445,870	429,578
Activations	411,742	362,411
Legal Fees	296,138	264,712
General Supplies	144,615	145,307
Trader Support	136,667	450,318
<b>Total Materials &amp; Services</b>	<b><u>6,747,355</u></b>	<b><u>5,722,030</u></b>
<b>Note 4.4 Depreciation</b>		
Computer Equipment	29,853	90,755
Leasehold Improvements	67,729	88,130
Plant & Equipment	211,878	234,711
Furniture & Fittings	38,592	43,346
Motor Vehicles	16,180	17,188
<b>Total Depreciation</b>	<b><u>364,232</u></b>	<b><u>474,130</u></b>
<b>Note 4.5 Utilities</b>		
Electricity	988,362	853,636
Water	385,571	354,424
Rates	256,015	281,803
Telephone	97,830	76,086
Gas	54,480	32,456
<b>Total Utilities</b>	<b><u>1,782,258</u></b>	<b><u>1,598,405</u></b>
<b>Note 4.6 Other Expenses</b>		
Congestion Levy	982,918	894,710
Directors Fees	349,385	322,691
Administration Expenses	276,486	339,279
Other Expenses	227,544	230,629
Audit Fees - Internal	71,750	79,236
Bad & Doubtful Debts	48,414	130,594
Audit Fees - VAGO audit of Financial Statements	39,000	47,000
<b>Total Other Expenses</b>	<b><u>1,995,497</u></b>	<b><u>2,044,139</u></b>

Expenses are recognised in the reporting period in which they are incurred.

## 5. ASSETS AVAILABLE TO SUPPORT OUR FUNCTIONS

### Introduction to this section

Queen Victoria Market controls infrastructure and other investments that are utilised in achieving its objectives, conducting its activities and fulfilling its projects.

### Structure

- 5.1 Cash and cash equivalents
- 5.2 Reconciliation of profit/(loss) after tax to cash flows from operating activities
- 5.3 Property, plant and equipment
- 5.4 Right of Use Assets

	2025	2024
	\$	\$
<b>Note 5.1 Cash &amp; Cash Equivalents</b>		
Cash at bank	1,778,198	2,135,563
Tenant security deposits - at bank	801,430	656,576
Car park float	10,400	10,400
<b>Total Cash &amp; Cash Equivalents</b>	<b><u>2,590,028</u></b>	<b><u>2,802,539</u></b>

Cash at bank attracts interest rates of 4.30% - 4.80% (2023-24: 4.45% - 4.80%).

Restricted Cash & Cash equivalents at 30 June 2025 \$801,430 (2023-24: \$656,576). Tenant security deposits are funds held on behalf of tenants and not available for day-to-day operations. Refer to note 6.7 for further details.

Cash and cash equivalents in the Statement of Financial Position comprise cash at bank. For the purpose of the Statement of Cash Flows, cash and cash equivalents consist of cash as defined above.

### Note 5.2 Reconciliation of profit/(loss) after tax to cash flows from operating activities

	2025	2024
	\$	\$
Net Profit(Loss) after Tax	(654,975)	419,513
<b>Non cash flows in operating activities</b>		
Depreciation	364,232	474,130
Right of Use - Amortisation Charges	366,984	384,554
Deferred Income Tax Equivalent Assets	25,121	19,635
	<b><u>101,362</u></b>	<b><u>1,297,832</u></b>
<b>Changes in operating assets and liabilities</b>		
Decrease/(Increase) in Trade and Other Receivables	(1,130,538)	(48,487)
Decrease/(Increase) in Other Assets	67,741	6,365
Decrease/(Increase) in Other Financial Assets	(35,446)	(5,072)
(Decrease)/Increase in Trade and Other Payables	1,162,586	(395,784)
(Decrease)/Increase in Refundable Deposits	196,870	302,512
(Decrease)/Increase in Accrued Expenses	647,680	690,318
(Decrease)/Increase in Other Liabilities	(15,200)	(117,655)
(Decrease)/Increase in Employee Provisions	(105,983)	(173,877)
(Decrease)/Increase in Unearned Revenue	106,326	10,730
<b>Net cash inflow/(outflow) from operating activities</b>	<b><u>995,397</u></b>	<b><u>1,566,882</u></b>

**Notes to the Financial Report continued**

	2025	2024
	\$	\$
<b>Note 5.3 Property, Plant &amp; Equipment</b>		
<i>Plant &amp; Equipment</i>		
At cost	3,251,461	2,910,508
Accumulated depreciation	<u>(2,587,143)</u>	<u>(2,375,265)</u>
<b>Balance as at 30 June</b>	<b>664,318</b>	<b>535,243</b>
 <i>Furniture &amp; Fittings</i>		
At cost	1,453,198	1,271,966
Accumulated depreciation	<u>(1,227,322)</u>	<u>(1,188,730)</u>
<b>Balance as at 30 June</b>	<b>225,876</b>	<b>83,236</b>
 <i>Leasehold Improvements</i>		
At cost	2,829,152	2,829,152
Accumulated depreciation	<u>(2,339,148)</u>	<u>(2,271,419)</u>
<b>Balance as at 30 June</b>	<b>490,004</b>	<b>557,733</b>
 <i>Computer Equipment</i>		
At cost	2,557,853	2,499,765
Accumulated depreciation	<u>(2,482,928)</u>	<u>(2,453,075)</u>
<b>Balance as at 30 June</b>	<b>74,925</b>	<b>46,690</b>
 <i>Motor Vehicles</i>		
At cost	259,653	259,653
Accumulated depreciation	<u>(231,031)</u>	<u>(214,851)</u>
<b>Balance as at 30 June</b>	<b>28,622</b>	<b>44,802</b>
Work in Progress	<u>390,140</u>	<u>195,344</u>
<b>Total Property, Plant &amp; Equipment</b>	<b><u>1,873,885</u></b>	<b><u>1,463,048</u></b>

The land and buildings utilised by the Company are owned by the City of Melbourne and recognised in its financial statements. As these assets are made available to the Company under a peppercorn lease arrangement, they are not recorded in Queen Victoria Market's property, plant and equipment note.

**Notes to the Financial Report continued****Note 5.3(a) Property, Plant & Equipment**

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial years are set out below.

2025						
	Balance as at 1 July 2024	Additions	Disposals	Depreciation	Transfers	Balance as at 30 June 2025
Plant & Equipment	535,243	257,353	0	(211,878)	83,600	664,318
Furniture & Fittings	83,236	181,232	0	(38,592)	0	225,876
Leasehold Improvements	557,733	0	0	(67,729)	0	490,004
Computer Equipment	46,690	52,697	0	(29,853)	5,391	74,925
Motor Vehicles	44,802	0	0	(16,180)	0	28,622
Work in Progress	195,344	283,787	0	0	(88,991)	390,140
<b>TOTAL Property, Plant &amp; Equipment</b>	<b>1,463,048</b>	<b>775,069</b>	<b>0</b>	<b>(364,232)</b>	<b>0</b>	<b>1,873,885</b>

2024						
	Balance as at 1 July 2023	Additions	Disposals	Depreciation	Transfers	Balance as at 30 June 2024
Plant & Equipment	504,459	160,958	0	(234,711)	104,537	535,243
Furniture & Fittings	97,655	28,927	0	(43,346)	0	83,236
Leasehold Improvements	490,083	67,550	0	(88,130)	88,231	557,733
Computer Equipment	133,967	(10,212)	0	(90,755)	13,690	46,690
Motor Vehicles	61,990	0	0	(17,188)	0	44,802
Work in Progress	326,712	75,090	0	0	(206,458)	195,344
<b>TOTAL Property, Plant &amp; Equipment</b>	<b>1,614,866</b>	<b>322,313</b>	<b>0</b>	<b>(474,130)</b>	<b>(0)</b>	<b>1,463,048</b>

**Capitalisation Policy/Depreciation**

Each class of property, plant and equipment is carried at cost less, where applicable, any accumulated depreciation. The estimated useful lives used for each class of depreciable asset are shown below;

Leasehold improvements	10 years
Plant and Equipment	5 - 10 years
Furniture and fittings	1 - 7 years
Motor Vehicles	3 - 10 years
Computer equipment	1 - 5 years

The Company's policy is to capitalise and depreciate individual capital expenditure over \$2,000. Items of capital value of less than \$2,000 are treated as an expense.

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

**Amortisation - Right of use assets**

Leased properties	1 - 10 years
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**Impairment of assets**

Annually, or more frequently if changes in circumstances indicate that the assets may be impaired and for all other assets whenever an indication of impairment may exist.

Besides provisions made for rent receivables, no other financial assets were considered impaired.

**Notes to the Financial Report continued****Note 5.4 Right of Use Assets**

At inception of a contract, the Company would assess whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- The customer has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- The customer has the right to direct the use of the asset

As a Lessee, the Company recognises a right-of-use asset and a lease liability (Note 6.8) 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 incentives 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.

The right-of-use asset is subsequently depreciated using the straight-line method from the 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 estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, the Company uses an appropriate incremental borrowing rate as the discount rate of 7.6% (2023-24 3%).

The Company held two contracted leases during the financial year. Information about the leases is presented below;

	2025 \$	2024 \$
<b>Note 5.4(a) Right of use assets</b>		
<b>Property</b>		
Balance 1 July 2024	1,697,814	1,943,281
Amortisation Charges - right of use	<u>(245,467)</u>	<u>(245,467)</u>
Balance 30 June 2025	<u><b>1,452,347</b></u>	<u><b>1,697,814</b></u>
<b>Leasehold Improvements</b>		
Balance 1 July 2024	1,023,551	1,169,773
Reamurement	(222,912)	
Amortisation Charges - right of use	<u>(121,517)</u>	<u>(146,222)</u>
Balance 30 June 2025	<u><b>679,122</b></u>	<u><b>1,023,551</b></u>
<b>Total Right of Use Assets</b>	<u><b>2,131,470</b></u>	<u><b>2,721,366</b></u>

See Note 6.8 for the Lease liability measurement.

## 6. OTHER ASSETS AND LIABILITIES

### Introduction to this section

This section includes other assets and liabilities that are working capital related and employed by Queen Victoria Market to support its day-to-day operating activities.

### Structure

- 6.1 Other Financial Assets
- 6.2 Trade and Other Receivables
- 6.3 Other Assets
- 6.4 Trade and other payables
- 6.5 Accrued Expenses
- 6.6 Other Liabilities
- 6.7 Refundable Deposits
- 6.8 Lease Liability

	2025	2024
	\$	\$
<b>Note 6.1 Other Financial Assets</b>		
Tenant security deposits	2,040,518	2,005,072
<b>Total Other Financial Assets</b>	<u>2,040,518</u>	<u>2,005,072</u>

The funds are held on behalf of tenants and not available for day-to-day operations, refer Note 6.7.

	2025	2024
	\$	\$
<b>Note 6.2 Trade &amp; Other Receivables</b>		
Trade debtors	865,254	742,435
Less: Allowance for Expected Credit Losses	(257,832)	(235,582)
City of Melbourne	1,067,148	325,122
Lease Rental – AASB 16 Lease Straightline	403,137	210,711
Lease Fitout	181,370	172,250
Accrued income	160,399	74,000
	<u>2,419,476</u>	<u>1,288,936</u>

On 1 July 2024, Queen Victoria Market commenced the Asset Renewal Program, on behalf of the City of Melbourne. The balance recorded under Trade Receivables from the City of Melbourne reflects on-charges associated with this program. This balance does not relate to any payables to the City of Melbourne or to outstanding funding requests.

All of Queen Victoria Market's trade and other receivables have been reviewed on an individual basis for indicators of impairment. Certain trade receivables were found to be impaired and an allowance for credit losses of \$257,832 has been accounted for, higher than the \$235,582 in 2023-24.

The movement in the allowance for credit losses can be reconciled as follows:

	2025	2024
	\$	\$
Balance 1 July 2024	(235,582)	(127,154)
Amounts written off (uncollectable)	26,164	22,166
Additional provision	(48,414)	(130,594)
<b>Balance 30 June 2025</b>	<u>(257,832)</u>	<u>(235,582)</u>

Provision for doubtful debt is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

**Notes to the Financial Report continued**

The ageing of trade receivables that have been individually determined as impaired at reporting date was:

	2025	2024
	\$	\$
<b>Impaired Receivables</b>		
Current (not yet due)	-	-
1 - 30 days	5,735	5,791
31 - 60 days	4,035	1,069
61 - 90 days	1,263	574
91 and over	<u>246,800</u>	<u>228,148</u>
<b>Ageing of impaired Receivables</b>	<u><b>257,832</b></u>	<u><b>235,582</b></u>

Many of the long outstanding past due amounts are in the hands of the Company's debt collectors or are subject to payment arrangements.

	2025	2024
	\$	\$
<b>Note 6.3 Other Assets</b>		
Prepayments	54,783	103,119
Inventory	<u>51,653</u>	<u>71,058</u>
<b>Total Other Assets</b>	<u><b>106,436</b></u>	<u><b>174,177</b></u>

	2025	2024
	\$	\$
<b>Note 6.3(a) Inventory</b>		
Merchandise stock	32,055	51,155
Bar stock	<u>19,598</u>	<u>19,903</u>
<b>Total Inventory</b>	<u><b>51,653</b></u>	<u><b>71,058</b></u>

Inventories are measured at the lower of cost and net realisable value. Cost of inventory is determined using the first-in-first-out basis and is net of any rebates and discounts received. Net realisable value is estimated using the most reliable evidence available at the reporting date and inventory is written down through an obsolescence provision if necessary.

	2025	2024
	\$	\$
<b>Note 6.4 Trade &amp; Other Payables</b>		
Trade creditors	1,440,564	700,256
City of Melbourne	446,903	-
GST (receivable)/payable	<u>66,139</u>	<u>90,764</u>
<b>Total Trade &amp; Other Payables</b>	<u><b>1,953,606</b></u>	<u><b>791,020</b></u>

Payables represent liabilities for goods and services provided to Queen Victoria Market prior to the end of the financial year and which are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

Trade creditors also includes invoices in relation to the Asset Renewal program, which will ultimately be oncharged through to City of Melbourne and reimbursed to Queen Victoria Market.

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Amounts payable to the City of Melbourne, of \$446,903, reflect the 1) net rental revenue from the Munro Building, calculated after offsetting the costs incurred by Queen Victoria Market and 2) payable clearing relating to the asset renewal program.

	2025	2024
	\$	\$
<b>Note 6.5 Accrued Expenses</b>		
General expenses	1,568,661	1,209,006
Payroll	445,163	171,933
Audit fees accrual - External	39,000	37,500
Audit fees accrual - Internal	33,654	42,500
Fringe benefits tax	<u>20,678</u>	<u>(1,463)</u>
<b>Total Accrued Expenses</b>	<u><b>2,107,156</b></u>	<u><b>1,459,476</b></u>

**Notes to the Financial Report continued**

	2025	2024
	\$	\$
<b>Note 6.6 Other Liabilities</b>		
Student Voucher Program	368,745	373,535
Lord Mayor Student Vouchers	43,883	46,083
Melbourne Food Vouchers	13,790	22,000
<b>Total Other Liabilities</b>	<u>426,418</u>	<u>441,618</u>

The Company received cash payment from 3 separate parties relating to vouchers issued by those customers for use at the market. The Company has an obligation to reimburse market traders who are presented with these vouchers in exchange for goods or services.

	2025	2024
	\$	\$
<b>Note 6.7 Refundable Deposits</b>		
Tenant Security Deposits - Current	571,704	532,330
Tenant Security Deposits - Non-Current	2,286,814	2,129,318
<b>Total Tenant Security Deposits</b>	<u>2,858,518</u>	<u>2,661,648</u>

Tenants are required to provide a security deposit upon commencement of their lease or licence. This security deposit is refundable upon their exit from the market. The classification between current and non-current reflect's the term of lease or licence signed by stallholders. Tenant security deposits are held in seperate bank accounts.

	2025	2024
	\$	\$
<b>The above refundable deposits are represented by:</b>		
Cash & Cash Equivalents (refer Note 5.1)	801,430	656,576
Other Financial Assets (refer Note 6.1)	2,040,518	2,005,072
	<u>2,841,948</u>	<u>2,661,648</u>

	2025	2024
	\$	\$
<b>Note 6.8 Lease Liability</b>		
<b>Current</b>		
Property Lease	247,336	244,718
Leasehold Improvements Lease	156,910	286,882
<b>Non-Current</b>		
Property Lease	1,346,368	1,593,704
Leasehold Improvements Lease	-	281,064
<b>Total Lease Liability</b>	<u>1,750,614</u>	<u>2,406,366</u>

**Lease payments not recognised as a liability**

The Company has elected to not recognise a lease liability for short term leases (leases with an expected term of 12 months or less) or for leases of low value assets (less than \$10,000). Payments made under such leases are expensed as paid. refer to Note 5.4 for further detail.

	2025	2024
	\$	\$
<b>Maturity analysis - undiscounted contractual cash flows</b>		
Less than one year	404,246	531,599
One to five years	1,346,368	1,874,767
More than 5 years	-	-
<b>Total undiscounted contractual cash flows</b>	<u>1,750,614</u>	<u>2,406,366</u>

**Note 6.8 Finance Costs - leases**

Interest - Lease liabilities	65,684	76,617
<b>Total Finance Costs - leases</b>	<u>65,684</u>	<u>76,617</u>

## 7. OUR CAPITAL STRUCTURE

### Introduction to this section

This section provides information on the capital structure of Queen Victoria Market and its sources of finance utilised during its operations and other information related to the financing activities of Queen Victoria Market.

### Structure

#### 7.1 Contributed Equity

	2025	2024
	\$	\$
<b>Note 7.1 Contributed Equity</b>		
Balance as at 1 July	200,000	200,000
Shares issued	-	-
<b>Ordinary shares fully paid as at 30 June</b>	<u><u>200,000</u></u>	<u><u>200,000</u></u>

200,000 fully paid ordinary shares of \$1 each are held by the City of Melbourne.

The Company does not have authorised capital or par value in respect of its issued shares. Ordinary shares participate in dividends and the proceeds on winding up of the Company in proportion to the number of shares held. On a show of hands, every holder of ordinary shares present at a meeting in person or by proxy, is entitled to one vote, and upon a poll each share is entitled to one vote.

## 8. TAXATION

### Introduction to this section

The Company is exempt from income tax under section 50-25 of the Income Tax Assessment Act 1997, due to it being wholly owned by the City of Melbourne, a local government authority.

The Company is subject to paying income tax equivalents to the City of Melbourne, equal to the amount of income tax otherwise payable under the Income Tax Assessment Act 1997. The Company has adopted the provisions of AASB 112 Income Tax to account for these income tax equivalents.

### Structure

8.1 Income tax

8.2 Deferred tax

	2025	2024
	\$	\$
<b>Note 8.1 Income Tax Equivalents</b>		
Accounting Profit/(Loss) subject to Tax	(629,854)	439,148
Add/(Less) timing differences - provision for annual leave	(11,885)	(20,073)
Add/(Less) timing differences - provision for long service leave	(94,098)	(153,804)
Add/(Less) timing differences - provision for doubtful debts	22,250	108,428
Taxable Income/(Loss)	<u>(713,587)</u>	<u>373,699</u>
Tax Loss b/f	(3,662,774)	(4,036,473)
Taxable Income to be recouped/(carried forward)	<u>(713,587)</u>	<u>373,699</u>
Tax Loss c/f	<b>(4,376,361)</b>	(3,662,774)
Tax Losses at 30% written off and available for recoupment in future years	(1,312,908)	(1,098,832)
Income Tax Equivalent Expense at 30% of timing differences	25,121	19,635
Future Income Tax Benefit movement	(25,121)	(19,635)

Income tax equivalents expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case the current and deferred taxes are also recognised in other comprehensive income or directly in equity, respectively. Where current tax or deferred tax arises from the initial accounting for a business combination, the tax effect is included in the accounting for the business combination.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date. Taxable profit differs from profit before tax as reported in the statement of profit or loss and other comprehensive income because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible.

	2024	2023
	\$	\$
<b>Note 8.2 Deferred Income Tax Equivalent Asset</b>		
Provision for employee benefits – annual leave	121,926	125,492
Provision for employee benefits – long service leave	276,548	304,778
Provision for doubtful debts	77,350	70,675
<b>Total Deferred Income Tax Equivalent Asset</b>	<u><b>475,824</b></u>	<u><b>500,944</b></u>

A deferred tax asset is recognised for deductible temporary differences to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Provisions are calculated at 30% of balance.

## 9. MANAGING RISKS AND UNCERTAINTIES

### Introduction to this section

Queen Victoria Market is exposed to risk from its activities and outside factors. This section sets out specific information on financial instruments, including exposures to financial risks, as well as those items that are contingent in nature or require a higher level of judgement.

### Structure

- 9.1 Financial instruments
- 9.2 Commitments
- 9.3 Contingent Assets and Contingent Liabilities

### 9.1 Financial instruments

#### Objectives and policies

The Queen Victoria Market's principal financial instruments comprise cash assets, receivables, payables, tenant security deposits, other financial assets and lease liabilities. Risk management is carried out by senior management under policies approved by the Queen Victoria Market Board of Directors. These policies include identification and analysis of the risk exposure to the Market and appropriate procedures, controls and risk minimisation.

The most significant financial risks to which the Company is exposed are described below:

#### Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in a financial loss to the Company.

Trade receivables are the primary credit risk at Queen Victoria Market and are managed as follows;

- (i) The Company maintains an up to date debtor policy.
- (ii) Traders pay a security deposit as per their lease/licence.
- (iii) Regular reporting on debts greater than 60 days to the Executive team and Board of Directors.
- (iv) Debt collection agency is used.

	2025 \$	2024 \$
<b>Ageing of Trade Receivables</b>		
Current (not yet due)	206,860	509,206
1 - 30 days	277,869	275,525
31 - 60 days	118,844	50,868
61 - 90 days	26,739	27,323
91 and over	<u>234,942</u>	<u>231,139</u>
<b>Gross Trade Receivables</b>	<b>865,254</b>	<b>1,094,061</b>
Less: Allowance for Expected Credit Losses	(257,832)	(235,582)
<b>Total Trade Receivables net of expected credit losses</b>	<b><u>607,422</u></b>	<b><u>858,479</u></b>

#### Liquidity Risk:

Liquidity risk arises from the financial liabilities of the Company and the Company's subsequent ability to meet its obligations to pay its financial liabilities as and when they fall due.

The Company has been financially supported by the City of Melbourne, as per Note 1.3.

Liquidity needs are monitored in various time bands, on a day-to-day and week-to-week basis, as well as on the basis of a rolling 12 month projection. Long-term liquidity needs for a 180-day and a 360-day period are identified monthly.

Monthly reporting of budget to actual financial performance and rolling 12 month forward cashflow statements are reviewed by the Executive team and Board of Directors.

**Notes to the Financial Report continued****Sensitivity disclosure analysis:**

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, the Company believes the movements 'reasonably possible' over the next 12 months are a parallel shift of +1.0% and -1.0% in market rates (AUD) from the year-end rate of 3.85% (2023-24: 4.70%).

In the event there are movements in interest rates, it is expected they will not have a material impact on the valuation of the Company's financial assets and liabilities, nor will they have a material impact on the results of the Company's operations.

**Financial Instruments:**

Financial instruments are recognised initially using trade date accounting, i.e. on the date that the Company becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

**Loans and receivables:**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They arise principally through the provision of goods and services to customers but also incorporate other types of contractual monetary assets.

The Company's trade and other receivables fall into this category of financial instruments.

In some circumstances, the Company renegotiates repayment terms with customers which may lead to changes in the timing of the payments. The Company does not necessarily consider the balance to be impaired, however assessment is made on a case-by-case basis.

**9.2 Commitments**

Commitments are not recognised in the Statement of Financial Position and are disclosed at their nominal value and presented inclusive of the GST payable.

	2025	2024
	\$	\$
<b>Operating expenditure commitments</b>		
Not later than one year	7,339,611	2,027,114
Later than one year but not later than five years	<u>450,587</u>	<u>2,454,204</u>
<b>Total expenditure commitments</b>	<b><u>7,790,198</u></b>	<b><u>4,481,318</u></b>
<b>Operating lease receivables</b>		
Not later than one year	8,843,201	10,484,880
Later than one year but not later than five years	8,932,338	15,592,740
Greater than 5 years	<u>123,522</u>	-
<b>Total operating lease receivables</b>	<b><u>17,899,061</u></b>	<b><u>26,077,620</u></b>

Operating leases at the Queen Victoria Market are generally 5 years for Lease Rental – fixed locations (Meat & Dairy Hall and fixed shops within the market) and 1 - 3 years for Licence Fees – flexible open shed locations (stalls under the sheds that are packed down each night).

**9.3 Contingent Assets and Contingent Liabilities****Contingent liabilities**

Guarantees issued by the Bank in respect of office rent \$186,000 (2023-24: \$186,000).

## 10. OTHER DISCLOSURES

### Introduction to this section

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

### Structure

- 10.1 Key management personnel compensation
- 10.2 Related party information
- 10.3 Application of accounting policies and disclosures
- 10.4 Market Renewal
- 10.5 Trader Support Program & Fund

### 10.1 Key management personnel compensation

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Company directly or indirectly, including any director (non-executive) of the Company is considered key management personnel.

#### Directors;

Jane Fenton AM (Chair)  
 Dianne Laws  
 Michael Tenace  
 Emma Germano  
 Luke Hilakari  
 Sandhya Chakravarty (term ended 27 March 2025)  
 Mans Bassi (Appointed 30 July 2024)

#### Other personnel;

	<b>Position</b>
Matt Elliott	CEO
Mark Bullen	Chief Infrastructure & Operations Officer
Suzanna Kotsiski	Company Secretary, Chief Financial and Business Capability Officer
Vasilios (Bill) Kosmopoulos (start date 19/05/2025)	Chief Experience Officer
Tasha Harp Kennealy (term ended 12/03/2025)	Chief Experience Officer

The total of remuneration as per AASB 119 Employee benefits and AASB 124 Related party disclosures paid to key management personnel of the Company during the year comprised:

	<b>2025</b>	<b>2024</b>
	<b>\$</b>	<b>\$</b>
Short-term employee benefits	1,416,971	1,418,849
Post-employment benefits	145,856	200,801
Other long-term benefits	48,192	35,359
Termination	4,627	398,935
<b>Total key management personnel compensation</b>	<b><u>1,615,646</u></b>	<b><u>2,053,943</u></b>

### 10.2 Related party information

The immediate parent entity and ultimate parent entity is the Melbourne City Council (100% of shares held).

#### Transactions with the ultimate parent entity

Revenue transactions with the ultimate parent entity amounted to \$159,136 (2023-24: \$1,068,172) during the financial year. The amount receivable at reporting date is \$1,067,148 (2023-24 \$325,121).

**Notes to the Financial Report continued**

	2025	2024
	\$	\$
<i>Revenue Transactions</i>		
On-charge consultant fees	12,237	6,162
Munro building income	146,899	62,010
City of Melbourne Grant	-	1,000,000
<b>Total Revenue Transactions</b>	<b><u>159,136</u></b>	<b><u>1,068,172</u></b>

Expenditure transactions with the ultimate parent entity amounted to \$824,343 (2023-24: \$769,318) during the financial year. The amount owing at reporting date is \$nil. (2023-24 \$nil.)

<i>Expense Transactions</i>		
Munro outgoings	453,783	447,817
Rates	370,560	309,615
Amounts < \$20,000	-	2,287
Interest payable from short term funding	-	9,599
<b>Total Expense Transactions</b>	<b><u>824,343</u></b>	<b><u>769,318</u></b>

**10.3 Application of accounting policies and disclosures**

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

**10.4 Market Renewal**

In August 2017, the City of Melbourne committed at least \$8 million to establish Trader Connect, a support program and fund to assist traders to successfully operate, grow and innovate their businesses throughout Renewal. In 2022, due to feedback from traders, the City of Melbourne agreed to review the Trader Support Fund to make it simpler and more accessible for traders. This revised Fund was launched in March 2023. During the 2024-25 year, \$183,637 (2023-24 \$451,932) was incurred for trader support programs and funds including business mentoring. Since inception \$3,272,282 has been incurred for these programs.

**Summary of funding**

Direct Trader Support	755,353
Marketing & Promotion	472,141
Small Business Mentoring Service	1,590,000
Trader Lounge	454,788
	<b><u>3,272,282</u></b>

## Audit Opinion



### Independent Auditor's Report

#### To the Directors of Queen Victoria Market Pty Ltd

<b>Opinion</b>	<p>I have audited the financial report of Queen Victoria Market Pty Ltd (the company) which comprises the:</p> <ul style="list-style-type: none"> <li>• statement of financial position as at 30 June 2025</li> <li>• statement of profit or loss and other comprehensive income for the year then ended</li> <li>• statement of changes in equity for the year then ended</li> <li>• statement of cash flows for the year then ended</li> <li>• notes to the financial statements, including material accounting policies</li> <li>• directors' declaration.</li> </ul> <p>In my opinion the financial report is in accordance with the <i>Corporations Act 2001</i> including:</p> <ul style="list-style-type: none"> <li>• giving a true and fair view of the financial position of the company as at 30 June 2025 and its financial performance and cash flows for the year then ended</li> <li>• complying with Australian Accounting Standards and the <i>Corporations Regulations 2001</i>.</li> </ul>
<b>Basis for Opinion</b>	<p>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.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the company in accordance with the auditor independence requirements of the <i>Corporations Act 2001</i> and 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.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Other Information</b>	<p>The directors of the company are responsible for the other information, which comprises the information in the company's annual report for the year ended 30 June 2025, but does not include the financial report and my auditor's report thereon.</p> <p>My opinion on the financial report does not cover the other information and accordingly, I do not express any form of assurance conclusion on the other information. However, in connection with my audit of the financial report, my responsibility is to read the other information and in doing so, consider whether it is materially inconsistent with the financial report or the knowledge I obtained during the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude there is a material misstatement of the other information, I am required to report that fact. I have nothing to report in this regard.</p>

## Audit Opinion

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

In preparing the financial report, the directors are responsible for assessing the company'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.

**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 the company's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors
- conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company'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 the company 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.

## Audit Opinion

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<b>Auditor's responsibilities for the audit of the financial report (continue)</b>	<p>I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p> <p>I also provide the directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.</p>
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MELBOURNE  
29 August 2025



Travis Derricott  
*as delegate for the Auditor-General of Victoria*

# THE BOARD

The Board is responsible for strategic direction and monitoring the performance of QVM Pty Ltd.

Directors are appointed to the Board of QVM Pty Ltd for periods of up to three years.

The QVM Pty Ltd Chief Executive Officer and the Chief Financial Officer/Company Secretary attend each Board meeting, with additional management staff attending as required.

## Queen Victoria Market Pty Ltd Board Meeting attendance 1 July 2024 - 30 June 2025

Attendance by Directors at Board meetings held during the financial year are detailed below:

Board Member	Eligible to attend	Attended
Jane Fenton AM - Chair	9	8
Di Laws - Deputy Chair	9	9
Mans Bassi (Appointed 30 July 2024)	9	6
Sandy Chakravarty (Resigned 27 March 2025)	6	6
Emma Germano	9	9
Luke Hilakari	9	7
Michael Tenace	9	6

## ABOUT THE BOARD OF DIRECTORS



### JANE FENTON AM · CHAIR

Jane has significant experience as a non-executive director and is passionate about small business and has been made a Member of the Order of Australia for her services to the community.

With a background in marketing communications, stakeholder engagement and reputation management, she founded and ran an award-winning strategic communications and social marketing agency.

Jane is a past winner of a Victorian Telstra Business Woman Award and is a Fellow the Australian Institute of Company Directors. She is currently an independent director of UniMutual Pty Ltd, and has previously chaired VicHealth, Very Special Kids, the Queen Victoria Women's Centre Trust and Gather My Crew.





## DI LAWS

Di has more than 25 years of experience in executive leadership roles within the retail and wholesale industries across Australia and the Asia Pacific region.

Her experience spans a range of business models, including vertically integrated, distributor, franchise, concession and licensee structures. Di has developed her expertise in fast-growth, turnaround, and transformation environments from FMCG to the fashion industry.

Di has previously served on the Victorian Tourism Industry Council board and works as an Independent Advisor specialising in small to medium sized businesses.

A graduate of the Australian Institute of Company Directors, Di holds a Master of Business Management from Swinburne University and a Graduate Certificate in Retail Leadership from the ARA Retail Institute.



## MANS BASSI (APPOINTED 30 JULY 2024)

Mans has extensive experience across multiple sectors, including retail, local government, consulting, and financial services. With a proven track record of delivering large scale change initiatives, he has consistently uplifted organisational performance and enhanced customer experiences.

His successful career spans both the UK and Australia, demonstrating a strong ability to drive transformation and deliver results in diverse environments. Mans is currently the Chief Operating Officer and General Manager Finance and Corporate Services for the City of Melbourne.



## EMMA GERMANO

Emma Germano is Managing Director of her family's mixed farming enterprise, I Love Farms, producing vegetables for local and export markets alongside sheep and beef operations. The business focuses on sustainability and connecting consumers to food production through its on-farm store.

A Nuffield scholar, Emma has extensive experience in primary production, agribusiness and public policy, complemented by prior ownership of a hospitality venue and experience delivering major events. She is the former President of the Victorian Farmers Federation and has served on several industry and government advisory boards. Emma brings strong governance experience and strategic insight to the Board.



## LUKE HILAKARI

Luke leads the Victorian union movement in his role as Secretary of the Victorian Trades Hall Council (VTHC). He graduated Monash University with Bachelor of Arts with first class honours and has completed the Australian Institute of Company Directors course.

Luke has more than 20 years of experience serving on numerous community and commercial boards as well as a range of not for profits. He is currently a member of the Victorian Skills Authority, Australian Progress, the Premier's Mentally Healthy Workplaces Advisory Group, as well as several additional Victorian Government advisory committees.



## MICHAEL TENACE

Michael has extensive business, finance and executive leadership experience and has had proven success leading multiple functions (Chief Investment Officer, Chief Financial Officer, Chief Procurement Officer). His experience includes both public and private sector enterprises in domestic and international markets.

Michael is an experienced Board member with strategic, commercial and transformational skills and has been a director of numerous companies over the past 25 years, including Australian Air Express, iPrint Pty Ltd and was a Trustee Director of the Australia Post Superannuation Scheme (APSS). He has a demonstrated history of working in the consumer services, superannuation, industrial products and FMCG industries. He is a Fellow of CPA Australia and a Graduate of Australian Institute of Company Directors.

# COMMITTEES OF THE BOARD

In 2024-25, QVM Pty Ltd had two Board committees.

## Audit, Risk & Finance Committee

The Audit, Risk and Finance Committee oversees the financial management of QVM Pty Ltd and receives reports from both internal and external auditors. This committee also reviews risk management policies and practices.

Michael Tenace assumed the position as Chair of the Audit, Risk & Finance Committee in March 2025 following Sandy Chakravarty's resignation from the Board.

Committee Member attendance at meetings in 2024-25 is detailed below:

Member	Eligible to attend	Attended
Michael Tenace - Chair	4	4
Sandy Chakravarty (Resigned 27 March 2025)	4	3
Jane Fenton AM	4	4
Di Laws	4	4

## Nomination & Remuneration Committee

The Remuneration and Nomination Committee plays a pivotal role in supporting and advising the Board to fulfill its responsibilities to the organisation's members. The Remuneration and Nomination Committee addresses crucial aspects related to Board composition, structure, senior executive selection and performance, as well as other pertinent matters as required.

Committee Member attendance at meetings in 2024-25 is detailed below:

Member	Eligible to attend	Attended
Michael Tenace - Chair	2	2
Jane Fenton AM	2	2
Luke Hilakari	2	2

## Trader Representative Committee

The Trader Representative Committee consists of Queen Victoria Market traders and Board members and plays an important role in service as representatives for all sections of the Market, providing feedback and guidance to both QVM Pty Ltd and trader constituents on upcoming projects, the Renewal Program and the day-to-day operations of the Market.

The Trader Representative Committee was chaired by trader Nancy Policheni until October 2024, with Emma Germano assuming the Chair from February 2025.

There were six meetings of the committee in 2024-25, with at least one Board Members rostered to attend each meeting.

Additionally, in months without full committee meetings, precinct level meetings with relevant Trader Representative Committee members were held to focus specifically on opportunities and challenges at a localised level.





## Contact

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