

CareFlight

Annual Report 2017



Our Vision

To be Australia’s most trusted rapid response critical care service

Our Mission

To save lives, speed recovery and serve the community by providing the highest standard of rapid response critical care

Our Social Impact

CareFlight’s social impact comes from saving lives and speeding recovery. Here is how we do it:



Missions – we look after around 5,000 patients each year



Care – we bring a hospital level of care to our patients



Innovation – we are dedicated to continuous improvement through innovation and research



Readiness – our aircraft and medical crews are on standby to immediately respond to life-threatening emergencies



Education – we train doctors, nurses, paramedics and first responders



Community – we work with the community to raise awareness of our cause and funds to support our service



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From the Chairman and CEO

Our patients are at the heart of everything we do at CareFlight. In this milestone year where we celebrated 30 years of saving lives, our teams provided the highest quality of care for a record number of ill and injured people.

CAREFLIGHT CARED FOR 5,244 PATIENTS THIS YEAR.

Behind the scenes, we laid the groundwork for reaching even more patients, in more locations, in the years ahead. This work translated into substantial progress in implementing the new Strategic Plan outlined in last year's report. The plan maps a pathway to expand our scope and extend our reach over the next decade and beyond, with specific immediate objectives around six key result areas to be achieved by 2018.

None of this progress would have been possible without the commitment, energy and enthusiasm of our Board, the Executive Committee and every member of the fantastic team that we have built at CareFlight over the past 30 years.

We have some of the best and most highly trained medical professionals in the country, while our pilots, aircrew and engineers are standouts in their chosen fields. Behind them, we have a dedicated support services team who bring a remarkable range of expertise to making it all happen.

A key ingredient in the recipe of our success is the ability of all our people, with their incredibly diverse skills and experience, to work together seamlessly in caring for our patients and fulfilling our mission and purpose.

Another vital ingredient is our strong and enduring support in the community, tangibly demonstrated by the continuing flow of donations from tens of thousands of Australians. It is our supporters who allow us to go

above and beyond the requirements of our various service contracts with governments and the private sector to ensure the highest possible standard of care, equipment and training. Their contribution directly underpins both our Sydney rapid response helicopter and the Top End rescue helicopter, as well as much of our research and Australia-wide education activity.

Community support is an important driver and motivator for everyone at CareFlight. We are both grateful for and humbled by the trust placed in us. We look forward to rewarding that trust in the years to come.

Hon. Dr Andrew Refshauge,
Chairman

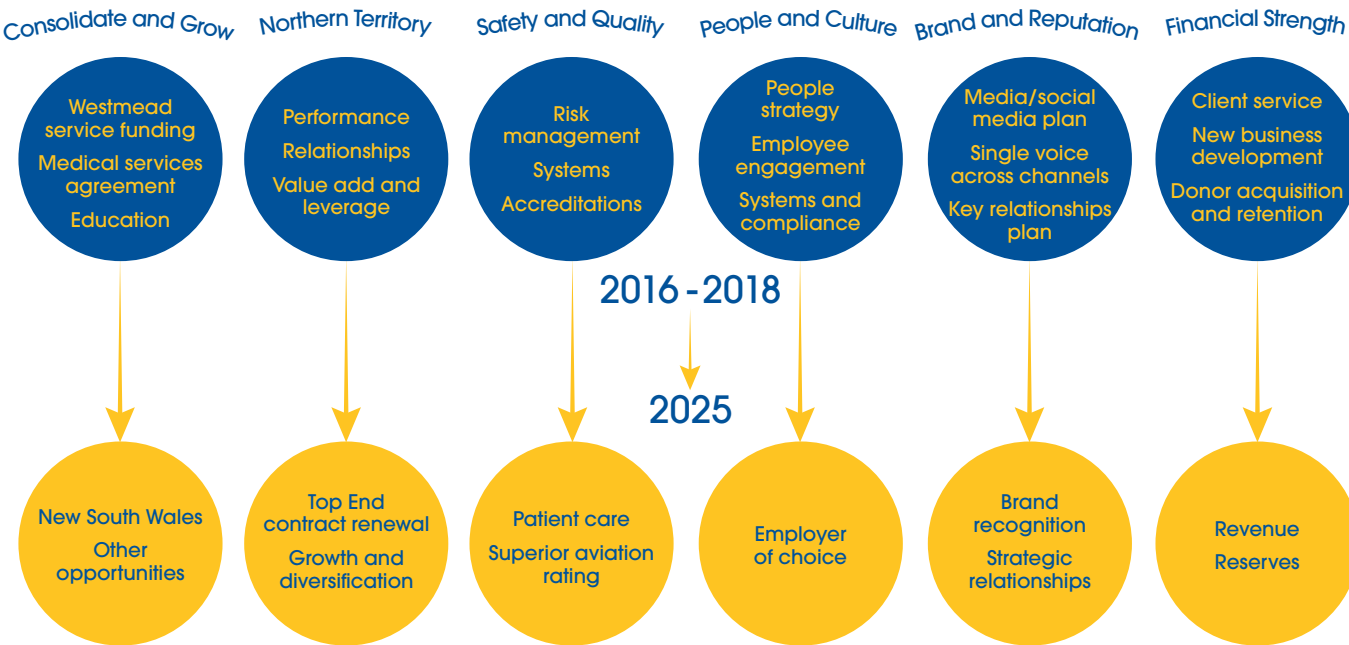
Derek Colenbrander, CEO

IT IS OUR SUPPORTERS WHO ALLOW US TO GO ABOVE AND BEYOND TO ENSURE THE HIGHEST POSSIBLE STANDARD OF CARE, EQUIPMENT AND TRAINING.



CareFlight airlifted a man to hospital after he suffered suspected spinal injuries in a three metre fall from a balcony on the NSW Central Coast.

Strategic Key Objectives



Saving lives, speeding recovery and serving the community

Ian Badham OAM

The retirement of co-founder and the last remaining original Director of CareFlight, Ian Badham OAM, marked the end of an era in August 2016.

Ian was a driving force in bringing the concept of rescue helicopters to Australia, through the surf lifesaving movement in the 1970s. A fearless advocate for the cause, he played a major part in launching CareFlight as the first specialist helicopter medical service, in 1986.

Ian performed multiple roles during his 30 years with CareFlight. Trained as a journalist, he was Chief Executive for more than 15 years, Chairman for three years and Government and Media Manager for many years. He also delighted in donning the CareFlight bear suit at community events and sizzling sausages



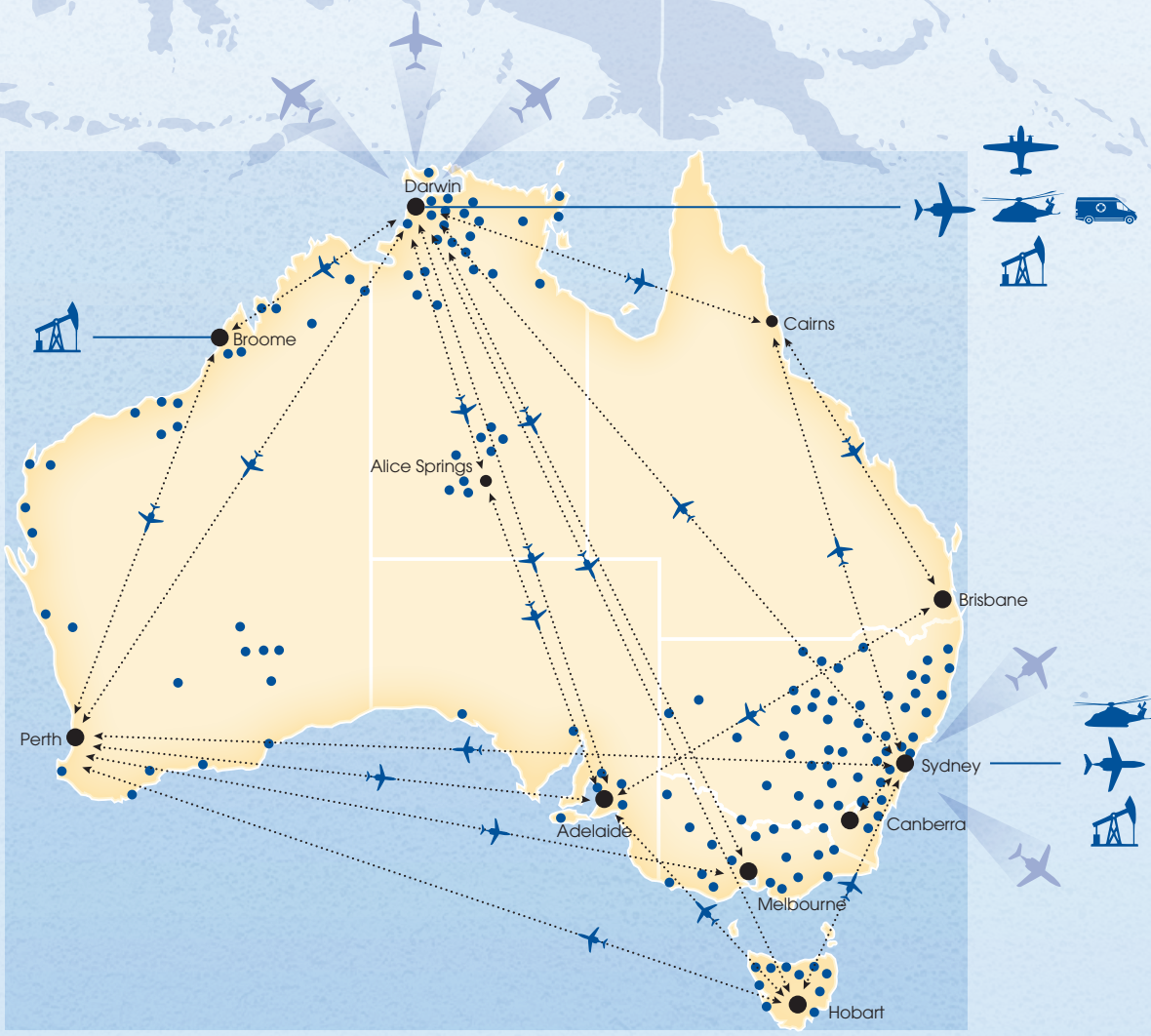
at staff barbeques. As he put it, the only things he did not do were fly aircraft or treat patients - although he accumulated an encyclopaedic knowledge of both.

Ian was recognised for his services with the Order of Australia Medal and the prestigious Gerhard Kugler award for his contribution to air medical transport and rescue services internationally.

"There are a lot of people alive now who wouldn't be alive if it wasn't for CareFlight," Ian said at CareFlight's 30th anniversary gala event.

"Our vision has always been to save lives, speed recovery and serve the community, and I'm proud to say that still remains at the core of our operations today."

Our work across Australia and beyond



Locations and Flights

- Domestic flight paths
- International flights
- CareFlight MediSim locations since program launch in 2011

Aeromedical Services

- Aeroplane services
- Medi-jet services
- Helicopter services
- Road support services
- OGM support services

Support Services

- HelpPoint
- Telemedicine

Consolidate and grow: helping more patients

Towards the end of the year under review, we saw months - and in some cases years - of hard work finally bear fruit when CareFlight was awarded a number of new long-term contracts.

Our Oil, Gas and Mining (OGM) sector contracts require us to provide aeromedical and clinical support for staff stationed in remote and offshore locations.

CareFlight is supporting the INPEX-operated Ichthys LNG Project, one of the largest oil and gas projects undertaken in Australia. CareFlight medical teams were on board the Ichthys Explorer, the world's biggest semi-submersible platform, and the Ichthys Venture, a floating production storage and offloading facility, on their 5,600 km tow-down journeys from South

Korea to Australia. Both massive offshore facilities are now safely moored 220 km off the northern coast of Western Australia. CareFlight is providing medical support for two semi-submersible flotels.

The surplus generated by our work in the OGM sector is directed back into our community funded programs. It enables us to undertake a number of high impact operational, educational and training activities that would otherwise be financially unsustainable. In this way, our OGM work is contributing in a very real and tangible way to our social mission.

During the year, the NSW Health Ministry commissioned a comprehensive independent review to look at the vital role played by our rapid response helicopter crews in responding to

GROWTH THROUGH OGM WORK

- Our CareFlight International division, under which we run our OGM operations, is now a major contributor to our operating surplus.
- Much of the growth is due to new OGM contracts which are the result of years of hard work by the team.
- The revenue generated by CareFlight International/OGM work is expected to grow substantially over the next financial year.
- Every dollar of surplus earned through CareFlight International services goes to support our community programs across Australia.

OUR OGM WORK IS CONTRIBUTING IN A VERY REAL AND TANGIBLE WAY TO OUR SOCIAL MISSION.



The Ichthys Venture at the DSME shipyard in South Korea. Inset: CareFlight intensive care paramedic Ryan Carr oversees an emergency response drill.



NT registrars, February 2017, from left: James Hooper, Warwick Allan, Kira Achaiibar, David McCreary, Lorcan Taylor, Anil Goburdhone, Kate Watson, Sarah Major and Laura Hodgson.

CAREFLIGHT REGISTRARS LEARN TO CARE FOR THE CRITICALLY ILL AND INJURED IN PRE-HOSPITAL AND INTER-HOSPITAL AEROMEDICAL RETRIEVAL ENVIRONMENTS.



NSW registrars, February 2017, from left: Lee Blair, James Miers, John Paul Favero, Gareth Simpkins, Clare Richards, Lin Hu, Philip Holker and Clae Seiffert.

major trauma cases in the Greater Sydney area. The review is expected to lead to a new long-term agreement to underpin the continuation and further development of the service based on a clearly-defined role within the broader state aeromedical network.

Meanwhile, a separate review of medical crewing for the state's retrieval system was also completed. This review will underpin new arrangements for CareFlight doctors to continue to contribute their medical expertise and care for patients across the entire network.

CareFlight registrars

CareFlight continues to play a key role as one of Australia's leading trainers of critical care doctors, with a twice yearly intake of registrars.

The doctors spend six months learning to care for the critically ill and injured in pre-hospital and inter-hospital aeromedical retrieval environments. After their stint with CareFlight, they are accredited with up to six months training by the Critical Care Colleges of Emergency Medicine, Anaesthesia or Intensive Care.

Registrars from all over Australia and overseas seek out CareFlight's specialised training, with five from the UK, one from Sweden and one from Switzerland in the past year.

August saw a total of 16 new registrars start with CareFlight – eight in NSW and eight in Darwin. In February 2017 we welcomed 14 registrars - eight in NT and six in NSW.

REGISTRARS TRAINED BY CAREFLIGHT OVER THE PAST 10 YEARS:

NEW SOUTH WALES	211
NORTHERN TERRITORY	82
TOTAL:	293



Around the world in 11 days

An 11 day snapshot of CareFlight's medi-jet activities in mid-August revealed that in those 11 days, CareFlight flew the equivalent of a lap around the globe, transporting patients across Australia.

Over the period, the aeromedical crews flew nine missions and 25,355 nautical miles, or about 47,000 km (the circumference of the Earth is 40,075 km).

IT'S ALL ABOUT GETTING OUR DOCTORS AND NURSES TO THE PATIENTS WHO NEED THEM - FAST AND SAFELY.

All this happened without a single major delay or aircraft issue. It is a testament to the superb teamwork and dedication of the CareFlight ground support crews, including logistical coordinators and the engineers who keep our jets ready to go at all times.

It's all about getting our doctors and nurses to the patients who need them - fast, efficiently and safely.



A tour guide was rescued from remote Jim Jim Falls in Kakadu National Park after he fell on rocks and fractured his leg. CareFlight winched a flight nurse 35 metres down to the injured man to assess him and strap him into a rescue stretcher. He was hoisted up to the helicopter and flown directly to Royal Darwin Hospital.



Emergency services were called to a crash 30 km south of Adelaide River township where a driver had sustained multiple injuries when her caravan rolled. The CareFlight rescue helicopter flew a medical team to the scene, landing on the Stuart Highway. The CareFlight doctor and nurse, together with Adelaide River health clinic staff, stabilised the woman before airlifting her to Royal Darwin Hospital.



The rapid response trauma team were called to treat a tradesman who was savagely attacked by three dogs in Kenthurst.

Ryan's miracle

➕ Last year we helped save the life of 19-year-old Ryan Lockard when his car crashed. He has since become a keen CareFlight supporter, even attending our 30th year anniversary celebrations as a very special guest speaker.

Ryan's accident was sudden and unexplained. He sustained serious injuries that needed urgent emergency treatment at the scene. The medical team put him in an induced coma and placed him on life support to keep him breathing. They also gave him blood transfusions to restore his blood pressure. A serious cut to his left eye required immediate attention to stop more bleeding and help prevent infection.

Without CareFlight, Ryan's outcome would have been very different.



Ryan, second from left, meets with CareFlight crew Dr Persia Waldock, paramedic Graeme Holden and pilot Ian Smart at CareFlight's Westmead base.

THE MEDICAL TEAM PLACED RYAN ON LIFE SUPPORT AND GAVE HIM BLOOD TRANSFUSIONS AT THE SCENE.



✈ A CareFlight medical team and Ambulance paramedics treated a motorcyclist for serious head injuries after he crashed his bike and was then hit by another rider, in Illawarra.



✈ An arborist spent a gruelling two hours suspended from a tree, pinned by a branch which had fallen on him and fractured his leg. CareFlight's critical care doctor and paramedic provided pain relief and intravenous fluids as emergency services used chainsaws and hydraulic equipment to free him.

Dedicated paediatric and newborn emergency helicopter service



Over the past year, CareFlight transported 281 sick children and babies in need of specialist treatment.

The dedicated 24 hour intensive care service, based at Westmead Children's Hospital, flew young patients from regional hospitals across NSW and ACT to major paediatric facilities in Sydney, Newcastle and Canberra. The most

visited areas included Bathurst, Coffs Harbour, Dubbo, Gosford, Newcastle, Nowra, Orange, Tamworth and Wollongong.

CareFlight provided the helicopters and pilots for this service, while Newborn and paediatric Emergency Transport Service (NETS) provided the doctors and nurses.

CAREFLIGHT'S DEDICATED PAEDIATRIC EMERGENCY HELICOPTER TRANSPORTED 281 SICK CHILDREN AND BABIES IN NEED OF SPECIALIST TREATMENT.

Baby Elsie's flight for life

🕒 Beautiful and healthy 14-month-old Elsie Richardson was warmly welcomed when she paid a special visit to CareFlight's Westmead base. The Richardson family and CareFlight crew members were all smiles as they met under the happiest of circumstances.

During her birth in January 2016, little Elsie suffered life-threatening complications, and the initial medical outlook was grim. CareFlight flew her from hospital in Gosford to Newcastle to get the expert treatment she so desperately needed.

Over the following year Elsie defied the odds, her amazing recovery exceeding all the early expectations.

The family expressed their sincere thanks to CareFlight, as well as to the NETS team who cared for Elsie throughout her flight, and to the all the medical staff who cared for her in hospital.

Elsie's mum and dad, Jessie and Scott, made a donation to CareFlight, knowing it would help make a difference in the lives of other families just like theirs.



The Richardson family, from left: Jessie, Hayden, Randall (in helmet) with Elsie, Scott and Emily.

NEWBORN ELSIE WAS SUFFERING LIFE-THREATENING COMPLICATIONS WHEN CAREFLIGHT FLEW HER TO HOSPITAL IN NEWCASTLE.

Northern Territory: reaching remote communities

Outback rescues

✚ Outback cattle station Mallapunyah has been in Bob Darcy's family since the 1920s. When 76-year-old Bob fell on the remote property, breaking his hip, CareFlight launched a complex rescue mission.

A CareFlight medical crew flew from Darwin to Borrooloola, where the plane refuelled. They then flew on to Mallapunyah on the the Barkly Tableland, more than 700 km south-east of Darwin. Local knowledge of the region proved an advantage for pilot Pete Washington, who flew in the Barkly Tableland earlier in his career.

"The pilot and the doctor were absolutely marvellous," Bob's partner, Louise Martin, said. "CareFlight does a wonderful job, and the doctor even came to see Bob while he was in hospital."

Only a few weeks after Bob's accident – while the cattleman was still recovering in hospital – CareFlight returned to Mallapunyah to pick up a young worker who broke his leg in a motorbike accident. And within the month, CareFlight was again tasked to the Barkly region after a Mallapunyah contractor was injured in another motorbike crash.

The Top End Medical Retrieval Service, operated by CareFlight for the NT Government, continues to grow in both patient numbers and standing in the community. Aeroplane flying hours increased by eight per cent while helicopter hours were up 80 per cent (NT Govt contract).

Donor contributions helped us fund a \$600,000 technical modification program on our King Air Pro Line 21 aircraft to increase the maximum fuel load. This proved invaluable in the wet season, the additional fuel reserves allowing our pilots to fly around poor weather and

IN THE TOP END, CAREFLIGHT
• CARED FOR 3,128 PATIENTS
• FLEW 5,214 HOURS

demonstrated the importance of the helicopter service, with its point to point capability: the ability to land a medical team more or less at the patient's side, stabilise the patient and retrieve the patient to high level care at Royal Darwin Hospital.

Our ties to remote communities were strengthened by a new program of



From left, NT Health Minister Natasha Fyles, flight nurse Beth Storen, Northern Operations Manager Jodie Mills, Opposition Leader Bill Shorten, GM Northern Operations Craig Gibbons and Federal MP Luke Gosling.

reach patients who would otherwise have had to wait for improved weather conditions. The number of missions aborted due to adverse weather conditions fell significantly.

Our community funded Top End rescue helicopter flew record hours to help patients in communities isolated by flood waters and without access to useable airstrips. Once again, this

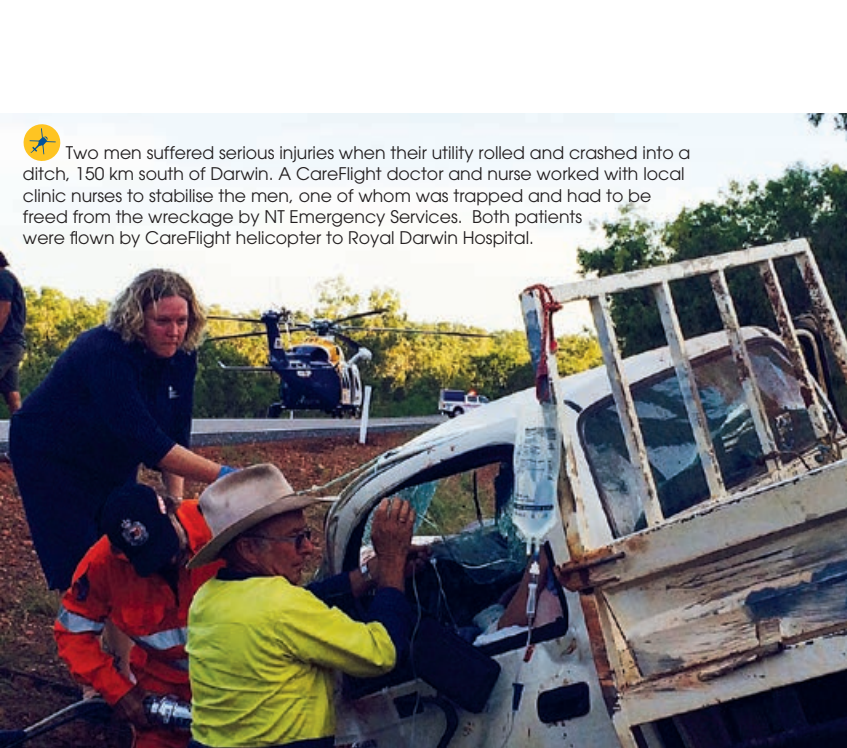
consultation visits designed to build better communication and understanding of the challenges we both face.

The unique strength of the fully integrated Darwin service is also gaining national attention, evidenced by the number of leading Commonwealth and Territory parliamentarians who have toured our Darwin airport facilities and spoken with our staff.

OUR COMMUNITY FUNDED TOP END RESCUE HELICOPTER FLEW RECORD HOURS TO HELP PATIENTS IN COMMUNITIES ISOLATED BY FLOOD WATERS.



✚ A man who was attacked by a crocodile while collecting traditional food in a waterway near the Palumpa community was airlifted to hospital with multiple bites to his chest and arm.



✚ Two men suffered serious injuries when their utility rolled and crashed into a ditch, 150 km south of Darwin. A CareFlight doctor and nurse worked with local clinic nurses to stabilise the men, one of whom was trapped and had to be freed from the wreckage by NT Emergency Services. Both patients were flown by CareFlight helicopter to Royal Darwin Hospital.



✚ A lone sailor set off his distress beacon when he fell and fractured his leg on his yacht off the Tiwi Islands, north of Darwin. The CareFlight Top End helicopter airlifted the injured man to Royal Darwin Hospital after a rescue operation which involved Navy, Border Force, Water Police, Police Air Wing, Snake Bay health clinic and CareFlight teams.



✚ Shane, pictured with his family, was flown to hospital from Pickertaramoor, a remote part of the Tiwi Islands, with a suspected snake bite.



The community of Beswick welcomes the Top End rescue helicopter in one of several missions to transport patients during flooding.

Top End helicopter a lifeline in 'Big Wet'

With the wet season in full force, the CareFlight Top End rescue helicopter was in especially high demand this February.

Flooding meant road transport was not an option for 11 patients who needed to get to hospital. It was also impossible for a fixed wing air ambulance to land, so the helicopter provided a valuable lifeline.

The helicopter picked up eight patients over five days from the remote community of Beswick, south-east of Katherine, landing on the football field.

The helicopter was also called out to other remote locations far and wide. Missions ranged from emergencies including a snake bite on the Tiwi Islands and a motorcycle accident on the Stuart Highway, to search operations on the South Alligator River.

In all, the helicopter picked up 20 patients in February – and flew more than double the average monthly number of hours.

Marathon mission saves woman's life

The CareFlight Top End rescue helicopter's remarkable capabilities were put to the test in a marathon life-saving mission between Christmas and the New Year.

A 29-year-old woman suffered a life threatening medical condition at Epenarra station, about 150 km south-east of Tennant Creek. Epenarra, along with much of Central Australia, was completely cut off thanks to a rare weather system that delivered flooding rains for days on end. The roads were impassable and the dirt airstrip was waterlogged.

Within an hour of receiving the call for help, CareFlight, more than 1,000 km away in Darwin, dispatched the helicopter. The crew faced an exceptional logistical and aviation challenge navigating poor weather and limited refuelling options.

Blocked by severe weather from reaching Tennant Creek, they met the local fuel distributor at a highway rest area nearby, and refuelled. They reached Epenarra by dusk and found

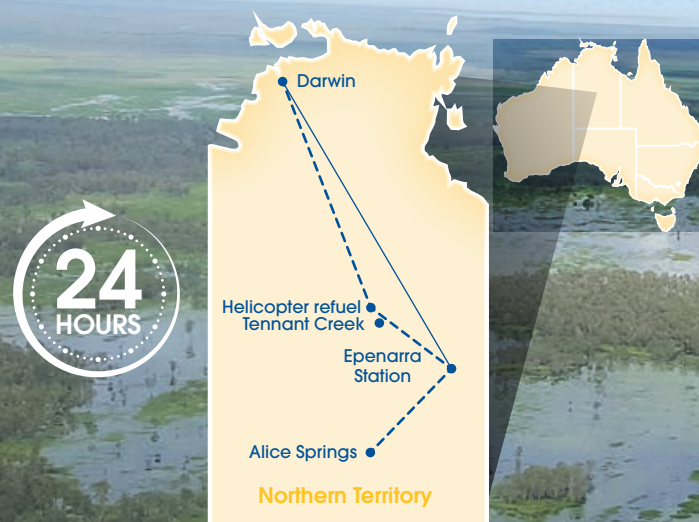
that the patient had been expertly cared for by the clinic nurse for more than 24 hours.

But her condition was deteriorating and they needed to move quickly. The original plan was to fly the patient to Tennant Creek where a Royal Flying Doctor Service aircraft was waiting to transfer her to Alice Springs, 450 km south. But weather again intervened and the crew decided it was safest to head straight for Alice Springs.

At Alice Springs Airport, Royal Flying Doctor Service staff and St John Ambulance were waiting to transport the patient to Alice Springs Hospital. There she underwent surgery and was soon recuperating in the intensive care unit.

The successful mission was a credit to not only everyone involved at CareFlight, but also to the wider network of people and organisations who rallied to rescue a young woman whose life hung in the balance. Particular recognition goes to the remote community nurse who kept the patient alive long enough for help to arrive.

THE SUCCESSFUL MISSION WAS A CREDIT TO EVERYONE WHO RALLIED TO RESCUE A YOUNG WOMAN WHOSE LIFE HUNG IN THE BALANCE.



Safety and quality: maintaining and enhancing service excellence

Innovation in patient care: CareFlight collaborates with Aboriginal Interpreter Service

In February, CareFlight launched a new initiative to ease patient anxieties about aeromedical flights.

Aboriginal and Torres Strait Islander people comprise almost 30 per cent of the Northern Territory's population. With many living in remote communities without ready access to medical help, they account for more than 90 per cent of the patients CareFlight transports to hospitals in Darwin, Katherine and Nhulunbuy/Gove.

The flight can be particularly stressful for those who speak limited or no English – especially at a time when their health is already suffering.

CareFlight has taken up an opportunity to work with the Aboriginal Interpreter Service to develop Aboriginal language voice-over recordings on 'Passenger Briefings' and 'Tips for Travelling with CareFlight' for Aboriginal patients and their escorts.

According to the Aboriginal Interpreter Service, there are more than 100 Aboriginal languages and dialects spoken in the NT. Thirty interpreters work within the Aboriginal Interpreter Service covering the major languages, and an additional 300 casual interpreters cover most of the remaining languages and dialects.

As a first step, the Aboriginal Interpreter Service has kindly provided, free of charge, a voice-over on 'Tips for Travelling with CareFlight' in Yolngu Matha, the main East Arnhem language. The recordings will be accessible to the health clinics to

play to patients and escorts before they board CareFlight aircraft. The recordings will also be distributed to media outlets to play to their listeners.

CareFlight will continue to work with the Aboriginal Interpreter Service on further voice-overs covering other major language groups in the Top End. These will be provided to health clinics in CareFlight service areas.

King Airs fly further

The year saw a significant investment to upgrade our four Darwin based Pro Line 21 King Air aircraft to enable them to carry more fuel. The upgrade program involved fitting cutting-edge sensors and components which feed information on parameters, such as flight control and engine performance, into electronic flight recorders. As a result, the aircraft can safely carry significantly more weight, including more fuel.

In the challenging flying conditions of the wet season in the Top End, this extra fuel capacity is a major safety enhancement as it gives the pilots much greater flexibility to divert around poor weather. It also means the aircraft can undertake more flight legs without having to stop and refuel, it cuts mission time so patients receive medical care sooner, and it better allows the aircraft to carry bulky aeromedical cots and equipment for babies and children.

While the upgrade program was scheduled to coincide with regular 200 hourly inspections, it extended the normal maintenance downtime, putting pressure on aircraft availability.

Compounding the operational pressures, at the same time as these upgrades were underway, one of our Classic King Air aircraft underwent a separate modification program in Cairns. The avionics system was replaced by a new system to meet

CAREFLIGHT IS WORKING WITH THE ABORIGINAL INTERPRETER SERVICE TO DEVELOP VOICE-OVER RECORDINGS TO EASE PATIENT ANXIETIES ABOUT AEROMEDICAL FLIGHTS.

From left, Business Development Manager Kelly Baylis, Aboriginal Interpreter Service Director Colleen Rosas, CareFlight Northern Operations Manager Jodie Mills and Yolngu Matha Interpreter Derek Hunt.





The Classic King Air aircraft undergoes a modification program in Cairns.

regulatory requirements mandated from January 2017. The cabin interior was also renewed and the aircraft completely stripped and repainted.

Our engineering team responded magnificently and managed the modification programs without interruption to our patient service.

Audits

A relentless focus on optimising the safety and quality of all our operations saw CareFlight undertake more than 60 internal audits of systems and

processes. We developed operational risk profiles and mitigation measures for all aspects of our aeromedical services.

The aim is not just to ensure that we meet our contractual and regulatory obligations. Rather, it is a cycle of continuous improvement designed to transcend those measures and position CareFlight as a benchmark organisation in our sector.

Frequent external audits are a feature of the highly regulated environment in which we operate. The year saw two regulatory aviation audits

conducted by CASA and two contract performance audits conducted by government customers. In addition, we commissioned external audits to maintain our accreditations in quality, occupational health and safety, and clinical governance.

Almost invariably, audits reveal areas for improvement or remediation. In CareFlight's case these were minor, and overall the feedback from the various auditors was very pleasing.

SMART Tag Triage kits in the NT

Following two separate mass casualty events in the Top End during 2016, CareFlight identified a need to adopt a Mass Casualty Triage specific kit.

As a result, CareFlight has implemented a SMART TAG Triage system across our domestic aircraft fleet. Training in the use of the kits is mandatory for CareFlight doctors. Pilots, air crewmen and operations and logistics staff members are also attending the training sessions, as are first responders.



Alexis then and now.

Emergency flight to save newborn Alexis

As a mother-to-be, Jess never anticipated that her baby's life would one day be in CareFlight's hands.

Four days after baby Alexis was born, hospital staff were worried. Alexis was yellow with jaundice and struggling to breathe. She was in terrible danger.

Doctors ran tests, and it turned out that the hole in Alexis' heart, diagnosed before she was born, was much bigger than originally thought. Her aorta was cutting off the blood supply.

Alexis needed open-heart surgery. She had anywhere from minutes to hours to live, but she was 3,130 km from

a specialist who could perform the operation. Her only hope was CareFlight.

After a four-and-a half-hour flight by CareFlight medi-jet, Alexis had her operation in a specialist paediatric hospital in Melbourne.

"Today, she is so strong it's almost hard to believe what she went through in those first days of life. Not a day goes by when I don't think about what would have happened if CareFlight hadn't been there to rescue my baby," Jess said.



QUALITY OF CARE

CareFlight has continued to maintain certification to the world's best recognised Quality Management Systems standards. In 2016 we upgraded to ISO 9001:2015, the latest quality standards from the International Organisation for Standardisation (ISO).

ENVIRONMENTAL MANAGEMENT STANDARDS

In 2016, CareFlight upgraded to ISO 14001:2015, one of the world's leading tools for organisations to measure and improve their environmental impact.

INTEGRATION INTO SERVICES

Keeping key certifications up to date and integrating those standards in services drives continuous improvement in performance, environmental impact, healthcare and OH&S. This, together with a strong focus on customers and a motivated management team, leads to better outcomes for our patients.



Quality
ISO 9001
SAI GLOBAL



Health & Safety
AS 4801
SAI GLOBAL



Environment
ISO 14001
SAI GLOBAL



NSQHS
SAI GLOBAL

International medevac from Butuan City, Philippines

CareFlight International has undertaken many complex medical retrievals since we started operating our own jets in October 2015. However, a medevac out of Butuan City in the Philippines, for a patient who'd been seriously injured in a car crash, proved one of the most challenging. The patient, a 29-year-old woman, was in a critical condition and we needed to get there fast.

The mission involved all the usual logistics and difficulties around international retrievals: overflight permits, landing approvals, security issues, language barriers, foreign medical equipment and limited medical information. In this case there were the added complications of an erupting volcano and tropical storms on the flight path, as well as navigating in non-controlled airspace. These factors meant that the mission could only be undertaken during daylight hours, when there was visibility.

CareFlight flew directly from Darwin to the international airport in Davao where the crew overnighted before taking off for the 100 nm, 15 minute flight to Butuan City.

On arrival at the hospital, it quickly became apparent to the CareFlight medical team that the patient was lucky to have survived the crash. She had a severe traumatic brain injury, multiple fractured ribs, a punctured lung and internal bleeding, and was on life support. The patient's extensive injuries made the transfer particularly delicate, but with meticulous care, the CareFlight doctor and nurse safely transported her from the hospital to the medi-jet.

The CareFlight crew flew back into Darwin Airport, with their patient, at sunset, 29 hours after setting off on the mission. A fresh CareFlight medical team was waiting with an ambulance to transfer the patient to Royal Darwin Hospital.

THE PATIENT'S EXTENSIVE INJURIES MADE THE TRANSFER PARTICULARLY DELICATE.

The CareFlight International medi-jet at Butuan airport; the patient onboard the Darwin-bound flight.



Education: strengthening the links in the chain of survival

Over the year, CareFlight’s educators extended their reach into the community. Drawing on our pre-hospital and aeromedical experience, and capitalising on our roots in the community, we provided courses aimed at remote practitioners, first responders and future medical retrieval specialists. These courses are proving popular in professional medical, military

and emergency services spheres around Australia. Internal training continues to focus on preparing our paramedics, nurses, registrars and consultant level doctors for the tasks ahead. The busy schedule of registrar training included popular favourites such as cliff edge, canyon and ocean edge awareness training;

TRAINING ACTIVITIES	123
TRAINING DAYS	161
PARTICIPANTS TRAINED	1,135

specialist input from paediatricians, neonatologists and hyperbaric experts; and extensive simulation and scenario based learning.

New services for the OGM sectors required some additional specialised training as well as integration into ‘all of organisation’ courses.

We also increased remote learning opportunities for CareFlight’s clinical workforce. Our online learning platform allows followers to access over 60 courses as well as participate in an online blog. The creation of ‘sim-labs’ – step-by-step scenarios supported by equipment and learning objectives – means clinicians can conduct scenarios in their own time.

CareFlight presents at anaesthetists’ congress

In September, CareFlight’s education team attended the Australian Society of Anaesthetists Annual National Scientific Congress in Melbourne.

The team was invited to run a series of courses on keeping a patient with a blocked airway alive in the rare but frightening situation when standard methods won’t work. The CICO (can’t intubate, can’t oxygenate) course teaches participants how to create a surgical incision in the patient’s neck, a life-saving procedure not often performed by anaesthetists, so air can move in and out of the lungs.

CAREFLIGHT’S EDUCATORS EXTENDED THEIR REACH INTO THE COMMUNITY.

Registrar cliff edge and canyon training.



CareFlight delivers the CICO course.

Seven educators, all highly qualified doctors, nurses and paramedics with extensive pre-hospital experience, delivered courses for more than 130 consultant anaesthetists from around Australia and New Zealand.

CareFlight Director of Training Dr Harrison said, “One of the joys and privileges of being an educator is to see people change their thinking and attitudes in front of you. I am sure that many patients across our nation will be much better off.”

Training Aboriginal health practitioners in Nhulunbuy

The CareFlight team at our Nhulunbuy/ Gove base recently provided a second

round of education and training to Aboriginal Health Practitioner (AHP) trainees. The training included aircraft and airstrip safety, packaging of dangerous goods (predominantly infectious products) for air transport and preparing patients for aeromedical retrieval.

Last year, the Miwatj Health Aboriginal Corporation and Top End Health Services (TEHS) in Nhulunbuy engaged CareFlight to provide education and training under the module ‘Transport Patients’.

This has been a great initiative in providing education to our future health colleagues to ensure safe airstrip and safe patient transport practices.

ABORIGINAL HEALTH PRACTITIONER TRAINEES LEARNED SAFE AIRSTRIPE AND SAFE PATIENT TRANSPORT PRACTICES.

AHP trainees with CareFlight flight nurses Jason Windsor, Tom Orr and Justin Espinoza.



Winch training over water

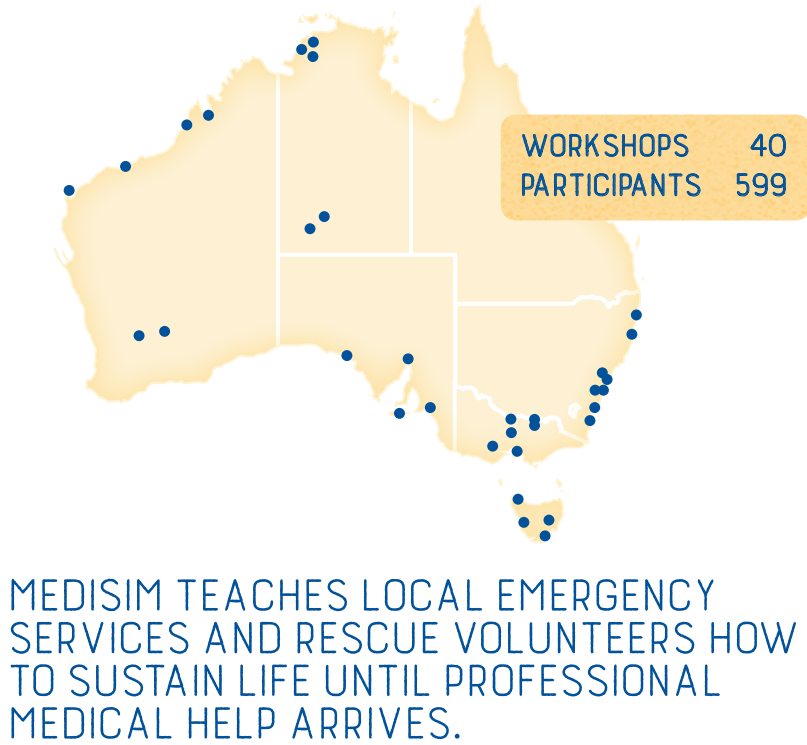
During September and October, our flight nurses and aircrew officers in the Top End undertook winch training over picturesque water and land locations. We thank Barge Express for the use of their vessel, and the NT Water Police and National Parks rangers for working with us to ensure our teams continue to be the best.

MediSim

CareFlight’s MediSim team travelled far and wide across Australia to bring specialist trauma care training to first responders in remote locations.

In rural and regional Australia, health services are stretched and vast distances a real barrier to rapid response. Often the first people to arrive at the scene of a serious incident are local rescue volunteers.

CareFlight’s MediSim program sends doctors, paramedics and nurses to rural and remote areas to teach local emergency services and rescue volunteers how to sustain life until professional medical help arrives. This training is provided at no cost to participants.



MediSim travelled to, opposite page clockwise from left, Litchfield National Park NT, Derby WA, Uluru NT and Echuca Vic, and above, from left, Hobart Tas and Adelaide SA.



First responder and CareFlight MediSim graduate Chelsea Thomas

What happens in the first minutes after an accident can make the difference between life and death.

Chelsea Thomas was working as a volunteer steward at an organised rally event in the remote area of Derby, north Western Australia, when a car flipped and rolled. Her CareFlight MediSim training – completed just that day – clicked into gear.

As the car burst into flames, Chelsea instructed her team to haul the young driver out of the vehicle and onto a rescue board. They immediately began treating him.

Her MediSim training had taught Chelsea the importance of removing the helmet. It is crucial to assess the patient’s airways, particularly in the case of fire, and to check for head injuries, neither of which can be done

with the helmet still in place. Equally important, she had learnt how to safely remove the helmet while protecting the cervical spine from (further) damage.

When ambulance paramedics arrived on scene, they were amazed at how well Chelsea and her team had cared for the patient. Thanks to the team’s timely and appropriate intervention, he was later discharged from hospital with no major injuries or complications.

The kind of situation in which Chelsea found herself is not uncommon in regional and rural areas. People who are seriously injured in accidents in remote locations are often in more danger simply because help is far away.

PEOPLE WHO ARE INJURED IN REMOTE LOCATIONS ARE IN MORE DANGER SIMPLY BECAUSE HELP IS FAR AWAY.



“Just being able to do something, and to know you’ve done everything you possibly can to save a life, is worth the training,” Chelsea later said.

For CareFlight, the results speak for themselves – brave community volunteers like Chelsea feel more capable, more assured – and are more likely to continue volunteering. This in turn makes communities more resilient.

People and culture: inspiring teamwork, understanding and respect



Dr Shane Trevithick treats his 1,000th patient in his role as a CareFlight doctor, while also training a CareFlight registrar.

Dr Shane Trevithick's 1,000th mission

Thursday 20 October was a significant day for Dr Shane Trevithick – he treated his 1,000th patient in his role as a CareFlight doctor. This number does not include the many patients Shane has cared for as a specialist doctor in the hospital environment.

Since joining CareFlight in 2003, Shane has conducted missions with CareFlight's rapid response helicopter service and CareFlight International, as well as from Bankstown and Orange under our contract for the provision of doctors to NSW Ambulance.

Shane's 1,000th patient was a 73-year-old man who was in a critical condition after falling five metres off a pergola at Toukley.

CareFlight's purpose and mission are embodied in our extraordinarily professional and dedicated staff, from the front line medical and aviation teams through to the many specialist support roles that make their work possible.

Before the start of the year we conducted a comprehensive staff survey which confirmed what we already believed – our people overwhelmingly love the work they do. However, the survey also spotlighted some areas where we can do better in supporting our people. In particular, it became apparent that some of our teams were under-resourced. During the course of the year we worked hard to fix those resourcing issues.

We also took the first steps on an important cultural journey with the

development and launch of our Reconciliation Action Plan. This is a multi-year process designed to embed respect and understanding for Aboriginal and Torres Strait Islander peoples among CareFlight's core values. Initial progress includes implementation of an Indigenous employment strategy and a cultural awareness program, and work on procurement and cultural protocols.

Launch of CareFlight Reconciliation Action Plan

In March, at a ceremony held in our Darwin hangar, we launched CareFlight's Reconciliation Action Plan.

A few weeks later we held a second launch event at our Sydney headquarters where our Chairman, Dr Andrew Refshauge, spoke of the

OUR RECONCILIATION ACTION PLAN IS DESIGNED TO BUILD CROSS-CULTURAL AWARENESS AND EMBED RESPECT AND UNDERSTANDING FOR FIRST AUSTRALIANS AS A CORE ORGANISATIONAL VALUE.

CareFlight Chairman Dr Andrew Refshauge with Aboriginal elder Stephen Williams, a member of the Wiradjuri people, who led a smoking ceremony to mark the launch.



CareFlight commissioned this special artwork, Travel for Care, to serve as a visual reminder of our commitment to reconciliation. The artist, Joanne Nasir, is a well-known and highly sought after artist with traditional connection to the Garraw and Djugan language groups.

The painting is inspired by the artist's

grandmother and draws on her heritage from the Borroloola Songline, the Nygabaya or Spirit People Dreaming. It illustrates the people of varying ages, genders and colours, represented by the oval shapes. The blue symbolises the sky and the yellow strips symbolise the travel of CareFlight. The blue and white dots represent care and healing.



importance of this commitment to our organisational culture and purpose.

In a message for the Darwin launch, the CEO for Reconciliation Australia, Justin Mohamed, said CareFlight's plan would be a stepping stone for "future commitments to cultural learning, practical cultural protocol, and promoting Aboriginal and Torres Strait Islander employment".

For more than 30 years, patients have

been at the heart of everything we do at CareFlight. As we have spread our wings across the country, more and more of our patients are First Australians, and particularly so in the NT.

When the patient identifies as Aboriginal or Torres Strait Islander, we must be attuned to a range of social and cultural experiences and influences which may differ from those of us whose culture and experience are drawn from other backgrounds and contexts.

The plan is intended as a guide to achieving our vision of developing connections and linkages with the remote communities we serve.

Key focus points of the plan include building strong relationships with the communities, showing respect for Australia's First Nation, creating Indigenous employment opportunities and demonstrating commitment to the plan through tracking and reviewing processes.

Apprentice engineer Amy Kevan

Only one and a half years into her apprenticeship as an avionics engineer, Amy Kevan put the spotlight on CareFlight when she was named a first year finalist in the 2017 GTNT Apprentice of the Year awards.

Amy had an extensive background in mining and heavy machinery maintenance when she joined CareFlight as a stores person. The role regularly led her into the hangar where she learned about parts, compliance and certifications.

In early 2015, one of the engineers approached Amy and suggested she apply for an apprenticeship with CareFlight – her interest in the work the engineers do had not gone unnoticed.

With the full support and encouragement of CareFlight's

Director of Engineering Luke Bradshaw, Amy started her apprenticeship in January 2016.

Travelling to trade school in Cairns for three months last year, Amy said being an adult student and getting back into studying took "a while to get used to, but I love learning new things".

"And I love working for CareFlight. I love what CareFlight does for the community, and no matter where you go, you always find someone who's been touched by CareFlight."

Working on CareFlight's King Air aeroplanes and the AW139 helicopter, Amy said, "I'm really proud to be doing a trade. The job is very hands on, which I really enjoy, and I am amazed by the technology and systems that keep our aircraft in the air."



Amy's long-term goal is to finish her apprenticeship to become B2 licensed in helicopter and fixed wing engineering, and "stay with CareFlight".

"I am so appreciative of the opportunity CareFlight has given me."

Brand and reputation: raising community awareness and support for our cause

CareFlight’s brand and reputation have been built on our 30 years of saving lives and service to the community. Independent market research conducted during the year showed our public recognition levels holding up well in an increasingly crowded and competitive environment.

Our national profile continues to grow, due in part to the exposure our Top End operation receives and to our MediSim program which delivers pre-hospital training to first responders right

across the country. Other contributing factors include a national approach to fundraising and national media coverage of missions.

A more targeted and sophisticated approach to social media, closely coordinated with fundraising efforts, accelerated growth in our audience reach and engagement through these increasingly important channels.

A significant milestone was the decision by the Queensland based organisation formerly also known as CareFlight to

exit a long-standing brand sharing arrangement and forge their own identity. This outcome leaves us with sole and undisputed rights to our brand.

Fundraising

We had our best year ever in the community engagement/events area, raising the net sum of \$590,000. The Sydney and Darwin 30th Anniversary Gala Balls and the ASL Kokoda Track event were major contributors to this success.

COMMUNITY ENGAGEMENT

- WE CONDUCTED OVER 150 BASE TOURS AND COMMUNITY TALKS.
- WE ATTENDED OVER 60 COMMUNITY BASED EVENTS SUCH AS COUNTRY SHOWS AND FETES.

Community engagement activities are a great opportunity for CareFlight to talk about the work we do in the community and the services we provide nationwide. They are also a chance to meet families and friends of people CareFlight has helped, whether as patients or through training.

Top: “We are proud to share the sky with CareFlight.” And we were proud and delighted to host a group, including doctors and nurses, from the Royal Australian Air Force, at our Westmead base.

Right: CareFlight staff visited many remote communities in the NT during the year to share information about our services. In January, GM Northern Operations Craig Gibbons, second from left, and NT Operations Manager Jodie Mills, third from left, visited Bulman where they met with clinic manager Lisa and clinic nurse Robert.



Sponsorship

We thank The Mounties Club Group who once again committed sponsorship of \$100K to CareFlight. In appreciation, we took our CareFlight HeliSim to the annual Mounties Christmas party in Cabramatta, and conducted an Anzac morning flyover of the Mounties Harbord Diggers Club.

We were also delighted to receive an ongoing \$50K sponsorship from Territory Insurance Office for NT MediSim over the next 12 months.

Support Crew regular giving

We experienced strong growth in regular giving over the past year. By April 2017, we had over 17,000 Support Crew members. Our regular giving Facebook campaign in particular yielded excellent results, bringing 755 new regular givers on board.

CareFlight Rescue Raffle

Our newest fundraising program, the CareFlight Rescue Raffle, commenced in December 2015. By April this year, we had 3,440 regular monthly raffle buyers.

ASL raises funds for CareFlight

We are very grateful to Australian Settlements Limited (ASL) who raised \$108,000 for CareFlight through the ASL Golf Day and ASL Kokoda Trek.

General Manager Fundraising & Community Engagement Trent Osborn celebrated his 10 year anniversary with CareFlight by joining ASL staff members and friends on the Kokoda Track in the highlands of Papua New Guinea in September.

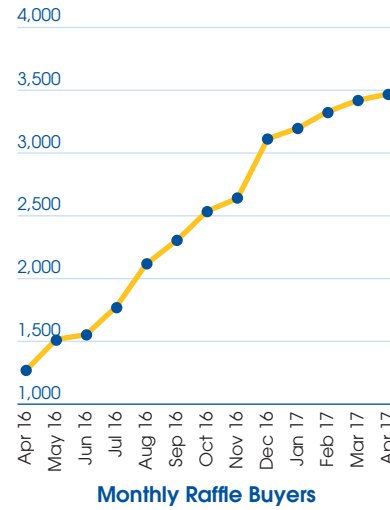
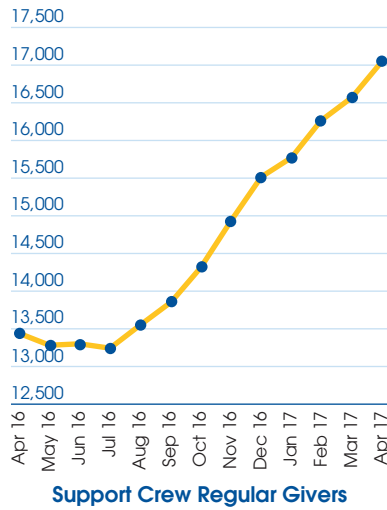
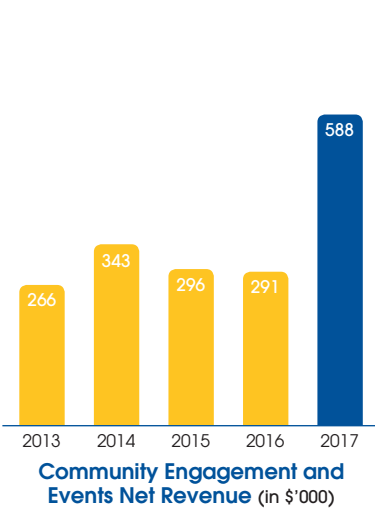


Trent with a local porter on the Kokoda Trek.



From left, Allan McGregor and Chairman David Lawler from ASL; CareFlight rapid response crew members; CareFlight CEO Derek Colenbrander; Paul Chilcott, Casey Mauger and CEO David Jay from ASL; and CareFlight Fundraising & Community Engagement GM Trent Osborn.

WE NOW HAVE OVER 17,000 SUPPORT CREW REGULAR GIVERS.



Laurel survives head-on collision

Laurel doesn't remember her horrific car crash or the immediate aftermath. All she remembers is waving goodbye to her daughter as she left to drive to her friend's house – then waking up in an intensive care unit.

Bus driver Allan Cummings came upon the terrible scene seconds after the impact. He ran to Laurel's car and found her completely trapped, screaming in agony.

Unable to free her, he climbed into the passenger side beside her and comforted her as best he could, telling her help was on its way.

CareFlight landed just metres from the crash within minutes of the call. The crew sprang into action amid a chaotic scene of sirens, emergency vehicles and people. Laurel's car was in the middle of the road, the entire front crushed.

Her injuries were difficult to assess

as she was trapped beneath the dashboard. The CareFlight doctor inserted an intravenous line to administer sedatives, pain relief and antibiotics. Then the process of extricating Laurel from the car began.

It was important to release her as quickly as possible as entrapment can disguise the full extent of a patient's injuries. Yet the very act of relieving the pressure can unleash a new set of life-threatening problems – including bleeding, which can deprive the brain of oxygen.

After 45 minutes she was free, and the medical crew went to work as her vital signs could have deteriorated at any moment. A super-tight pelvic binder was used to prevent further harm from her badly fractured pelvis.

Laurel was rushed to hospital in an ambulance, accompanied by the CareFlight doctor.

Laurel with, from left, pilot John Hoad, Dr Peter Clarke and bus driver Allan Cummings.



Direct mail

Our thanks to the tens of thousands of supporters who donated generously following our direct mail appeals. It is very pleasing to note that the number of new donors grew by more than 10 per cent.

Overall, our direct mail campaigns raised more than one million dollars to help CareFlight save more lives and provide higher levels of care to benefit patients around Australia.

WE ARE GRATEFUL TO THE THOUSANDS OF DONORS WHO SUPPORTED OUR DIRECT MAIL CAMPAIGNS TO HELP CAREFLIGHT SAVE MORE LIVES.

Trusts and Foundations

We again received invaluable support from Trusts and Foundations. Their generosity funded a number of MediSim workshops and allowed us to purchase state-of-the-art medical equipment for use on our aircraft.

Bears

Once again, we thank all our loyal bear purchasers. They bring vital funding which goes directly to keeping our medical crews and equipment in the air, saving lives.

This year we introduced Princess Leiahn, Aussie Sports Bear Drew, Handyman Bear Harry, Army Bear Dorothy and Train Driver Terrance. We also released our 30th Anniversary girl and boy bears, Margie and Michael, as well as a special limited edition 30th Anniversary Pilot Bear John.

Events

30th Anniversary Gala Balls

CareFlight celebrated 30 years of saving lives and service to the community with two very successful gala balls.

The New South Wales Gala Ball was held at the Four Seasons, Sydney, on 17 September. We thank the more than 300 CareFlight supporters and friends who attended this very special event, as well as all those who donated their services or items for the auction.

In the Northern Territory, we opened our hangar to the public for the very first time, for the inaugural Darwin Gala Ball.

However, our aeromedical service did not pause for the evening; the CareFlight planes continued to fly our medical teams to patients in need, and the CareFlight rescue helicopter was parked on the runway outside, ready to respond to any emergency.

We thank the hundreds of CareFlight friends and supporters who joined us at this unique Top End event, along with our many generous sponsors and donors of auction items.



WE THANK ALL THE CAREFLIGHT FRIENDS WHO SUPPORTED OUR 30TH ANNIVERSARY GALA BALLS.



Top: Entertainment at the Sydney CareFlight 30th Anniversary Gala Ball. Above: CareFlight Chairman Dr Andrew Refshauge addresses guests at the Darwin CareFlight 30th Anniversary Gala Ball.




OUR CAREFLIGHT BEAR BUYERS BRING VITAL FUNDING WHICH HELPS KEEP OUR DOCTORS IN THE AIR.



 John Thyne and Kylie Scholz won the 4th Kakadu Triathlon, an annual fundraising event organised and supported by the community of Jabiru.



 Over 600 runners and cyclists participated in the annual Woodford to Glenbrook Classic in the NSW Blue Mountains to raise funds for CareFlight.



 Volunteers turned out in force to raise funds for CareFlight at the Territory Eels game at the TIO stadium in Darwin.



 The Darwin Mining Club held their 4th annual charity golf day for CareFlight.



 Volunteers manned the CareFlight HeliSim at the Oatley Festival.



 The community of Sussex Inlet came together for the 15th consecutive year to raise funds for CareFlight over the Choppers for Charity weekend.

Board profiles and Board changes

Our longest serving Director, Ian Badham, retired from the Board at the CareFlight Annual General Meeting held in August 2016. The Chairman used the occasions of our 30th Anniversary Gala Balls in Sydney and Darwin to pay tribute to Ian's enormous contribution to CareFlight. That contribution came in a variety of roles – as a founding member, as a long-serving CEO, as Media Manager and, for many years,

the public face of CareFlight. To every one of those roles Ian brought an extraordinary level of energy, commitment and passion for our cause. We thank him for his distinguished service to CareFlight, and we honour his contribution and legacy.

Filling the vacancy created by Ian Badham's retirement, Ian Vanderbeek joined the Board in December 2016. Ian's

background in the aviation sector, where he has deep operational, management and corporate experience, complements the medical backgrounds of Directors Dr Andrew Refshauge and Dr Nick Coatsworth. The broader skills mix, covering both industry sectors – medical and aviation – in which we operate, will better equip the Board to guide CareFlight in the implementation of our long term Strategic Plan.

Board of Directors



Dr Andrew Refshauge
MBBS, FAICD
Chairman
Independent Non-Executive Director



Derek Colenbrander
BA, LLB
Chief Executive Officer
Executive Director



Patricia Angus
PSM, MTH
Independent Non-Executive Director



Ian Badham
BSc
Executive Director
Retired
22 August 2016



Dr Nicholas Coatsworth
MBBS (Hons), MIntPH, FRACP
Independent Non-Executive Director



Garry Dinnie
BCom, FCA, FAICD,
MIA (Aust), FAIM
Independent Non-Executive Director



Anna Guillan
AM, MBA
Independent Non-Executive Director



Ian Vanderbeek
BBus, MAICD
Independent Non-Executive Director
Appointed
December 2016

Financial strength: sustaining our mission and increasing our social impact

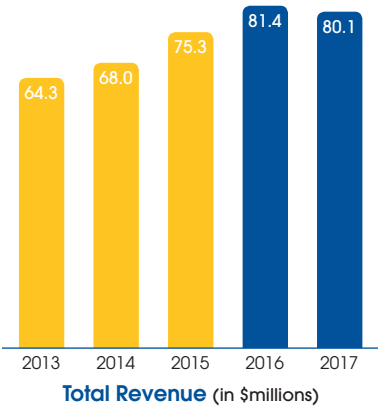
The following is a summary extracted from the audited consolidated financial statements of CareFlight Limited for the year ended 30 April 2017. This information should be read in conjunction with those financial statements, a copy of which can be found on the CareFlight Limited website at www.careflight.org.

Consolidated statement of surplus or deficit and other comprehensive income

For the year ended 30 April 2017

	2017 \$	2016 \$
Revenue	80,149,694	81,379,736
Expenditure		
Operations and administration – costs of personnel	(39,288,400)	(37,255,042)
Direct costs of aero-medical operations	(16,084,761)	(18,555,952)
Costs of fundraising – donations and sponsorship	(4,511,217)	(3,371,315)
Costs of fundraising – merchandising and events	(4,278,221)	(3,935,871)
Depreciation	(5,682,134)	(5,098,290)
Insurance	(680,597)	(662,336)
Support costs	(6,234,903)	(6,311,175)
Net loss on sale of non-current assets	(16,140)	(10,579)
Total expenditure before net finance expense	(76,776,373)	(75,200,560)
Surplus before net finance expense	3,373,321	6,179,176
Finance income	172,556	236,734
Finance expense	(2,222,678)	(2,219,060)
Net finance expense	(2,050,122)	(1,982,326)
Net surplus for the year	1,323,199	4,196,850
Other comprehensive income items that may be reclassified to surplus or deficit		
Revaluation of investments	158,552	-
Revaluation of non-current assets	(640,533)	3,965,537
Total comprehensive income for the year	841,218	8,162,387

For the first time in more than a decade we saw a small decline in revenue, from \$81.4 million last year to \$80.1 million. This was mainly due to the completion of short-term medivac contracts in the OGM sector. However, with some significant new contracts in the pipeline, we are confident that the year ahead will see a resumption of revenue growth.



We ended the year with a surplus of \$1.3 million. Although this surplus is substantially less than the previous year’s surplus of \$4.2 million, the comparison is skewed by a \$2.2 million bequest to CareFlight - the largest ever in our 30 year history – in that year. Moreover, the surplus was achieved notwithstanding the confluence of a number of high-cost aircraft maintenance events.

Consolidated statement of financial position

As at 30 April 2017

	2017 \$	2016 \$
Current assets		
Cash and cash equivalents	7,844,685	13,412,990
Trade and other receivables	7,635,538	4,127,472
Inventories	673,506	371,968
Investments	1,900,553	1,761,833
Total current assets	18,054,282	19,674,263
Non-current assets		
Property, plant and equipment	49,341,367	51,834,021
Investments	2	2
Total non-current assets	49,341,369	51,834,023
Total assets	67,395,651	71,508,286
Current liabilities		
Trade payables	5,435,547	5,163,722
Income received in advance	6,979,866	7,568,220
Finance lease liabilities	2,261,793	4,808,933
Employee benefits	2,787,956	2,645,245
Total current liabilities	17,465,162	20,186,120
Non-current liabilities		
Finance lease liabilities	28,213,410	30,649,165
Employee benefits	698,012	495,152
Total non-current liabilities	28,911,422	31,144,317
Total liabilities	46,376,584	51,330,437
Net assets	21,019,067	20,177,849
Equity		
Reserves	6,240,501	6,722,482
Retained surplus	14,778,566	13,455,367
Total equity	21,019,067	20,177,849



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