THE LISMORE & DISTRICT WORKERS CLUB LIMITED
ABN 72 000 919 406

LISMORE WORKERS GROUP OF CLUBS

2026 ANNUAL REPORT

THE LISMORE & DISTRICT WORKERS CLUB LIMITED
ABN 72 000 919 406

BOARD OF DIRECTORS

THE LISMORE & DISTRICT WORKERS CLUB LIMITED
ABN 72 000 919 406

Ian Harmon
PRESIDENT (JUL - SEPT)

Michael Knight
PRESIDENT (OCT-JUNE)

John Eather
VICE PRESIDENT

Peter Warren
TREASURER

Valda Stanford

Bernie MacDonald

Kevin Keevers

Robert Campbell

Phillip Creary

BOARD OF DIRECTORS

PRESIDENT'S REPORT

As this is my first Presidents report since being elected to the role by the board I would like to thank Ian Harmon, my predecessor as President.

Ian resigned as President in September last year after devoting many years to the LIsmore Workers Group. Ian joined the board in 2007 and became Vice President in 2014 and held this position until 2017 before becoming President in 2018 and holding this position up until his resignation from the board.

This past year has seen significant progression for the Lismore Workers Group. A huge thank you to our staff and management team for their considerable efforts throughout the year. The Board is extremely appreciative of your efforts.

Our CEO Steve Penfold took the helm in June last year after Steve Bortolin made the decision to retire. Steve has brought an unbelievably enthusiastic work ethic to the role which is evident in the Groups achievements this year.

Steve has implemented many innovative changes with the Boards support:

- Introduction of Member pricing - This has seen an increase to our Memberships for the Group whilst providing additional income
- Establishing a large private function area in the Gallery - This area has become a fantastic function area and is extremely popular with regular bookings
- Refurbishment of the Entrance to the Golf Club and Poker Machine area - A change to the entrance has transformed the outlook as you enter the Golf club while the poker machine room has created a more private area taking the machines out of the view of the general public.
- Attracting a new supervisor to the Golf Club - This has seen a transformation of the course to a top class facility
- Identifying a loading dock issue at the Sports Club - This required a new loading dock shed to improve staff safety and a more effective work area
- Solar panels for the Ballina Motel - The introduction of Solar panels and two batteries has significantly reduced costs for the motel

This is a small sample of the exciting changes we have seen over the past 12 months. As a Board we are excited with the changes planned for the next 12 months which will transform our 3 venues.

Finally thank you to our members and visitors for their patronage of our 3 Clubs. As a member and a Director I am extremely proud to attend our venues and see large groups enjoying our facilities.

Michael Knight
President

CEO'S REPORT

It is a privilege to present my first CEO's Report for the Lismore Workers Group. The past 12 months have been an exciting and rewarding first year for me personally, and an extremely positive year for the Group. From the moment I commenced, I was welcomed into the Lismore Workers Group with open arms, and I would like to sincerely thank our members, Directors, management team and staff for the support and encouragement I have received throughout my first year.

Taking on the role of CEO of an organisation with such a proud history and strong connection to the Lismore community was a significant responsibility.

I would particularly like to acknowledge and thank my predecessor, **Stephen Bortolin**, who dedicated 23 years to the Lismore Workers Group. Steve made an enormous contribution to the organisation and leaves behind a significant legacy. I would also like to acknowledge **Ian Harmon**, who served on the Board for 18 years, including as President. Both Steve and Ian played important roles in the history of the Group, and I sincerely thank them for the assistance, support and professionalism they provided during the transition into my role.

A Year of Positive Change
The past year has been focused on building a stronger foundation for the future, while continuing to respect the history and traditions of the Lismore Workers Group.

One of the most significant changes has been the introduction of **members' pricing and specials**, which has been extremely well received and has contributed to our membership more than doubling. This has reinforced for us the importance of continuing to provide genuine value and benefits to our members and ensuring that membership of our clubs remains meaningful.
We have also continued to invest in improving our venues and creating more reasons for our members and guests to visit.

At the **Lismore Workers Club**, we have continued to develop our food and beverage offering, with the Group now providing five distinct eateries at the Main Club. We also created the **Gallery**, a new function and event space which has been a tremendous success. The Gallery has provided the Group with an additional private function area and has already proven to be a valuable addition to the Club.

CEO'S REPORT

A significant part of this success has been the dedication and hard work of our **catering team and chefs**. Week in and week out, the team continues to deliver an exceptional standard of food to our members and guests. We have a great team who take pride in what they produce, and it is fantastic to see the quality, variety and consistency of our food offering continuing to improve.

At the **Lismore Workers Golf Club**, we have spent considerable time improving the facility and creating a more welcoming and enjoyable environment. The removal of the entrance wall has opened up the Club and created a much more inviting space. We have also introduced TAB facilities, developed a more private gaming area and made better use of the deck, allowing members and visitors to enjoy the facility and its surroundings.

A significant focus has also been placed on the **Lismore Workers Sports Club**, including the expansion of the loading dock and improvements to the overall operation of the venue. Further significant works are planned in the next year, including the refurbishment of the Sports Club, which will continue the Group's commitment to providing modern, attractive and functional facilities for our members.

Our **Ballina Palms Boutique Motel** has also undergone significant improvements, including the installation of two solar systems and battery storage. These investments have already delivered a substantial reduction in energy costs and demonstrate our commitment to identifying opportunities to operate our businesses more efficiently and sustainably.

Financial Performance
I am pleased to report that the Group has experienced a successful financial year across all areas of the business.

Our focus has been on improving the performance of each individual venue, controlling costs, investing strategically and, most importantly, creating better experiences and greater value for our members.

While financial performance remains an important measure of success, our objective is broader than simply achieving a strong bottom line. A financially sustainable Group allows us to reinvest in our facilities, support our community, provide employment opportunities and continue developing our clubs for future generations.

CEO'S REPORT

The Golf Club – A Significant Transformation

One of the highlights of the past year has been the transformation of the **Lismore Workers Golf Club**.

I would like to specifically acknowledge our Golf Course Superintendent, **David Hobday**, and his team for the outstanding work they have undertaken. David has made an enormous impact on the course and has helped transform it into a facility that we can be extremely proud of.

The Golf Club is now developing into a top-class facility, and we see significant opportunities ahead. Our focus will be on continuing to improve the course and clubhouse, while also increasing the number and quality of events we host. We want the Golf Club to become a destination not only for our members, but for golfers and visitors from across the region.

Adding to the success of golf at Lismore, the progress we have made would not be possible without the dedication of our Golf Professional, **Luke Ryan, and his family**.

Luke has played an important role in growing golf at the Club and creating a welcoming environment for our members and visitors. His commitment, enthusiasm and willingness to support the Club have been greatly appreciated. I would like to sincerely thank Luke and his family for everything they have contributed over the past 12 months and look forward to seeing what we can achieve together in the years ahead.

Looking Forward

While I am proud of what has been achieved over the past 12 months, I believe we are only at the beginning of what can be achieved by the Lismore Workers Group.

Our approach will continue to be centred around improving each of our businesses individually, while ensuring they work together as one Group. We will continue to invest where there is a clear benefit to our members and the long-term sustainability of the organisation.

The Group has significant opportunities ahead, and we will continue to look at new ideas, improve our existing facilities and ensure our venues remain relevant to our members and the wider community.

CEO'S REPORT

This is particularly important given the broader outlook for **Lismore and the Northern Rivers**. The region has faced incredibly difficult circumstances over the past several years, and our clubs have experienced those challenges alongside our members and community.

There are, however, clear signs of optimism. We are seeing people return to Lismore, businesses continue to rebuild and confidence slowly return to the region. We want the Lismore Workers Group to play an important role in that recovery and to be part of a thriving future for Lismore.

Thank You
None of what has been achieved over the past year would have been possible without the people behind the organisation.

I would like to sincerely thank our **management team and all our staff** for their hard work, commitment and willingness to embrace change. We have a great team across the Group, and their contribution is critical to our continued success.

I also thank our **Board of Directors** for their support, guidance and confidence in me throughout my first year as CEO. Having a Board that is willing to support positive change while maintaining a strong focus on the long-term interests of the organisation is extremely important.
Most importantly, I would like to thank **our members**.

The Lismore Workers Group exists because of its members. Your continued support of our clubs, our staff and our businesses is what allows us to invest back into the organisation and into our community.
I recognise that the past five years have been challenging for the Lismore Workers Group, as they have been for much of our region. However, I believe we are now in a very different position. We have a strong platform, a dedicated team, improving facilities and a positive outlook for the future.

There is a real sense of momentum across the Group, and I am extremely excited about what lies ahead. It has been a privilege to lead the Lismore Workers Group through my first 12 months, and I look forward to continuing to work with our Directors, management, staff, members and the wider community as we build an even stronger organisation for the future.

Stephen Penfold
Chief Executive Officer
Lismore & District Workers' Club Ltd

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Financial Statements

For the Year Ended 30 June 2026

The Lismore & District Workers Club Limited

ABN 72 000 919 406

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For the Year Ended 30 June 2026

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The Lismore & District Workers Club Limited

ABN 72 000 919 406

Directors' Report
30 June 2026

The directors present their report on The Lismore & District Workers Club Limited for the financial year ended 30 June 2026.

1. General information

Directors

The names of the directors in office at any time during, or since the end of, the year are:

Names	Position	Appointed/Resigned
I T Harmon	President	Resigned October 2025
J Eather	Vice President	
M Knight	President	Appointed October 2025
V F Stanford		
P A Warren	Treasurer	
B MacDonald		
K Keevers		
P Creary		
R Campbell		

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Information on directors

The names of each person who has been a director during the year and to the date of this report are:

J Eather

Qualifications	Retired Duty Manager
Experience	Board Member 8 years, Vice President 8 years

M Knight

Qualifications	Bank Officer
Experience	Board Member 8 years, Treasurer 6 years

V F Stanford

Qualifications	Office Manager
Experience	Board Member 16 years, Previous Vice President 2 years

P A Warren

Qualifications	Retired Bank Manager
Experience	Board Member 14 years

B MacDonald

Qualifications	Retired Teacher
Experience	Board Member 14 years

K Keevers

Qualifications	Accountant
Experience	Board Member 12 years

The Lismore & District Workers Club Limited

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Directors' Report
30 June 2026

1. General information

Information on directors

P Creary	
Qualifications	Retired Bank Officer
Experience	Board Member 4 years
R Campbell	
Qualifications	Retired educator and school inspector
Experience	Board Member 2 years

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Company secretary

The following person held the position of Company secretary at the end of the financial year:

Stephen A Penfold has been the Company secretary since 2025.

Principal activities

The principal activity of The Lismore & District Workers Club Limited during the financial year was the provision of enertainment, social and sporting amenities to its members and their guests.

No significant changes in the nature of the Company's activity occurred during the financial year.

Objectives

The Company's long and short term objectives of The Lismore & District Workers Club Limited are to ensure that the Compay's financial position remains sound, so that members and patrons can enjoy their club for years to come.

Strategy for achieving the objectives

To achieve these objectives, the Company has adopted the following strategies:

- carefully monitor income and expenditure to improve operating profit;
- introduce new ideas that will attract more people to the club to improve income streams;
- promote the above objectives at every opportunity; and
- look at commercial opportunities that will improve the company's asset base and provide additional income on a long term basis for the company.

How principal activities assisted in achieving the objectives

The principal activities assisted the Company in achieving its objectives by providing the best facilities and by continually looking at ways to attract participants in the social and sporting activities. This has provided the company with an excellent source of income allowing the Company to continue to make improvements and remian viable into the future. The company has to ensure that it continues to provide a quality venue for members and visitors to enjoy socially and has promoted its facilities to sporting organisations and visitors in the Lismore District.

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Directors' Report
30 June 2026

1. General information

Performance measures

The following measures are used within the Company to monitor performance:

- monitoring of profit;
- monitoring of patron satisfaction; and
- monitoring of key performance indicators (e.g. gross profit, profit to turnover, profit to income percentages)

Members' guarantee

The Lismore & District Workers Club Limited is a company limited by guarantee. In the event of, and for the purpose of winding up of the company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to $ 2 for all members, subject to the provisions of the company's constitution.

At 30 June 2026 the collective liability of members was $ 24,218 (2025: $ 17,038).

Payments and other benefits

No directors have a financial interest in any contract or proposed contract with the company. In accordance with Chapter 2E of the Corporations Act, since the end of the previous financial year, except for minor services rendered in the ordinary course of business, no director has received or became entitled to receive a benefit (other than a benefit included in the aggregate amount of emoluments received or receivable by directors shown in the notes to the financial statements for the fixed salary of a fulltime employee of the company) by reason of a contract made by the company or a related corporation with the director or with a firm of which they are a member or with a company in which they have a substantial financial interest.

2. Operating results and review of operations for the year

Review of operations

A review of the operations of the Company during the financial year and the results of those operations show an improvement of the operating results of the company and net asset position, indicating the positive growth of the Company. The results display the impact of the recognition of impairment of the Keen St proprerty in 2025 and reversal of a portion of the impairment in the 2026 results, respectively, resulting in the significant change to the net profit position.

The Lismore & District Workers Club Limited

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Directors' Report
30 June 2026

2. Operating results and review of operations for the year

(a) **Summary of performance**

	Main Club	Golf Club	Sports Club	Motel	2026 Total	2025 Total
	$	$	$	$	$	$
Total Income	13,607,318	1,712,657	5,098,997	649,724	21,068,696	17,418,571
Operating Expenses	(10,387,330)	(1,993,757)	(3,645,703)	(401,037)	(16,427,827)	(14,829,513)
EBITDA	3,219,988	(281,100)	1,453,294	248,687	4,640,869	2,589,058
Interest	(832,081)	(13,006)	(17,890)	(551)	(863,528)	(756,381)
Depreciation and impairment	468,183	(123,128)	(195,711)	(45,361)	103,983	(4,942,772)
Rent	-	(22,307)	-	-	(22,307)	(24,640)
Investment Property	118,105	-	-	-	118,105	94,394
Donations	(192,161)	(400)	(44,232)	-	(236,793)	(141,625)
Income Tax	(514,294)	-	-	-	(514,294)	1,001,881
Net Profit/(Loss)	2,267,740	(439,941)	1,195,461	202,775	3,226,035	(2,180,085)

Dividends paid or recommended

The constitution of the Company prohibits the distribution of profits to its members. Accordingly, no dividend or distributions were or could be paid to the members.

3. Other items

Significant changes in state of affairs

There have been no significant changes in the state of affairs of the Company during the year.

Matters or circumstances arising after the end of the year

No matters or circumstances have arisen since the end of the financial year which significantly affected or could significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

Future developments and results

Likely developments in the operations of the Company and the expected results of those operations in future financial years have not been included in this report as the inclusion of such information is likely to result in unreasonable prejudice to the Company.

Environmental issues

The Company's operations are subject to various enviromental regulations under both Commonwealth and State Legislation.

The board believes that the company has adequate systems in place for the management of its environmental not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Directors' Report
30 June 2026

3. Other items

Real Property

Pursuant to Section 41J(2) of the Registered Clubs Act 1976 and for the financial year ended 30 June 2026, the directors have determined that the property of the Club shall be classified as follows:

Address	Current Usage	Classfication
225 Keen St, Lismore	Clubhouse	Core
20 Ballina Road, Lismore	Carpark	Core
22 Ballind Road, Lismore	Carpark	Core
24 Ballina Road, Lismore	Carpark	Core
2 Lockett St, Lismore	Carpark	Core
4 Lockett St, Lismore	Carpark	Core
230 Keen St, Lismore	Carpark	Core
1 Barham St, East Lismore	Clubhouse	Core
51 Owen St, Ballina	Motel	Non-core
56 Carrington St, Lismore	Startegic purpose	Non-core
39 Conway St, Lismore	Startegic purpose	Non-core
41 Conway St, Lismore	Startegic purpose	Non-core
43 Conway St, Lismore	Startegic purpose	Non-core
217 Keen St, Lismore	Startegic purpose	Non-core

Meetings of directors

During the financial year, 11 meetings of directors (including committees of directors) were held. Attendances by each director during the year were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
I T Harmon	2	2
J Eather	11	11
M Knight	11	11
V F Stanford	11	11
P A Warren	9	8
B MacDonald	11	10
K Keevers	11	6
P Creary	11	10
R Campbell	11	11

Indemnification and insurance of officers and auditors

The compny has not, during or since the end of the financial year, for any person who is or has been an officer or auditor of The Lismore & District Workers Club Limited:

- Indemnified or made any relevant agreement for indemnifying against a liability incurred as an officer or auditor including the costs and expenses in sucessfully defending legal proceedings; or

Directors' Report
30 June 2026

Indemnification and insurance of officers and auditors

- paid or agreed to pay a premium in respect of a contract insuring against a liability incurred as an officer or auditor for costs or expenses to defend legal proceedings with the exception of insurance premiums paid below.

Insurance premiums paid for directors

The company has paid premiums to insure each of the directors against liabilities for costs and expenses incurred by them in defending any legal proceedings arising out of their conduct while acting in the capacity of director of the company, other than conduct involving a willful breach of duty in relation to the company. The amount of the premium was $5,656.

Proceedings on behalf of company

No person has applied for leave of court to bring proceedings on behalf of the company or intervene in any proceedings to which the company is a party for the purpose of taking responsibility on behalf of the company for all or any part of those proceedings.

Auditor's independence declaration

The auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001* for the year ended 30 June 2026 has been received and can be found on page 7 of the financial report.

Signed in accordance with a resolution of the Board of Directors:

Director: ..... M Knight

Director: ..... J Eather

Dated 28 September 2026

The Lismore & District Workers Club Limited
Auditor's Independence Declaration under section 307C of the Corporations Act 2001

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2026 there have been:

i. no contraventions of the auditor's independence requirements as set out in the Corporations Act 2001 in relation to the audit; and

ii. no contraventions of any applicable code of professional conduct in relation to the audit.

Yours faithfully,

wca audit & assurance services pty ltd
Authorised Audit Company

Martin P McNamara
Director

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
Revenue	4.	**20,522,985**	16,941,332
Finance income	5.	**90,736**	60,214
Reversal of impairment losses on financial assets		**1,517,327**	-
Other income	4.	**773,201**	718,705
Cost of goods sold		**(2,790,168)**	(2,358,634)
Employee benefits expense		**(5,559,517)**	(5,610,350)
Depreciation		**(1,430,345)**	(1,362,320)
Impairment losses on financial assets		-	(3,601,702)
Other expenses	6.	**(8,519,402)**	(7,212,830)
Finance expenses	5.	**(864,487)**	(756,381)
Profit before income tax		**3,740,329**	(3,181,966)
Income tax expense	7.	**(514,294)**	1,001,881
Total comprehensive income for the year		**3,226,035**	(2,180,085)

The accompanying notes form part of these financial statements.

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Statement of Financial Position
As At 30 June 2026

	Note	2026 $	2025 $
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	8	**4,299,184**	2,926,429
Trade and other receivables	9	**110,576**	37,858
Inventories	10	**247,261**	204,298
Other assets	13	**32,380**	19,754
TOTAL CURRENT ASSETS		**4,689,401**	3,188,339
NON-CURRENT ASSETS			
Property, plant and equipment	11	**25,888,298**	23,831,233
Right of use assets	18	**501,542**	563,609
Deferred tax assets	22	**657,296**	1,036,806
Intangible assets	12	**630,000**	630,000
TOTAL NON-CURRENT ASSETS		**27,677,136**	26,061,648
TOTAL ASSETS		**32,366,537**	29,249,987
LIABILITIES			
CURRENT LIABILITIES			
Lease liabilities	18	**54,316**	51,202
Trade and other payables	14	**2,281,586**	1,653,242
Borrowings	15	**-**	6
Current tax liabilities	22	**111,091**	34,925
Short-term provisions	16	**512,771**	809,771
Other financial liabilities	17	**54,022**	23,371
Other liabilities	19	**19,379**	19,553
TOTAL CURRENT LIABILITIES		**3,033,165**	2,592,070
NON-CURRENT LIABILITIES			
Lease liabilities	18	**673,444**	727,760
Borrowings	15	**11,830,046**	12,369,945
Long-term provisions	16	**69,980**	70,785
Other liabilities	19	**345,510**	364,889
Other financial liabilities	17	**175,421**	111,602
TOTAL NON-CURRENT LIABILITIES		**13,094,401**	13,644,981
TOTAL LIABILITIES		**16,127,566**	16,237,051
NET ASSETS		**16,238,971**	13,012,936
EQUITY			
Retained earnings		**16,238,971**	13,012,936
TOTAL EQUITY		**16,238,971**	13,012,936

The accompanying notes form part of these financial statements.

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Statement of Changes in Equity
For the Year Ended 30 June 2026

2026

	Retained Earnings	Total
	$	$
Balance at 1 July 2025	**13,012,936**	**13,012,936**
Profit/(loss) attributable to members	**3,226,035**	**3,226,035**
Balance at 30 June 2026	**16,238,971**	**16,238,971**

2025

	Retained Earnings	Total
	$	$
Balance at 1 July 2024	15,193,020	15,193,020
Profit/(loss) attributable to members	(2,180,085)	(2,180,085)
Balance at 30 June 2025	13,012,936	13,012,936

The accompanying notes form part of these financial statements.

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Statement of Cash Flows
For the Year Ended 30 June 2026

	Note	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers		**23,301,735**	20,176,182
Payments to suppliers and employees		**(18,766,456)**	(17,210,767)
Interest received		**90,736**	60,214
Finance costs		**(820,878)**	(715,452)
Income taxes paid		**(58,384)**	117
Net cash provided by/(used in) operating activities	25	**3,746,753**	2,310,294
CASH FLOWS FROM INVESTING ACTIVITIES:			
Proceeds from sale of plant and equipment		**102,000**	55,200
Purchase of property, plant and equipment		**(1,941,600)**	(7,353,987)
Net cash used by investing activities		**(1,839,600)**	(7,298,787)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Proceeds from borrowings		**126,995**	5,660,183
Repayment of borrowings		**(661,387)**	(252,176)
Net cash used by financing activities		**(534,392)**	5,408,007
Net increase/(decrease) in cash and cash equivalents held		**1,372,761**	419,514
Cash and cash equivalents at beginning of year		**2,926,423**	2,506,909
Cash and cash equivalents at end of financial year	25.1	**4,299,184**	2,926,423

The accompanying notes form part of these financial statements.

Notes to the Financial Statements
For the Year Ended 30 June 2026

The financial statements are for The Lismore & District Workers Club Limited as an individual entity. The Lismore & District Workers Club Limited is a public company limited by guarantee, incorporated and domiciled in Australia.

The financial report was authorised for issue by the Directors on 28 September 2026.

Comparatives are consistent with prior years, unless otherwise stated.

1. Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures of the Australian Accounting Standards Board (AASB) and the *Corporations Act 2001*. The entity is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, with the exception of cashflow information, have been prepared on an accrual 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. The amounts presented in the financial statements have been rounded to the nearest dollar.

When required by Accounting Standards or for disclosure purposes, comparative figures have been adjusted to conform to the changes in presentation for the current financial year.

2. Summary of Material Accounting Policies

2.1. Revenue and other income

Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of control of promised goods or services to customers at an amount that reflects the consideration the Company expects to receive in exchange for those goods or services.

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Company have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

The revenue recognition policies for the principal revenue streams of the Company are:

Sale of goods

The performance obligation is deemed to be satisfied at the point of time the goods are transferred to the customer.

Rendering of services

The performance obligation is deemed to be satisfied at the point of time the service is provided to the customer.

2. Summary of Material Accounting Policies

2.1. Revenue and other income

Gaming machine revenue

The peformance obligation is deemed to be satisfied at the point of time the service is provided to the customer. The revenue recognised represents the difference between the amounts earned through gaming wagers less the payouts from those wagers.

Member's subscriptions

The performance obligation is deemed to be satisfied over the period of time that the membership is held by the customer. The revenue is recognised on a straight-line basis over the period of the membership.

Statement of financial position balances relating to revenue recognition

Contract assets and liabilities

Where the amounts billed to customers are based on the achievement of various milestones established in the contract, the amounts recognised as revenue in a given period do not necessarily coincide with the amounts billed to or certified by the customer.

When a performance obligation is satisfied by transferring a promised good or service to the customer before the customer pays consideration or the before payment is due, the Company presents the contract as a contract asset, unless the Company's rights to that amount of consideration are unconditional, in which case the Company recognises a receivable.

When an amount of consideration is received from a customer prior to the entity transferring a good or service to the customer, the Company presents the contract as a contract liability.

Rental income

Investment property revenue is recognised on a straight-line basis over the period of the lease term so as to reflect a constant periodic rate of return on the net investment.

Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

2.2. Goods and services tax (GST)

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

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the ATO, are presented as operating cash flows included in receipts from customers or payments to suppliers.

2. Summary of Material Accounting Policies

2.3. Inventories

Inventories are measured at the lower of cost and net realisable value.

2.4. Income Tax

The income tax expense (revenue) for the year comprises current income tax expense (income) and deferred tax expense (income).

Current income tax expense charged to the profit or loss is the tax payable on taxable income calculated using applicable income tax rates enacted, or substantially enacted, as at the end of the reporting year. Current tax liabilities (assets) are therefore measured at the amounts expected to be paid to (recovered from) the relevant taxation authority.

Deferred tax assets and liabilities

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets are recognised for all deductible temporary differences and unused tax losses to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and losses can be utilised.

Current and deferred tax is recognised as income or an expense and included in profit or loss for the period except where the tax arises from a transaction which is recognised in other comprehensive income or equity, in which case the tax is recognised in other comprehensive income or equity respectively.

2.5. Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

Bank overdrafts also form part of cash equivalents for the purpose of the statement of cash flows and are presented within current liabilities on the statement of financial position.

2.6. Leases

At inception of a contract, the Company assesses whether a lease exists.

At the lease commencement, the Company recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where the Company believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model, depreciated over the lease term on a straight-line basis.

The lease liability is initially measured at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Company's incremental borrowing rate is used.

Notes to the Financial Statements
For the Year Ended 30 June 2026

2. Summary of Material Accounting Policies

2.6. Leases

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the Company's assessment of lease term.

Where the lease liability is remeasured, the right-of-use asset is adjusted to reflect the remeasurement or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Exceptions to lease accounting

The Company has elected to apply the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. The Company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

2.7. Property, plant and equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Property

Freehold land and buildings are measured on a cost basis, less subsequent depreciation charges for buildings.

Plant and equipment

Plant and equipment are measured using the at cost or deemed cost, less accumulated depreciation/amortisation and impairment losses.

Plant and equipment - impairment

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from the assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

In assessing value in use, the company has used depreciated replacement cost since the company is a not for profit entity where the future economic benefits of its assets are not primarily dependent on the assets ability to generate net cash inflows and the company would, if deprived of the asset, replace its remaining future economic benefits.

Notes to the Financial Statements
For the Year Ended 30 June 2026

2. Summary of Material Accounting Policies

2.7. Property, plant and equipment
Depreciation

The depreciable amount of all fixed assets including buildings and capitalised leased assets, but excluding freehold land, is depreciated on a reducing balance basis over the asset's useful life to the Company commencing at the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvement.

The depreciation rates used for each class of depreciable asset are shown below:

Class of fixed asset	Depreciation rate
Buildings	1.5% - 2.5%
Plant and equipment	5.0% - 20.0%
Leased plant and equipment	15.0% - 33.3%
Motor vehicles	10.0% - 30.0%
Poker machines at cost	10.0% - 20.0%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of profit and loss and other comprehensive income.

Items of property, plant and equipment acquired for significantly less than fair value have been recorded at the acquisition date fair value.

2.8. Financial instruments

Financial instruments are recognised initially 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).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Company classifies its financial assets into the following categories, those measured at:

Amortised cost

The Company's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

2. Summary of Material Accounting Policies

2.8. Financial instruments

Financial assets

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Company renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Financial liabilities

The financial liabilities of the Company comprise trade payables, bank and other loans and lease liabilities.

2.9. Impairment of non-financial assets

At the end of each reporting period the Company determines whether there is any evidence of an impairment indicator for non-financial assets.

Where an indicator exists, and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) is estimated.

The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use. Value in use is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

2. Summary of Material Accounting Policies

2.10. Intangible assets

Intangible assets comprise assets with finite lives and are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the statement of profit or loss and other comprehensive income as an expense.

Intangible assets with indefinite useful lives are not amortised but are tested for impairment annually, either individually or at the cash-generating units level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in the statement of profit or loss and other comprehensive income when the asset is derecognised.

2.11. Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured at the present value of management's best estimate of the outflow required to settle the obligation at the end of the reporting period. The discount rate used is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the unwinding of the discount is taken to finance costs in the statement of profit or loss and other comprehensive income.

2.12. Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

3. Critical Accounting Estimates and Judgments

The directors make estimates and judgments during the preparation of these financial statements regarding assumptions about current and future events affecting transactions and balances.

These estimates and judgements are based on the best information available at the time of preparing the financial statements, however as additional information is known then the actual results may differ from the estimates.

The significant estimates and judgements made have been described below.

Key estimates - impairment of property, plant and equipment

The Company assesses impairment at the end of each reporting period by evaluating conditions specific to the Company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates - goodwill and intangibles

In accordance with AASB 136 Impairment of Assets, the Company is required to estimate the recoverable amount of goodwill and intangibles at each reporting period.

Impairment testing is an area involving management judgement, requiring assessment as to whether the carrying value of assets can be supported by the net present value of future cash flows derived from such assets using cash flow projections which have been discounted at an appropriate rate and using a terminal value to incorporate expectations of growth thereafter.

Key estimates - other liabilities

Following closure of the Mortality Fund to new entrants in January 2011, the company engaged the services of an actuary to determine the future quantum of the company's liability to the members of the Mortality Fund. The company will continue to have its future liability to provide mortality benefits to members of the Mortality Fund referenced to an actuarial determination.

Key judgments - taxes

Deferred tax assets

Determining income tax provisions involves judgment on the tax treatment of certain transactions. Deferred tax is recognised on tax losses not yet used and on temporary differences where it is probable that there will be taxable revenue against which these can be offset. Management has made judgments as to the probability of future taxable revenues being generated against which tax losses will be available for offset based on budgets, current and future expected economic conditions.

Mutuality principle

Determining the treatment of current tax and deferred tax involves judgement in consideration for the Company's mutual dealings with members. Management has determined that using the Waratah formula as the Company's apportionment method is the most reasonable and accrurate method in reflecting the mutual dealing with members.

4. Revenue and Other Income

Revenue from continuing operations

	2026 $	2025 $
Revenue from contracts with customers (AASB 15)		
- sale of goods	**6,359,549**	5,279,640
- provision of services	**858,134**	841,860
- Gaming and promotions	**12,309,701**	9,708,361
- Member subscriptions	**363,317**	383,111
- Motel room revenue	**632,284**	728,359
Total Revenue	**20,522,985**	16,941,332
Other Income		
- commissions	**398,324**	329,055
- rental income	**268,293**	258,605
- other income	**79,408**	112,976
- net gain on disposal of property, plant and equipment	**27,176**	18,070
Total other income	**773,201**	718,705
Total Revenue and Other Income	**21,296,186**	17,660,037

Disaggregation of revenue from contracts with customers

Revenue from contracts with customers has been disaggregated into revenue streams, and timing of revenue recognition.

Revenue stream		
- Beverages	**3,446,540**	2,719,553
- Catering	**2,913,009**	2,560,087
- Green & competition fees	**269,069**	308,638
- Function & hire revenue	**589,065**	533,222
- Gaming machine revenue	**11,991,493**	9,429,421
- Other gaming and promotions	**318,208**	278,940
- Member subscriptions	**363,317**	383,111
- Motel Revenue	**632,284**	728,359
Revenue from contracts with customers	**20,522,985**	16,941,332
Timing of Revenue Recognition		
- at a point of time	**20,159,668**	16,558,221
- over time	**363,317**	383,111
Revenue from contracts with customers	**20,522,985**	16,941,332

Notes to the Financial Statements
For the Year Ended 30 June 2026

5. Finance Income and Expenses

	2026 $	2025 $
Interest income		
- Assets measured at amortised cost	**90,736**	60,214
Total finance income	**90,736**	60,214
Finance expenses	**864,487**	756,381
Total finance expenses	**864,487**	756,381

6. Result for the Year

The result for the year includes the following specific expenses:		
Cost of sales	**2,790,168**	2,358,634
Employee benefits expense	**5,559,517**	5,610,350
Depreciation	**1,430,345**	1,362,320
Impairment loss on other non-current assets	**-**	3,601,702
Reversal of impairment loss on other non-current assets	**(1,517,327)**	-
Finance expense	**864,487**	756,381
Other expenses		
Bar expenses	**421,005**	670,746
Catering and promotion expenses	**720,338**	532,655
Gaming expenses	**2,699,429**	2,022,167
Member expenses	**312,095**	328,769
Other operating expenses	**4,366,535**	3,658,493
Total other expenses	**8,519,402**	7,212,830
Total expenditure	**17,646,592**	20,902,217

7. Income Tax Expense

(a). The major components of tax expense (income) comprise:

	2026	2025
	$	$
Income tax - current period	**134,784**	34,925
Deferred tax	**355,032**	(889,300)
Recognition of unrecognised deferred tax asset now probable to be utilised	**-**	(147,506)
Change in tax rates	**24,478**	-
Income tax expense for continuing operations	**514,294**	(1,001,881)

(b). Reconciliation of income tax to accounting profit:

Prima facie tax payable on profit from ordinary activities before income tax at 25% (2025: 25%)	**935,082**	(795,491)
Add:		
Tax effect of:		
- non-deductible depreciation and amortisation	**(140,138)**	(14,215)
- impairment	**(379,332)**	900,426
- non-deductible expenses	**427**	4,118
- member expenses	**82,723**	85,113
- provision for employee entitlements	**(48,958)**	40,657
	449,804	220,608
Less:		
Tax effect of:		
- capitalised under AASB 123	**-**	38,224
- net mutuality adjustment on apportionable amounts	**263,498**	48,218
- member income	**103,647**	95,778
- accruals	**(50,761)**	(7,550)
- net lease liability adjustment	**(1,364)**	11,013
Income tax expense	**134,784**	34,925

Notes to the Financial Statements
For the Year Ended 30 June 2026

8. Cash and Cash Equivalents

	2026	2025
	$	$
Cash on hand	**608,596**	738,438
Bank balances	**3,690,588**	2,187,991
Total cash and cash equivalents	**4,299,184**	2,926,429

Reconciliation of cash

Cash and Cash equivalents reported in the statement of cash flows are reconciled to the equivalent items in the statement of financial position as follows:

	Note		
Cash and cash equivalents		**4,299,184**	2,926,429
Bank overdrafts	15	**-**	(6)
Balance as per statement of cash flows		**4,299,184**	2,926,423

9. Trade and Other Receivables

CURRENT		
Trade receivables	**104,826**	28,445
Deposits	**5,000**	-
Other receivables	**750**	9,413
Total current trade and other receivables	**110,576**	37,858

10. Inventories

CURRENT		
At cost:		
Other inventories for sale	**247,261**	204,298
Total inventories	**247,261**	204,298

Notes to the Financial Statements
For the Year Ended 30 June 2026

11. Property, plant and equipment

	2026 $	2025 $
Buildings		
At cost	**29,711,618**	29,050,462
Accumulated depreciation	**(2,691,861)**	(2,552,102)
Impairment	**(5,750,115)**	(6,767,397)
Total buildings	**21,269,642**	19,730,963
Capital works in progress		
At cost	**408,431**	-
Total capital works in progress	**408,431**	-
Plant and equipment		
At cost	**5,517,015**	6,048,097
Accumulated depreciation	**(2,999,443)**	(3,542,089)
Total plant and equipment	**2,517,572**	2,506,008
Motor vehicles		
At cost	**-**	326,408
Accumulated depreciation	**-**	(98,539)
Total motor vehicles	**-**	227,869
Leasehold Improvements		
At cost	**-**	242,858
Accumulated amortisation	**-**	(242,858)
Total leasehold improvements	**-**	-
Poker machines		
At cost	**9,021,337**	8,392,828
Accumulated depreciation	**(7,328,684)**	(7,026,435)
Total poker machines	**1,692,653**	1,366,393
Total property, plant and equipment	**25,888,298**	23,831,233

11. Property, plant and equipment

Movements in Carrying Amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Buildings	Plant and Equipment	Motor vehicles	Poker machines at cost	Other works in progress	Total
	$	$	$	$	$	$
Year ended 30 June 2026						
Balance at the beginning of year	19,730,963	2,506,008	227,869	1,366,393	-	23,831,233
Additions	407,718	253,722	-	903,968	408,431	1,973,839
Disposals - written down value	-	(57,976)	-	(7,847)	-	(65,823)
Transfers	(14,915)	220,307	(227,869)	22,477	-	-
Depreciation expense	(371,451)	(404,489)	-	(592,338)	-	(1,368,278)
Impairment reversal	1,517,327	-	-	-	-	1,517,327
Balance at the end of the year	21,269,642	2,517,572	-	1,692,653	408,431	25,888,298

Notes to the Financial Statements
For the Year Ended 30 June 2026

12. Intangible Assets

	2026	2025
	$	$
Goodwill		
Cost	**725,000**	725,000
Accumulated impairment losses	**(125,000)**	(125,000)
Net carrying value	**600,000**	600,000
Poker machine entitlements		
Cost	**55,000**	55,000
Accumulated amortisation and impairment	**(25,000)**	(25,000)
Net carrying value	**30,000**	30,000
Total Intangible assets	**630,000**	630,000

12.1. Movements in carrying amounts of intangible assets

	Poker machine entitlements	Goodwill	Total
	$	$	$
Year ended 30 June 2026			
Balance at the beginning of the year	**30,000**	**600,000**	**630,000**
Closing value at 30 June 2026	**30,000**	**600,000**	**630,000**

13. Other Assets

CURRENT		
Prepayments	**26,380**	19,754
Accrued income	**6,000**	-
Total other assets	**32,380**	19,754

Notes to the Financial Statements
For the Year Ended 30 June 2026

14. Trade and Other Payables

	2026	2025
	$	$
CURRENT		
Trade payables	**1,540,025**	1,122,576
Sundry payables and accrued expenses	**507,001**	341,336
Amounts receivable in advance	**166,114**	166,500
Sports trust account	**22,543**	22,829
Other payables	**45,904**	-
Total trade and other payables	**2,281,587**	1,653,241

Trade and other payables are unsecured, non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

15. Borrowings

CURRENT		
Secured liabilities:		
Bank overdraft	-	6
Total current borrowings	-	6
NON-CURRENT		
Secured liabilities:		
Bank loans	**11,830,046**	12,369,945
Total non-current borrowings	**11,830,046**	12,369,945

Details of covenants

Convenants imposed by The Company's bank require the interest coverage ratio to be greater than 2 at the end of the reporting period being six months ending each June and December, and gaming machine entitlements held to be greater than 218.

15.1. Unrestricted access was available at balance date to the following lines of credit

Credit Card facility	**15,000**	15,000
Total credit line	**15,000**	15,000

At 30 June 2026, the Company had unrestricted access to lines of credit totaling $15,000, of which $15,000 was unsued.

15.2. Security provided

The borrowing facilities are secured by:
- A first registered mortgage over the Non Residential Real property held by the company. Further details on the real property held can be found on page 5.
- A first registered equitable mortgage over the whole of its assets and undertakings including uncalled capital.

Notes to the Financial Statements
For the Year Ended 30 June 2026

16. Provisions

	2026	2025
	$	$
CURRENT		
Employee benefits	**472,736**	730,499
Unclaimed loyalty points	**40,035**	79,272
Total current provisions	**512,771**	809,771
NON-CURRENT		
Employee benefits	**69,980**	70,785
Total non-current provisions	**69,980**	70,785

17. Other Financial Liabilities

CURRENT		
Other financial liabilities	**54,022**	23,371
Total current other financial liabilities	**54,022**	23,371
NON-CURRENT		
Other financial liabilities	**175,421**	111,602
Total non-current other financial liabilities	**175,421**	111,602

18. Leases

Right-of-use assets

	Land	Plant and Equipment	Total
	$	$	$
Year ended 30 June 2026			
Balance at beginning of year	**371,847**	**191,762**	**563,609**
Amortisation	**(8,614)**	**(53,453)**	**(62,067)**
Balance at end of year	**363,233**	**138,309**	**501,542**
Year ended 30 June 2025			
Balance at beginning of year	367,027	28,490	395,517
Amortisation	(8,313)	(43,182)	(51,495)
Additions to right-of-use assets	13,133	206,454	219,587
Balance at end of year	371,847	191,762	563,609

18. Leases

Lease liabilities

	2026 $	2025 $
CURRENT		
Lease liabilities	**54,316**	51,202
Total current lease liabilities	**54,316**	51,202
NON-CURRENT		
Lease liabilities	**673,444**	727,760
Total non-current lease liabilities	**673,444**	727,760

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

	< 1 year $	1 - 5 years $	> 5 years $	Total undiscounted lease liabilities $	Lease liabilities included in this Statement Of Financial Position $
2026					
Lease liabilities	**79,128**	**230,468**	**1,201,858**	**1,511,454**	**727,760**
2025					
Lease liabilities	79,128	241,822	1,242,599	1,563,549	778,962

Statement of Profit or Loss and Other Comprehensive Income

The amounts recognised in the statement of profit or loss and other comprehensive income relating to interest expense on lease liabilities and short-term leases or leases of low value assets are shown below:

Interest expense on lease liabilities	**27,926**	28,923
Lease expense	**22,307**	13,450
Total	**50,233**	42,373

Notes to the Financial Statements
For the Year Ended 30 June 2026

19. Other Liabilities

	2026	2025
	$	$
CURRENT		
Members mortality scheme	**19,379**	19,553
Total current other liabilities	**19,379**	19,553
NON-CURRENT		
Members mortality scheme	**345,510**	364,889
Total non-current liabilities	**345,510**	364,889

20. Financial Risk Management

Financial assets		
Held at amortised cost		
Cash and cash equivalents	**4,299,185**	2,926,429
Trade and other receivables	**110,576**	37,858
Total financial assets	**4,409,761**	2,964,287
Financial liabilities		
Financial liabilities at amortised cost	**14,763,033**	14,554,161
Total financial liabilities	**14,763,033**	14,554,161

21. Members' Guarantee

The Company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of $ 2 each towards meeting any outstanding obligations of the Company. At 30 June 2026 the number of members was 12,109 (2025: 8,519).

22. Tax Assets and Liabilities

Income tax payable	**111,091**	34,925
Current tax liabilities	**111,091**	34,925

Notes to the Financial Statements
For the Year Ended 30 June 2026

22. Tax Assets and Liabilities

	Opening Balance	Charged to Income	Changes in Tax Rate	Closing Balance
	$	$	$	$
Deferred tax assets				
Property, plant and equipment - PPE	-	873,519	-	873,519
Provisions - employee benefits	-	83,375	-	83,375
Accruals	-	11,978	-	11,978
Net lease liability	-	23,900	-	23,900
Intangible assets	-	33,957	-	33,957
Superannuation	-	10,077	-	10,077
Balance at 30 June 2025	-	1,036,806	-	1,036,806
Property, plant and equipment - PPE	**873,519**	**(356,513)**	**(21,519)**	**495,487**
Provisions - employee benefits	**83,375**	**(20,823)**	**(1,988)**	**60,564**
Accruals	**11,978**	**21,301**	**(287)**	**32,992**
Prepayments	-	**(3,054)**	-	**(3,054)**
Net lease liability	**23,900**	**575**	**(614)**	**23,861**
Intangible assets	**33,957**	-	**(70)**	**33,887**
Superannuation	**10,077**	**3,482**	-	**13,559**
Balance at 30 June 2026	**1,036,806**	**(355,032)**	**(24,478)**	**657,296**

23. Contingencies

Contingent Liabilities

The Lismore & District Workers Club Limited had the following contingent liabilities at the end of the reporting period:

The Company's has a facility that is secured by a bank guarantee totaling $10,000.

24. Related Parties

Any person(s) having authority and responsibility for planning, directing and controlling the activities of the Company, directly, or indirectly, including any Director of the Club, is considered key management personnel - refer to Note 26.

Other related parties include close family members of key management personnel and entities that are controlled or significantly influenced by those key management personnel or their close family members.

25. Cash Flow Information

25.1. Reconciliation of cash

	2026	2025
	$	$
Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:		
Cash and cash equivalents	**4,299,185**	2,926,429
Bank overdrafts	**-**	(6)
	4,299,185	2,926,423

25.2. Reconciliation of result for the year to cashflows from operating activities

Reconciliation of net income to net cash provided by operating activities:		
		$
Profit for the year	**3,226,035**	(2,180,085)
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
- depreciation	**1,635,696**	1,362,320
- impairment of property, plant and equipment	**(1,517,327)**	3,601,702
- net (gain)/loss on disposal of property, plant and equipment	**(27,176)**	(18,068)
- accrued lease payment	**(1,698)**	-
- mvt of poker machines on extended terms	**(246,592)**	-
- net (gain)/loss on disposal of controlled entity	**-**	(544,630)
- creditors allocated to construction WIP	**-**	66,339
- finance cost allocated to financing	**11,530**	12,005
- Interest on Lease Liability	**27,926**	28,923
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	**(72,951)**	100,533
- (increase)/decrease in other assets	**(12,625)**	17,624
- (increase)/decrease in inventories	**(42,963)**	(108,368)
- (increase)/decrease in deferred tax asset	**379,510**	(1,036,806)
- increase/(decrease) in trade and other payables	**333,730**	549,791
- (increase)/decrease in other liabilities	**(19,553)**	(19,553)
- increase/(decrease) in income taxes payable	**76,400**	35,042
- increase/(decrease) in GST payable	**294,615**	257,696
- increase/(decrease) in provisions	**(297,804)**	185,829
Cashflows from operations	**3,746,753**	2,310,294

Notes to the Financial Statements
For the Year Ended 30 June 2026

25. Cash Flow Information
25.3. Non-cash financing and investing activities

	2026	2025
	$	$
Acquisition of poker machine by means of payment arrangement	**741,136**	-
Acquisition of assets by means of leases	**-**	219,587
Acquisition of assets by means of finance	**126,995**	136,090
	868,131	355,677

26. Key Management Personnel Remuneration

The total compensation paid to key management personnel is as follows:		
Directors	**29,063**	45,034
Other Key Management Personnel	**654,039**	473,416
Total key management personnel remuneration	**683,102**	518,450

27. Auditors' Remuneration

Remuneration of the auditor for:		
- Auditing of the financial statements	**27,500**	27,500
- Other services	**11,500**	14,740
Total auditors' remuneration	**39,000**	42,240

28. Events Occurring After the Reporting Date

The financial report was authorised for issue on 28 September 2026 by the Board of Directors.

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

29. Statutory Information

The registered office and principal place of business of the company is:
The Lismore & District Workers Club Limited
231 Keen Street
Lismore, 2480

The Lismore & District Workers Club Limited

ABN 72 000 919 406

Directors' Declaration

In the directors' opinion:

1. the financial statements and notes are in accordance with the *Corporations Act 2001* and:

   a. comply with Australian Accounting Standards - Simplified Disclosure Standard; and

   b. give a true and fair view of the financial position as at 30 June 2026 and of the performance for the year ended on that date of the Company; and

   c. the information detailed in the consolidated entity disclosure statement is true and correct.

2. there are reasonable grounds to believe that the Company 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.

Director .....
M Knight

Director .....
J Eather

Dated 28 September 2026

The Lismore & District Workers Club Limited

Consolidated Entity Disclosure Statement

For the Year Ended 30 June 2026

The Lismore & District Workers Club Limited does not have any controlled entities and therefore the financial statements presented are for a standalone entity. Consequently the Consolidated Entity disclosure required by s295(3A)(a) of the *Corporations Act* is not required.

THE LISMORE & DISTRICT WORKERS CLUB LIMITED
ABN 72 000 919 406
DETAILED INCOME STATEMENT SUMMARY FOR THE YEAR ENDED 30TH JUNE 2026

	Main Club		Golf Club		Sports Club		Motel		Total	
	2026	2025	2026	2025	2026	2025	2026	2025	2026	2025
Income										
Bar Sales	1,861,196	1,047,151	629,949	649,365	1,010,184	912,286		-	3,501,329	2,608,802
Catering	1,968,045	1,504,592	81,796	12,246	864,006	1,153,864		-	2,913,847	2,670,702
Poker Machine Revenue	8,944,292	5,847,716	358,976	471,234	2,688,225	3,110,471		-	11,991,493	9,429,421
Promotions	110,419	87,830	36,049	211,847	176,848	193,724			323,316	493,401
TAB/Keno	156,727	122,884	15,597	14,178	104,959	146,185		-	277,283	283,247
Room Revenue	266,654	218,740	11,782	37,428	211,686	245,784	649,724	728,668	1,139,846	1,230,620
Other Revenue	209,308	128,500	578,420	471,300	43,089	42,366		-	830,817	642,165
Interest Received	90,678	60,214	89	-	-	-		-	90,767	60,214
Total Income	**13,607,318**	**9,017,626**	**1,712,657**	**1,867,597**	**5,098,997**	**5,804,680**	**649,724**	**728,668**	**21,068,697**	**17,418,571**
Operating Expenses (before Interest, Depreciation, Rent & Donations):										
Cost of Goods Sold	1,830,191	1,116,742	406,072	295,891	896,808	920,252	1,524	2,375	3,134,595	2,335,260
Entertainment Expenses & Promotion	574,832	303,510	64,374	75,538	404,436	488,987	-	-	1,043,641	868,035
Repairs & Maintenance	380,971	377,217	351,766	337,112	159,301	138,878	43,922	72,200	935,961	925,407
Salaries & Wages	3,269,670	3,045,171	612,363	601,177	1,085,507	1,194,136	150,534	159,553	5,118,073	5,000,036
Superannuation Expense	346,754	290,373	61,312	58,009	114,782	141,492	11,697	13,557	534,544	503,431
Other Expenses	3,984,912	3,290,248	497,870	454,371	984,870	1,189,781	193,360	262,944	5,661,013	5,197,344
Total Operating Expenses	**10,387,330**	**8,423,262**	**1,993,757**	**1,822,098**	**3,645,703**	**4,073,525**	**401,037**	**510,629**	**16,427,827**	**14,829,513**
Earnings Before Interest, Tax, Depreciation, Rent & Donations (EBITDARD)	**3,219,988**	**594,364**	**(281,100)**	**45,500**	**1,453,294**	**1,731,156**	**248,687**	**218,039**	**4,640,869**	**2,589,059**
Interest	832,081	725,386	13,006	11,912	17,890	19,083	551	-	863,529	756,381
Depreciation & Impairment	(468,183)	4,494,628	123,128	155,808	195,711	227,841	45,361	64,495	(103,983)	4,942,772
Investment Property Income	(118,105)	(94,394)		-	-	-	-	-	(118,105)	(94,394)
Rentals	-	-	22,307	24,640	-	-	-	-	22,307	24,640
Donations	192,161	72,026	400	-	44,232	69,599	-	-	236,792	141,625
Total Other	**437,954**	**5,197,647**	**158,841**	**192,360**	**257,833**	**316,522**	**45,912**	**64,495**	**900,540**	**5,771,024**
Net Profit/(Loss)	**2,782,034**	**(4,603,282)**	**(439,941)**	**(146,860)**	**1,195,462**	**1,414,633**	**202,775**	**153,544**	**3,740,329**	**(3,181,965)**
Less: Income Tax Expense									(514,294)	1,001,881
Net Profit/(Loss) after Income Tax									**3,226,035**	**(2,180,085)**

wca
audit & assurance services

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LISMORE & DISTRICT WORKERS CLUB LIMITED

Opinion

We have audited the financial report of The Lismore & District Workers Club Limited (the Company), which comprises the statement of financial position as at 30 June 2026, the statement of profit and loss and other comprehensive income, statement of changes in equity and statement of cash flows for the period then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of The Lismore & District Workers Club Limited is in accordance with the *Corporations Act 2001*, including:

(a) giving a true and fair view of the company's financial position as at 30 June 2026 and of its financial performance for the period then ended; and

(b) complying with Australian Accounting Standards - Simplified Disclosure Requirements and the *Corporations Regulations 2001*; and

(c) the consolidated entity disclosure statement is true and fair in accordance with the Corporations Act 2001

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 30 June 2026, but does not include the financial report and our auditor's report thereon.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LISMORE & DISTRICT WORKERS CLUB LIMITED

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Simplified Disclosure Requirements and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the 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 the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives 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 our 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.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
http://www.auasb.gov.au/Home.aspx. This description forms part of our auditor's report.

wca audit & assurance services pty ltd
Authorised Audit Company

Martin P McNamara
Director
DATED: 28 September 2026

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