



***Narrandera Ex-Servicemen's
Club Limited***

**81st
Annual Report**

FOR THE YEAR ENDED
30th JUNE 2026



Narrandera Ex-Servicemen's Club Limited

Mission Statement

1. Narrandera Ex-Servicemen's Club is **committed to providing high quality services and amenities** to members, guests, visitors and the Narrandera community at large.
2. Our enthusiastic employees strive to build a progressive corporate identity within the community through **commitment to high levels of customer satisfaction.**
3. Narrandera Ex-Servicemen's Club is committed to conducting our business in compliance with the laws and regulations under which we operate and by following the **Registered & Licensed Clubs – Code of Practice.**

The requirements of the Code reflect the Club movements underlying values of honesty, fairness, integrity, mutuality, compassion and community.

Narrandera Ex-Servicemen's Club Limited

ACN 001 054 735 ABN 90 001 054 735

~

Board of Directors



Kristen Clancy
President



Sue Tolsher
Junior Vice-President



Alastair Macdonald
Senior Vice-President



Wendy Hartin
Director



Leonie Flack
Director

Daryl Fraser
Director

Narrandera Ex-Servicemen's Club Limited

ACN 001 054 735 ABN 90 001 054 735

Notice of Annual General Meeting

Notice is hereby given that the Annual General Meeting of the Narrandera Ex-Servicemen's Club Limited will be held as follows:

Date: Sunday 18 October 2026

Time: 10:00 am

Venue: Bolton Street Room, Narrandera Ex-Servicemen's Club

AGENDA

1. Apologies
2. To receive and if thought fit - adopt the minutes of the **Eightieth Annual General Meeting** held **Sunday 12th October 2025**.
3. To receive the Presidents Report.
4. To receive the following financial reports and statements for the year ended **June 30, 2025**
 - a) The Directors Report.
 - b) The Statement by Directors.
 - c) The Auditor's Report on the Financial Report.
5. Declaration of Core and Non-Core Property.
6. **First Ordinary Resolution** to approve the Presidents Honorarium for the year **2026/2027**.
7. **Second Ordinary Resolution** to approve reasonable expenditure by the Club for Directors.
8. General Business.
 - a. Questions Without Notice:
 - i. Members are encouraged to submit questions which require detailed answers - in writing and at least seven (7) days prior to the meeting.
 - ii. The Board reserves the right to respond to questions without notice at a later date and time.

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ORDINARY RESOLUTIONS

FIRST RESOLUTION

President's Honorarium:

That pursuant to the Registered Clubs Act 10 (6) (b):

"The Members hereby approve the President's Honorarium for the 2026/2027 Financial Year."

SECOND RESOLUTION

Director's Honorarium:

That the members approve the payment of an honorarium of **\$100 per month to each ordinary Director of Narrandera Ex-Servicemen's Club Limited**, for services performed in the capacity of Director, commencing from **1 November 2026**, and continuing until the next Annual General Meeting, subject to the Director continuing to hold office.

Directors' Educational and Seminar Expenses:

That pursuant to the Registered Clubs Act:

- (a) "The Members hereby approve and agree to reasonable expenditure by the Club for the professional development and education of Directors until the next Annual General Meeting of the Club and being:
 - (i) The reasonable cost of Directors attending the Clubs NSW Annual General Meeting.
 - (ii) The reasonable cost of Directors attending seminars, lectures, trade displays and other similar events as may be determined by the Board from time to time.
 - (iii) The reasonable cost of Directors attending other Registered Clubs or similar types of businesses for the purpose of observing their facilities and methods of operation provided such attendances are approved by the Board as being necessary for the betterment of the Club.
- (b) "The Members acknowledge that the benefits in paragraph (a) above are not available to Members generally but only to those who are Directors of the Club and those Members directly involved in the above activities."

NOTES TO MEMBERS

President's Honorarium

The first ordinary resolution is to have Members in a General Meeting hereby approve the payment by the Club of an honorarium to the Chairman in respect of his services as Chairman of the Club between the date of this meeting and the Annual General Meeting in 2027.

To be passed – the resolution must receive a simple majority of votes in its favour from those persons present at the meeting who are eligible to vote.

Director's Honorarium

The purpose of this resolution is to seek members' approval for an honorarium to be paid to each ordinary Director for the time and responsibilities undertaken in performing their duties as a Director of the Club.

The proposed honorarium is **\$100 per month, being \$1,200 per annum for each Ordinary Director.**

The proposed payment is separate from the reimbursement of reasonable expenses properly incurred by Directors in carrying out their duties on behalf of the Club.

Directors' Educational and Seminar Expenses

The second ordinary resolution is to have Members in a General Meeting approve reasonable expenditure by the Club for Directors to attend seminars, lectures, trade displays and other similar events including the Clubs.

NSW Annual General Meeting and to visit other clubs to enable the Club's governing body to keep abreast of current trends and developments which may have a significant bearing on the nature and way in which the Club conducts its business.

To be passed – the resolution must receive a simple majority of votes in its favour from those persons present at the meeting who are eligible to vote.

Explanatory Message

Pursuant to the requirements of the Registered Clubs Act 1976, the Club is required at each Annual General Meeting to have approved by Ordinary Resolution, the benefits to be provided to the Directors of the Club. The purpose of this Resolution is to comply with the requirements of the Registered Clubs Act.

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CLUB PROPERTY

Pursuant to Section 41E of the Registered Clubs Act for the financial year ended **30 June, 2026**:

- (a) the following properties are core property of the Club:
 - (i) licensed premises at Bolton Street, Narrandera NSW 2700
 - (ii) car park facilities at the address in (i) above adjacent to the Main Club building.
 - (iii) car park facilities at the address in (i) above adjacent to the Club Inn Motel
- (b) the following properties are non-core property of the Club:
 - (i) the Club does not own any non-core property

Notes to Members

1. Section 41E of the Registered Clubs Act requires the annual report to specify the core property and non-core property of the Club as at the end of the financial year to which the report relates.
2. Core property is any real property owned or occupied by the Club that comprises:
 - (a) the defined premises of the Club; or
 - (b) any facility provided by the Club for use of its members and their guests; or
 - (c) any other property declared by a resolution passed by a majority of the members present at a general meeting of Ordinary members of the Club to be core property of the Club.
3. Non-core property is any other property (other than that referred to above as core property) and any property which is declared by the members at a general meeting of ordinary members of the Club not to be core property.
4. The significance of the distinction between core property and non-core property is that the Club cannot dispose of any core property unless:
 - (a) the property has been valued by a registered valuer within the meaning of the Valuers Act 2003; and
 - (b) the disposal has been approved at a general meeting of the ordinary members of the Club at which the majority of the votes cast support the approval;
 - (c) any sale is by way of public auction or open tender conducted by an independent real estate agent or auctioneer.

These disposal provisions and what constitutes a disposal for the purposes of section 41E are to some extent modified by regulations made under the Registered Clubs Act and by Section 41E itself.
5. Non-core property is not subject to the limitations referred to in paragraph 4 above and can be disposed of without the Club having to following the procedure referred to in paragraph 4 above.



Past President's Report

(until 27th April 2026)

I submit my part Annual report for the NESC from 1 July 2025 to 27th April 2026 when I stepped down from your Board of Management and as your Club President, being on the Board since 2007 and as your President for 13 years, it has been a tough position over those years to ensure that your Club stay's profitable and abides by the legal and governance of our Industry,

This financial year your Club has supported many local charities, local schools, local organisations that don't receive Government funding, without their funding they would find it hard to support those local people and many of our members. The local NRL team the Lizards, who we have a sponsorship arrangement for 3 years, congratulations to them as they are in the Grand Final, hopefully by the time this goes to print they are Premiers.

Every year I state that we have an ageing building that requires constant maintenance and repairs and this year is no different, the Club went through a repaint of the internal walls and areas that you don't see often. Replacement of refrigeration units and air conditioning,

Major renovation to the Bistro and kitchen, the purchase of a new 2 bedroom unit in town, upgrades to many important areas that you don't see but are important to keep your Club compliant and legal, your Club spent over \$1million this financial year, to achieve this all monies came from our WAR CHEST, the Club's profit each year and any other gains went into the chest, no funding was sourced from lenders

A change in caterers was a business decision by the Board; we welcome the Wok & Grill as our caterers who have brought a new style of catering of old and new style of meals.

The members of the board, past and present, I thank you all for your participation over the years, some come with a wealth of private business and corporate knowledge, and others for the betterment of members, I thank you all.

Our Staff, old and new, we have had a turnover of staff over the year, which is normal for our Industry, some wish to earn and learn a source of income and move on, I thank them for their participation with us.

Mr Geoff Knight filled in as temporary manger while Denis Lane was off work due to an injury. The teams are now led by our new Manager Mr Greg Manning who comes to us from the mid coast area and brings to us an experience that will work for us and the Club's Board. Your Board President is now led by a member who has worked on the Board in different positions and brings experiences of Government working within budgets of Government spending, local community activities. Mrs Kristen Clancy, I know you can achieve the plan of resilience for our Club and keep building our WAR CHEST for the future survival of our Club.

Core Assets up over \$500.000, Your Audited profit for 2026 is \$315,434.00, well done team. I wish the Club and members all the best, those future Board members War Chest not Loans.

A handwritten signature in black ink, appearing to read 'Neville Wortlehook', with a stylized, flowing script.

Neville Wortlehook

Member 1080



Current President's Report

(from 28th April 2026)

It is an honour to present my first President's Report for the Narrandera Ex-Servicemen's Club. I would like to sincerely thank Neville for his dedicated leadership over the past 13 years and acknowledge the strong position he has helped the Club achieve. As Neville has outlined, this has been achieved through careful financial management, continued investment in the Club, support for our local community, and a clear focus on keeping the Club sustainable for the future.

Neville leaves behind a remarkable legacy. On behalf of our members, Board and staff, I thank him for his commitment and service. He has helped build strong foundations for the Club, including the importance of maintaining savings to support future growth, avoiding unnecessary debt, and making decisions that support the Club's long-term future.

Over the past year, the Club has continued to show its ability to host successful community events, supported by professional and committed staff. The arrival of the Riverina Wok and Grill team has also added positively to the Club's catering and event offerings. Events such as the Riverina Football League's prestigious Jim Quinn Medal show the teamwork, pride and high standard our staff and caterers bring to these occasions, delivering events that stand proudly alongside those held by much larger clubs across the Riverina.

I fully support Neville's comments about the importance of strong governance, careful spending and planning for the future. Through his leadership, Neville has helped create a united and committed Board focused on making decisions in the best interests of the Club, its members and the wider community. I also acknowledge the ongoing support of our members, Board, Manager Greg Manning, staff and community, which has helped place the Club in a strong position. This is reflected in the strong increase in assets and the audited profit achieved in 2026. The focus now remains on protecting that position while continuing to be a welcoming and important place for our community.

Kristen Clancy
Member 180



General Manager's Report 2025

To the Board, Patrons, and Members,

I am privileged to present the General Manager's Report for the 2025 financial year. First and foremost, I would like to express my sincere gratitude to the Board of Directors, our Patrons, and our dedicated Staff for giving me the opportunity to become part of this vibrant community and the Exies family.

As we reflect on the achievements of the past year, it is equally important that we take a moment to honour the memory of our members who passed away. Our thoughts and deepest condolences remain with their families.

FINANCIAL PERFORMANCE

The Club achieved a stable and profitable financial position this year, as verified by the independent Auditor's Report.

- Net Profit: The Club recorded a solid net profit of \$47,004.00 for the 2025 financial period.
- Asset Growth: Our broader financial foundation remains robust, with the Club's asset portfolio now exceeding **\$6,000,000** and continuing to grow.

CAPITAL IMPROVEMENTS & OPERATIONAL UPGRADES

To ensure the long-term viability of our facilities and enhance the patron experience, several key capital infrastructure and technology projects were completed this year:

- Bistro Renovation: Refreshed the dining space to improve atmosphere and comfort.
- Kitchen Infrastructure: Upgraded the kitchen flooring to meet top operational standards.
- Point of Sale (POS) Systems: Implemented a new, modern till system to optimize transactional efficiency and backend reporting.

Operational facilities, capital improvements, and technological upgrades will remain a primary focus as we continue to modernize the Club.

COMMUNITY ENGAGEMENT & PARTNERSHIPS

The Club remains deeply committed to supporting the local community. This year, we extended vital financial assistance to local charities, schools, and organizations that operate without government funding. Without our club's contributions, many of these groups would face significant hardships.

Our members are the absolute backbone of our operations; without your continued patronage, this vital community support would not be possible.

Our strategic sponsorship of the Lizards Senior Football Club (both Men's and Ladies' divisions) has proven highly successful, significantly driving membership growth and strong renewal rates. As a community club we would also like to sponsor the lizard juniors for future development and community involvement.

4. COMMERCIAL DEVELOPMENTS & OUTLOOK

Looking ahead to 2027, we are positioned for continued commercial expansion:

- Dining: The addition of the Riverina Wok and Grill has been an outstanding success, offering excellent dining variety and attracting strong patron volume.
- Beverage: Our updated partnership with Lion Nathan (Tooheys) has significantly enhanced our beverage portfolio, allowing us to introduce new product lines and secure highly competitive pricing for our patrons.
- Strategic Planning: Management and the Board are currently finalising a comprehensive long-term business plan. This strategic roadmap is designed to maintain operational longevity, ensure regulatory compliance, and foster sustained commercial growth.

5. ACKNOWLEDGMENTS & APPRECIATION

Our accomplishments this year are a direct result of collective hard work. I want to thank our Staff for navigating a period of significant operational change with professionalism and resilience. While further operational evolutions are ahead, they are necessary steps to secure the Club's future.

I would like to extend a special thanks to the Supervisor Team and to our dedicated administration and reception team for their exceptional daily efforts.

To my wife and family thank you for your ongoing support of my commitment at the Exies!

Finally, I extend my gratitude to Kristen (Executive) and the entire Board of Directors. The Board's governance and guidance form the essential mechanism that allows this Club to progress and thrive.

Thank you to all members for your ongoing loyalty and support.

G Manning

Mr. Greg Manning
General Manager

Narrandera Ex-Servicemen's Club Limited

ACN 001 054 735 ABN 90 001 054 735

DIRECTORS REPORT

Your Director's submit the financial accounts of the Company for the year ended 30 June, 2026.

The names of Directors in office at the time of the report are:

Kristen Clancy	Laboratory Manager	(President)	12 years
Alastair McDonald	Business Proprietor	(Senior Vice-President)	6 years
Sue Tolsher	Office Administrator	(Junior Vice-President)	4 years
Leonie Flack	Administrator Officer	(Director)	2 years
Daryl Fraser	Business Proprietor	(Director)	2 years
Wendy Hartin	Administrative Officer	(Director)	1 year

PRINCIPAL ACTIVITIES

The principal activity of the company during the year was to conduct the business of a registered club.

OPERATING RESULTS

The result of operations for the year after allowing for income tax and abnormal items was a **Profit of \$315,434**

DIVIDENDS

The articles of association prohibit the company paying dividends. Accordingly, no dividends have been paid or provided for during the year.

REVIEW OF OPERATIONS

The Club's profit decreased by **\$47,004** when compared to the 2025 - year profit of **\$268,430**

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DIRECTORS REPORT CONTINUED

EVENTS OCCURRING AFTER BALANCE DATE

No significant events noted.

DIRECTORS BENEFITS

Since the end of the previous financial year, no director has received, or become entitled to receive, any benefit by reason of contract made by the company with a director, or with a firm which a director is a member, or a company in which a director has a substantial financial interest other than as disclosed in as disclosed in the financial statements.

AUDITOR'S INDEPENDENCE DECLARATION

The directors have received an Auditor Independence. Declaration for the financial year from our auditors William Tomiczek & Associates.

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



K Clancy

Dated this 31st July 2026



A McDonald

Narrandera Ex-Servicemen's Club Limited

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STATEMENT BY THE DIRECTORS

In the opinion of the directors of the company:

1. a) The accompanying profit and loss account gives a fair view of the company's profit and loss for the financial year ended 30th June 2026 and
b) The accompanying balance sheet gives a true and fair view of the company's state of affairs at the end of the financial year.
c) The statement of cash flow gives a true and fair view of the cash flow of the company for that financial year.
2. There are reasonable grounds to believe that the company will be able to pay its debts as and when they fall due.
3. The directors have reviewed the impact of the introduction of Australian Equivalents to International Financial Reporting Standards and advise that no material impact is anticipated from the introduction of these standards. The company's financial statements have been prepared in accordance with these standards

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



K Clancy
Dated this 31st July 2026



A McDonald

Narrandera Ex-Servicemen's Club Limited

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Directors' Attendances 2025/2026

During the year July 1st 2025 - to June 30th 2026, there were sixteen (16) meetings held, being thirteen (13) Ordinary Meetings and three (3) Special Meetings.

Attendance by those eligible to attend was as follows:

	Eligible	Ordinary	Special	Total
Mr Neville Wortlehook	14	11	3	14
Mrs Kristen Clancy	16	11	3	14
Mr Alastair Macdonald	16	11	3	14
Mrs Sue Tolsher	14	10	1	11
Mr Craig Clancy	13	12	0	12
Mr Daryl Fraser	13	10	0	10
Mrs Leonie Flack	13	10	0	10
Mrs Wendy Illingworth Hartin	4	3	0	3

Life Members:

J. L. Moir*	J. B. Driscoll*	J. D. Mooney*
C. J. Aubusson*	T. Jackson*	E. A. Rea*
P. J. Hocking*	P. H. Smith*	J. L. Welsh*
A. J. Withers*	D. J. Sheather*	D. Doyle*
G. B. Warden*	M. Whitley*	E. S. Cameron*
A. A. Hutchins*	J. W. Sheather*	C. Lettie*
G. C. Dangar*	A. R. Black*	N.C. Wortlehook

**Denotes deceased*

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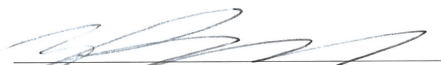
Auditor's Independence Declaration

UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

To THE DIRECTORS OF: NARRANDERA EX-SERVICEMEN'S CLUB LTD

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 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


William Tomiczek Registered Company Auditor

Narrandera Ex-Servicemen's Club Limited

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INDEPENDENT AUDITOR'S REPORT

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of NARRANDERA EX-SERVICEMEN'S CLUB LTD (the company), which comprises the statement of financial position as at 30 June 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion:

- a. the accompanying financial report of NARRANDERA EX-SERVICEMEN'S CLUB LTD is in accordance with the Corporations Act 2001, including:
 - (i) giving a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the year then ended; and
 - (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001; and
- b. the financial report also complies with International Financial Reporting Standards as disclosed in Note 1

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 confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of the company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Information Other than the Financial Report and Auditor's Report Thereon

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 2025, 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. 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.

Narrandera Ex-Servicemen's Club Limited

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INDEPENDENT AUDITOR'S REPORT

Responsibilities of the Director 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 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 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 the financial report.

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

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

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INDEPENDENT AUDITOR'S REPORT

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the company to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the company audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Signed on 30 July, 2026:

A handwritten signature in blue ink, appearing to be 'J. Smith', is written over a horizontal line.

66 Emu Plains Rd Mt Riverview 2774

Narrandera Ex-Servicemen's Club Limited

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NOTES TO AND FORMING PART OF THE ACCOUNTS FOR THE YEAR ENDING 30th JUNE, 2026

NOTE 1 - STATEMENT OF ACCOUNTING POLICIES

The accounts have been prepared in accordance with Statements of Accounting Concepts, applicable Accounting Standards and the Corporations Law, including the disclosure requirements of Schedule 5. The accounts have also been prepared on the basis of historical cost and do not take into account changing money values, or, except where stated current valuations of non-current assets. The accounting policies have been consistently applied unless otherwise stated.

The following is a summary of the significant accounting policies adopted by the Company preparation of the accounts.

a) Inventories

Inventories are measured at the lower of cost or net realisable value

b) Property, Plant and Equipment

Property, plant and equipment are brought to account at cost, less, where applicable, any accumulated depreciation or amortisation.

The depreciable amount of all fixed assets including capitalised leased assets but excluding freehold land and buildings are depreciated over their useful lives commencing from the time the asset is held ready for use.

Poker Machine Entitlements are not valued at cost but at current market value as determined by the Directors.

c) Leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the company, are classified as finance leases. Finance leases are capitalised recording an asset and a liability equal to the present value of the minimum lease payments. Including any guaranteed residual value. Leased assets are amortised over their estimated useful lives. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

d) Employee Benefits

Provision is made in respect of the company's liability for annual leave, and long service leave. Long service leave is accrued in respect of all employees with more than five years service with the club.

Contributions are made by the club to an employee superannuating fund and are charged as expenses when incurred. The club has no legal obligation to provide benefits to employees on retirement.

e) Cash flow

For the purpose of the statement of cash flows, cash includes:

- i) Cash on hand and in at call deposits with banks or financial institutions, net of bank overdraft.

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**BALANCE SHEET
FOR THE YEAR ENDING 30th JUNE, 2026**

	30.06.2026	30.06.2025
CURRENT ASSETS		
Cash (3)	2,301,140	2,511,778
Receivables (4)	426	4,290
Inventories (5)	69,530	56,957
Other (6)	37,978	112,952
	<u>2,409,074</u>	<u>2,685,977</u>
NON-CURRENT ASSETS		
Property Plant & Equipment (7)	4,020,926	3,605,761
	<u>4,020,926</u>	<u>3,605,761</u>
TOTAL ASSETS	6,430,000	6,291,738
CURRENT LIABILITIES		
Creditors and Borrowings (8)	139,392	117,692
Provisions (9)	84,193	148,089
Accrued Expenses	55,409	59,200
Finance Loans Current (11)	107,352	128,688
	<u>386,346</u>	<u>453,669</u>
NON-CURRENT LIABILITIES		
Catering Contract Bond	0	2,500
Lease Liability	43,456	150,804
	<u>43,456</u>	<u>153,304</u>
TOTAL LIABILITIES		
TOTAL LIABILITIES	429,802	606,973
NET ASSETS	<u>6,000,198</u>	<u>5,684,765</u>
MEMBERS FUNDS		
Retained Profit	<u>6,000,198</u>	<u>5,687,765</u>

Narrandera Ex-Servicemen's Club Limited

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**STATEMENT OF CASHFLOWS
FOR THE YEAR ENDING 30th JUNE, 2026**

	30.06.2026	30.06.2025
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	3,752,661	3,649,939
Payments to suppliers and employees	<u>-3,068,500</u>	<u>-3,118,379</u>
	684,161	531,560
Interest received	67,851	74,792
Interest and other costs of finance paid	-2,507	-3,522
NET CASH FLOW FROM OPERATING ACTIVITIES (16)	<u>749,505</u>	<u>602,830</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Payments for property, plant and equipment & Leased Assets	-821,407	-544,175
Sale of property plant and equipment	-10,052	-13,931
NET CASH OUTFLOW FROM INVESTING ACTIVITIES	<u>-831,459</u>	<u>-558,106</u>
CASH FLOW FROM FINANCING ACTIVITIES		
Advances & Loans	-128,684	169,132
Finance Loans Repayments (net)		
NET CASH FLOW FROM FINANCING ACTIVITIES	<u>-128,684</u>	<u>169,132</u>
NET INCREASE/(DECREASE) IN CASH HELD	-210,638	213,856
Cash at the beginning of the financial year	2,511,778	2,297,922
CASH AT THE END OF THE FINANCIAL YEAR (2026)	<u>2,301,140</u>	<u>2,511,778</u>

Narrandera Ex-Servicemen's Club Limited

ACN 001 054 735 ABN 90 001 054 735

INCOME STATEMENT FOR THE YEAR ENDING 30th JUNE, 2026

	30.06.2026	30.06.2025
Operating Profit before abnormal items and income tax (1 and 2)	321,050	293,026
Operating profit after abnormal items and before income tax	321,050	293,026
Income tax attributable to operating profit	-5,616	-24,596
Operating profit after abnormal items and income tax	315,434	268,430
Retained profits at the beginning of the financial year	5,684,765	5,416,335
Retained profits at the end of the Financial year	6,000,199	5,684,765

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDING 30th JUNE, 2026**

		Retained Earnings	Retained Earnings
		2026	2025
Balance	1/07/2025	5,684,765	5,416,335
Profit	2026	315,434	268,430
		<u>6,000,199</u>	<u>5,684,765</u>

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026**

NOTE 2 OPERATING PROFIT	30.06.2026	30.06.2025
Operating Profit before abnormal items and income tax has been determined after:		
Charging as expenses:	315,434	268,430
Depreciation of Plant and Equipment & Building	403,747	428,216
	<u>719,181</u>	<u>696,646</u>
Auditor's Remuneration		
For Auditing Accounts	5,000	5,000
For other services	6,923	6,473
	<u>11,923</u>	<u>11,473</u>
Crediting Income		
Sales Revenue	958,182	835,177
Interest Received	67,851	74,792
Profit sale of plant	10,052	-13,931
Other Revenue	2,791,088	2,798,891
TOTAL REVENUE	<u>3,827,173</u>	<u>3,694,929</u>
NOTE 3 CASH		
Cash on Hand	150,325	119,500
Cash Management Account /Mortgage Fund	1,960,000	1,960,000
Keno Account	23,449	57,226
Imprest Account	19,093	15,113
TAB Account	12,232	34,779
Working Account	133,291	314,450
ATM clearing	2,750	10,710
	<u>2,301,140</u>	<u>2,511,778</u>

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026**

NOTE 4-RECEIVABLES	30.06.2026	30.06.2025
Trade Debtors	<u>426</u>	<u>4,290</u>
NOTE 5-INVENTORIES		
Stock on hand		
-Bar	55,858	45,632
-Monster Competition	<u>13,672</u>	<u>11,325</u>
Total	<u>69,530</u>	<u>56,957</u>
NOTE 6-OTHER CURRENT ASSETS		
Prepayments	<u>37,978</u>	<u>112,952</u>
NOTE 7-PROPERTY, PLANT & EQUIPMENT		
Freehold Land and Buildings-at valuation Core Property	2,707,787	2,215,156
Less Accumulated Depreciation	<u>-133,872</u>	<u>66,936</u>
	<u>2,573,915</u>	<u>2,148,220</u>
Plant and Furniture-at cost	4,553,979	4,277,777
Less Accumulated Depreciation	<u>-3,367,798</u>	<u>3,049,834</u>
	<u>1,186,181</u>	<u>1,227,943</u>
Other non-current asset-Capital Work in progress	31,330	0
Poker machine entitlements-at valuation (2025)	229,500	229,500
	<u>4,020,926</u>	<u>3,605,663</u>

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026**

NOTE 8-CREDITORS & BORROWINGS	30.06.2026	30.06.2025
CURRENT		
Trade Creditors	112,193	97,296
GST payable	8,034	0
PAYG withholding	19,165	20,396
Total	<u>139,392</u>	<u>117,692</u>

NOTE 9-PROVISIONS

CURRENT		
Provisions for Annual Leave	24,810	42,865
Provisions for Long Service Leave	25,869	74,444
Provision for Link Payout	14,827	10,035
Provision for Payroll Tax	-3,298	-2,063
Provision for Taxation	21,985	22,808
	<u>84,193</u>	<u>148,089</u>

NOTE 10-OTHER CREDITORS AND BORROWINGS

Accrued Expenses	55,409	59,200
	<u>55,409</u>	<u>59,200</u>

NOTE11-FINANCE LOANS CURRENT

Finance lease	107,352	128,688
	<u>107,352</u>	<u>128,688</u>

NOTE12-FINANCE LOANS NON CURRENT

Bank Loan		
Finance lease	43,456	150,804
Catering Contract Bond	0	2,500
	<u>43,456</u>	<u>153,304</u>

Total Liabilities	429,802	586,577
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Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026**

	30.06.2026	30.06.2025
NOTE 13-DIRECTOR Emoluments		
Remuneration received or due and Received by all directors of the club		
-Presidents allowance	8,439	10,111
-Other expenses	498	7,516
Number of directors whose income From the club fall within the Following band:		
\$0-20,000	1	1
NOTE 14-RELATED PARTIES		
During the financial year the following directors of the club, received amounts as consideration for services provided to the club	0	0

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026****NOTE 15 - RECONCILIATION OF OPERATING PROFIT 30.06.2026 30.06.2025
AFTER INCOME TAX TO NET CASH INFLOW
FROM OPERATING ACTIVITIES.**

Operating Profit after income tax and before abnormal items	315,434	268,430
Loss on sale of fixed assets	-10,052	-13,931
Depreciation and amortisation	336,811	361,280
Depreciation Buildings	66,936	66,936
Changes in operating assets and liabilities		
Decrease accounts receivable	3,864	15,870
Increase in inventories	-12,573	-890
Decrease in prepaid expenses	74,974	-4,587
Increase in trade creditors and accruals	17,909	18,774
Decrease in other provisions		40,943
Total	793,303	484,395

NOTE 17- RECONCILIATION OF CASH

The cash figure as shown in the balance sheet is reconciled to cash as at the end of the financial year as disclosed in the statement of cash as follows:-

Cash Bank and on hand	2,301,140	2,511,778
Balance as per statement of cash flows	2,301,140	2,511,778

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026**

	30.06.2026	30.06.2025
Bar (1)	58,930	101,124
Poker Machines (2)	1,997,099	1,888,887
Sports Committee (3)	-17,760	-1,553
Monster Competition (4)	-1,572	-10,024
Keno (6)	59,884	40,273
Other Income (7)	179,364	266,910
TAB (8)	-27,609	-21,588
Total	<u>2,248,336</u>	<u>2,264,029</u>
Less:		
Overhead Expenses (11)	<u>1,927,286</u>	<u>1,971,003</u>
Net Profit	<u>321,050</u>	<u>293,026</u>

NOTE ONE - BAR TRADING ACCOUNT

Sales - Bar	<u>818,170</u>	<u>696,250</u>
Less Cost of Sales:		
Opening Stock	45,632	39,567
Purchases	<u>383,024</u>	<u>326,886</u>
	428,656	366,453
Less Closing Stock	-55,858	45,632
Cost of Sales	<u>372,798</u>	<u>320,821</u>
Gross Trading Profit	<u>445,372</u>	<u>375,429</u>
Gross Profit Percentage	54.43%	53.92%
Less Expenses:		
Bar Wastage	7,621	14,206
Bar Freight	9,062	8,154
Bar Requisites	1,896	14,845
Bar Wages	<u>367,863</u>	<u>237,100</u>
Total	<u>386,442</u>	<u>274,305</u>
Net Bar Profit/ (Loss)	<u>58,930</u>	<u>101,124</u>

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026****NOTE 2- POKER MACHINE PROFIT AND LOSS ACCOUNT**

	30.06.2026	30.06.2025
Poker Machine Proceeds	<u>2,604,684</u>	<u>2,526,069</u>
Less Expenses:		
Link Expense	4,793	-1,691
Data Monitoring	34,387	32,908
Supplementary Tax	417,499	399,867
S I fees etc	1,448	8,408
Poker Machine Wages	93,192	138,207
Repairs and Maintenance	53,026	54,618
Poker Machine Promotions	3,240	4,248
Poker Machine Stationery	0	617
Total	<u>607,585</u>	<u>637,182</u>
Poker Machine Profit/(Loss)	1,997,099	1,888,887

NOTE 3- SPORTS COMMITTEE AND LOSS ACCOUNT

Competition etc.	61,816	63,240
Less Expenses:		
Sports prize and Trophies	66,330	53,695
Wages	<u>13,246</u>	<u>11,098</u>
	<u>79,576</u>	<u>64,793</u>
Sports committee Profit/ (Loss)	<u>-17,760</u>	<u>-1,553</u>

NOTE 4- MONSTER COMPETITION PROFIT AND LOSS ACCOUNT

Ticket Sales	<u>71,218</u>	<u>70,334</u>
Less Expenses:		
Opening Stock	9,572	16,500
Purchases	<u>58,401</u>	<u>63,611</u>
Total	<u>67,973</u>	<u>80,111</u>
Less: Closing Stock	<u>13,672</u>	<u>9,325</u>
Total	<u>54,301</u>	<u>70,786</u>
Other Raffle Costs	4,564	0
Wages	<u>13,925</u>	<u>9,572</u>
	<u>72,790</u>	<u>80,358</u>
Monster Competition Profit/ (Loss)	<u>-1,572</u>	<u>-10,024</u>

Narrandera Ex-Servicemen's Club Limited

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**SUPPLEMENTARY FINANCIAL INFORMATION
NOTES TO THE PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDING 30th JUNE, 2026**

NOTE 6- KENO PROFIT AND LOSS ACCOUNT	30.06.2026	30.06.2025
Ticket Commission	82,494	81,759
Less expenses		
Bank fees	1,817	1,245
Keno Maintenance Expenses	4,080	4,754
Keno Wages	14,715	29,093
Keno Stationery	1,998	936
Keno Promotion		5,458
Total	22,610	41,486
Keno Profit/(Loss)	59,884	40,273

NOTE 7- OTHER INCOME

GST rebate	17,180	17,180
Insurance Recovery	19,898	98,615
Utilities Contribution	13,200	15,300
Interest Revenue	67,851	74,792
Subscriptions	10,665	11,929
Conference Fees	7,047	10,008
ATM income	36,072	33,135
Bar Rebate	473	0
Commission Vending Machines	0	598
Sundry Raffles	6,978	5,353
Total	179,364	266,910

NOTE 8 - TAB

Commissions/Rebates	-625	14,904
Less expenses		
Bank fees	520	928
TAB Expenses	11,749	12,751
Wages	14,715	22,813
Total	26,984	36,492
TAB Profit/Loss	-27,609	-21,588

Narrandera Ex-Servicemen's Club Limited

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SUPPLEMENTARY FINANCIAL INFORMATION NOTES TO THE PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDING 30th JUNE, 2025

NOTE 10- OVERHEAD EXPENSES	30.06.2026	30.06.2025
Advertising	9,284	8,825
Auditors' Remuneration- Audit Services and Accounting	11,923	11,473
Anzac Commerations	6,661	3,429
Bank Charges	6,994	6,375
Bad Debt	53	4,574
Bingo	6,536	4,296
Bookkeeping	45,990	13,262
Cash Shortages/returned cheques	8	779
Cleaning and laundry	41,201	34,564
Computer Expenses	28,810	18,215
Courtesy Bus Expenses	3,849	6,145
Depreciation Plant	336,811	361,280
Depreciation Building	66,936	66,936
Donations/Sponsorship	72,986	38,488
Entertainment	36,190	32,709
Election Expenses	0	7,858
Functions	9,859	9,359
Fuel and Electricity	133,935	128,260
-Annual Leave Paid	51,778	12,752
-Annual Leave Provided	-18,058	14,682
-Long Service Leave Paid	36,309	0
-Long Service Leave Provided	-48,575	7,210
-Sick Leave Paid	0	2,686
Loss on Sale of Assets	10,052	13,931
Insurance	129,478	109,489
Interst	2,507	3,522
Legal Fees	11,816	3,650
Licenses and Subscriptions	24,962	24,928
Loan Fees	1,960	2,110
Managers Expenses	13,123	16,523
Members Amenities	52,740	46,127
Payroll Tax	734	38
Postage	1,543	2,235
Printing and Stationary	17,322	13,057
Rates and Taxes	25,636	21,736
President/Directors Expenses	498	7,516
President's Honorarium	8,439	10,111
Repairs and Maintenance	59,566	79,989
Staff Expenses	26,058	30,689
Staff Training	17,488	14,096
Security	11,992	5,930
Sundry Items	-4,580	
Superannuation Contributions- Employees	124,041	124,771
Telephone	11,037	11,399
Travel	5,235	0
Wages- Administration	219,973	223,320
-Door	123,435	123,221
*Wages Cleaning & Maintenance	52,096	117,039
Contract Cleaners	38,214	0
-Courtesy Bus	66,431	49,065
Wages Bingo	8,943	6,620
*Wages Friday Raffle	6,861	4,161
Staff Training Wages		11,514
Workers compensation payments	20,206	100,059
Total overhead expenses	<u>1,927,286</u>	<u>1,971,003</u>