NELSON BAY GOLF CLUB LIMITED ABN 66 001 023 847

Annual Report & Financial Statements

Year Ended 30 June 2026

OUR MISSION IS TO:

- Provide a high quality golf course which will challenge & reward golfers of all standards
- Be the best golfing destination in regional New South Wales
- Be a vibrant social hub for our community

President's Report 2026

This report is presented at the 65th AGM of the Nelson Bay Golf Club, on behalf of your Board of Directors.

Another year has brought many challenges for your Board of Directors. In compiling last year's report, the outstanding item was the extent of damage caused by the exceptional flooding and when the 16th and 22nd holes would be playable again. Well, it took six months for the water table to subside and fortunately our greens staff were able to save the majority of fairways and 16th green without major costs in returfing as was initially expected.

Members can now see the extent of works completed recently to mitigate flood impacts if there is a repeat occurrence of months of heavy rain. The 12th, 7th and 6th fairways now are drained by a piped system for surface discharge to the remodelled dam on the 14th. In addition to these works the 16th hole has been recontoured and the green was replaced above the flood level observed during the "big wet". Particular thanks to Gavin Rocher for project managing the drainage works and to the greens staff and Greg Stynes for extra duties that enabled most works to be completed in-house thereby greatly limiting costs.

The Financial Report accompanying this report shows a loss for the year of $251,470 and gives a detailed account of the profit and loss figures. Much of the loss is attributed to the flood impact on course usage. At last year's AGM the Board asked for a substantial increase of $400 to our full playing annual subscriptions. At the well-attended meeting, members approved this significant one-off increase. The extra revenue allows members' green fees to remain at their present levels for the coming year.

The transition of the Pro Shop from Moses Golf to a club-operated facility under the stewardship of Duard Nel has proven a boon to our finances. The well-stocked shop is a pleasure to enter and be served by very competent staff.

I again extend the Board's appreciation to our many volunteers. The contribution of members in areas such as course support, committees, junior development, and countless other roles cannot be overstated. The Club simply could not function at its current level without this dedication. I wrote this paragraph last year and I can only reinforce the significance to our Club.

The Bluewater Grill lost our long-term caterers in March with Tanya and Will Semmens moving to their own establishment. After an extensive selection process Louise and Michael Humphries were selected to the position. It was a big ask to fill their shoes and satisfy the restaurant regulars, but indications are positive and we wish them a strong patronage over the upcoming holiday period.

Finally, on a personal note, this report will be one of my last duties. My second three-year term as your President expires with this AGM, and I will not be standing again.

It has been a privilege to serve this Club. I have enjoyed the last 30 years as a Board member, having held various positions along the way. I have made many friends here and seen the Club through good times and challenging ones.

To the members, volunteers, staff and my fellow Directors: thank you. It has been a genuine pleasure. The Club has a committed and very competent Board of Directors and together with our General Manager, David Lulham, exciting times are ahead.

I hope to see you around the Club.

Peter Fagan
President

Club Captain's Report

It is my pleasure to present the Club Captain's Report for FY 2026.
The past twelve months have been another successful and active year for golf at Nelson Bay Golf Club. Our members have enjoyed a full calendar of events, including weekly competitions for Men, Women and Mixed, as well as major Championships, representative Pennants programs, social events and Charity days.

I would like to acknowledge the efforts of our Match Committee, whose dedication ensures that competitions are administered professionally and fairly. The countless hours spent preparing fixtures, organising championships, conducting pennant programs, and reviewing playing conditions often go unseen but are greatly appreciated. Similarly, the members of the Course Committee work tirelessly in delivering our course to the highest standard possible. My particular thanks go to Vice-Captain Julian Williams for his support and contributions throughout the year.

Director of Golf Duard Nel and his staff have worked to the highest standard in delivering our program for the year. They also provide excellent service to the hundreds of visiting golfers we welcome each year. The quality of the course, together with the warm welcome and high level of organisation visitors receive, attracts excellent numbers of both returning and new customers.

Duard, together with Course Superintendent Greg Stynes, also took on the daunting task of redesigning and re-rating the white and red courses for both men and women. As a result, we now offer medley competitions every day, giving members the flexibility to play their preferred course. Take-up has been limited so far, but we expect participation to grow as members become more familiar with the option, as it has at many other clubs.

The significant rainfall and flooding experienced in 2025 had a substantial impact on both the golf course and our members. Unfortunately, our financial results for the year ended June 2026 also reflect the challenges we faced. Numerous golf events were cancelled, while many others were postponed multiple times as we worked through the continuing adverse weather. Most notably, the 2025 Club Championships, originally scheduled for October, were ultimately deferred until March 2026. At various times, the condition of the course required temporary holes, tees and greens, creating significant operational challenges. These circumstances highlighted the exceptional skill, adaptability and commitment of our administration, golf operations and golf course teams, who worked tirelessly to maintain playability wherever possible. Both the Men's and Women's Match Committees also demonstrated tremendous dedication, continually adjusting schedules and creating alternative playing opportunities so members could continue to compete despite the unprecedented disruption. Their collective efforts were instrumental in maintaining member engagement and preserving the spirit of competition during a particularly difficult period for the Club.

Greg Stynes and his staff, together with Course Committee Chairman Gavin Rocher, did a great job carrying out extensive drainage works to mitigate the effects of heavy rainfall events such as those experienced last year. Work on the 16th and 17th holes will continue during the latter part of 2026. We thank members for their patience and understanding while this work is undertaken.

Thank you very much to our Pennants Captains and Managers in Peter Gibson and Jamie O'Connor (A Grade), John Morgan (B Grade), John Fitzgerald (C Grade), David Warder (Masters) and Alan Daubaras (Super Seniors). Women's team captains were: Jenny Frost (Division 2), Nicky Bethwaite (Bronze), and Julie Newsham (Weekend). David and Alan have indicated that they will be standing down, so hopefully we can find suitable volunteers to manage the Masters and Super Seniors teams next year. We thank Alan and David for their great service to the Club, particularly Alan who has served for 35 years as a player or Manager.

Our Juniors program has gone from strength to strength. The regular Junior Clinics have been filled to capacity, and we thank Warren Moses and Ken Dukes for mentoring these beginning golfers. A large number of our juniors represented the Club at district events, and we thank their parents and supporters for their encouragement and for transporting our junior representatives to these events. A highlight was the outstanding performance of our 12-member Junior Boys and Girls team in the Encourage Shield competition. The team earned the right to represent the Newcastle District Golf Association (NDGA) and went on to defeat the Central Coast team in its first inter-regional match. The team will now play Bathurst at Penrith in November.

I am happy to say that the spirit of volunteerism remains strong at NBGC.
The Men provided spotters and bunker rakers for the 2025 and 2026 Women's Club Championships, and the women reciprocated for the Men's Championships. A further highlight was the large number of male and female volunteers who acted as spotters and bunker rakers for the Nelson Bay Ladies Classic. This is the biggest and most successful event conducted by the Club, and we congratulate the Women's Committee on again delivering such a high-quality event.

While mentioning volunteers, we can't miss out on acknowledging the work done by the course volunteers. There are three separate groups on Mondays, Tuesdays and Thursdays. Between the three groups, numerous tasks are carried out each week, such as mowing, trimming, construction work, garden maintenance and plantings, the laying of Geohex paths, and the eradication of weed species.

Of course, the ultimate volunteers are the Directors who serve on the Board. I sincerely thank my colleagues on the Board for all their hard work on behalf of the Club. It has been a pleasure to work with them all, and I look forward to the exciting prospects ahead.

We offer a number of programs for players who do not wish to participate in 18-hole competitions. These include the Monday morning Ladies competition, the Bay Buddies Program, Men's and Women's Skins and the Nelson Bay Veterans. The programs provide both a pathway into competition golf and a welcoming social atmosphere for those who prefer a less competitive form of the game. We thank the many volunteers who run these programs.

We are proud that we run a number of events that commemorate members who have made a significant contribution to the Club. These include the Jack Evans Day, and the L & Z Chalmers competition that is funded by a bequest from Loftus and Zelma Chalmers. We also have the Pat and Joan Petersen Foundation that funded the construction of the path at the 20th hole and continues as a Junior Foundation.

Thank you to our Women's President Nicky Bethwaite, Captain Anita Hutchinson and their committee for the outstanding program they deliver for our female members. Their own Report will outline their great achievements this year.

CONGRATULATIONS TO OUR CHAMPIONS FOR THE YEAR

Because the **2025 CLUB CHAMPIONSHIPS** had to be postponed due to bad weather, they were played in March this year. The winners were:
A GRADE CHAMPION: Shaun O'Malley
NETT WINNER: Craig James
B GRADE CHAMPION: Gideon Nicolas
NETT WINNER: Neil Hodges
C GRADE CHAMPION: Sam Cockburn
NETT WINNER: Keith LeCompte
JUNIOR CHAMPION: Harvey Payne
NETT WINNER: Lachlan Pearson
SENIOR CHAMPION (55 – 64): David Hogan
NETT WINNER: Danny Marmo
SUPER SENIORS (65+): Chris Mawson
NETT WINNER: Peter Sutton

WOMEN'S CLUB CHAMPIONS FOR FY 2026

WOMEN'S CLUB CHAMPION 2025: Rhonda Shaw
NETT WINNER: Nicky Bethwaite

WOMEN'S B GRADE CHAMPION 2025: Beth McDuff
NETT WINNER: Ava Jones

WOMEN'S C GRADE STABLEFORD CHAMPION 2025: Vicky Melrose

Other Women's results for FY 2026 can be found in the Women's President's report.

2026 MEN'S FOURSOMES CHAMPIONS:
WINNERS: Jamie O'Connor and Will Marshall

MIXED FOURSOMES CHAMPIONS:
WINNERS: Carmel Walsh and David Warder

SCRATCH MATCHPLAY CHAMPIONSHIPS

A GRADE CHAMPION: Shaun O'Malley
B GRADE CHAMPION: Michael Trigas
C GRADE CHAMPION: Ken Oberman

HANDICAP MATCHPLAY CHAMPIONS

A GRADE CHAMPION: Shane Maher
B GRADE CHAMPION: John Mudie
C GRADE CHAMPION: Robert O'Connor

L & Z CHALMERS MIXED 4BBB CHAMPIONSHIPS – played over 7 rounds:
Completed in FY 2026
WINNERS: Todd Workman & Kim Quigley

SCRATCH PLAYER OF FY 2026 - based on results in the Monthly Medal competitions.
WINNER: Peter Gibson

MEDAL OF MEDALS FY 2026
WINNER: Jayden Pobje

Looking ahead to 2027, we have another exciting golfing program planned. The focus remains on providing enjoyable and competitive golfing opportunities for members of all ages and abilities.

Finally, I would like to thank members for their support and contribution to our Club throughout the year. Nelson Bay Golf Club continues to thrive because of the passion and commitment of its members, and I look forward to further progress in the year ahead.

David Flatt
Captain

Director of Finance Report

The Club's Operating Loss for the year was $282,879. After taking into account non-operating items our Net Loss was $251,470. While it is disappointing to report this loss, there were factors beyond our control which significantly adversely affected our finances. I will report on these factors later in this report.

I refer you to the Statement of Cash Flows on page 29 of this Report. Despite our poor financial result, our net cash from operating activities was still strong @ $1,195,327. We spent $605k on capital expenditure and paid off our Toro equipment and EZGO cart debt of $453k. This allowed us to increase our cash and equivalents by $136k which places us in a sound financial position in terms of cashflow. We expect to be in a similar situation by the end of the current financial year.

FY 2026: Impacts on Profitability – *what a year*!

It was a difficult year characterised by two primary issues.

Poor weather and flooding commenced in July. The course was badly damaged preventing or limiting play. Thanks to all the staff on the course and in the Golf Shop, a temporary course was designed, set-up and implemented in two weeks. An amazing achievement! That course was given the name "Banksia". What the staff accomplished was a huge achievement. We are indebted to all who played a role in establishing Banksia and the success of Banksia was a significant mitigant from further financial stress.

An insurance claim was lodged for flood damage however our claim was rejected based on the strict terms and conditions of the Policy. Eventually we were paid a lower amount of $100k in insurance under Storm Damage.

Good weather prevailed over October to February, and our financial fortunes started to improve. At one stage we were quietly optimistic that the Club could go close to break even.

Just as our outlook appeared brighter, the Club's fortunes were thwarted by the impacts of the Middle East conflict from March onwards. As price rises started to kick-in, consumer confidence began to decline and there was no real end in sight. The number of visiting players dropped as did the patronage inside the Clubhouse. The entire tourism industry in Port Stephens was affected similarly by the events in the Middle East.

As a heavy consumer of chemicals & fertiliser, the Club too started to feel the impacts as price increases put pressure on our expense lines.

The attraction of playing the poker machines declined during the year. This could be due somewhat to the anti-gaming campaigns and/or other not-so-obvious causes. This places further fiscal pressures on the business.

FY 2026: Prudent Management

Club Management responded with the support of the Board by implementing progressive belt tightening measures. This is not always easy and can have an effect on service standards. Accordingly, such decisions were not taken lightly.

FY2026: Course Improvements

As a response to the re-occurring bad weather year-on-year, our Capital Works Program focussed on improving drainage around the course. The goal of installing the drainage was to stop water accumulating on the course during heavy rainfall in the future, thus staff will be in a position to keep the course open.

We are lucky that Director Gavin Rocher and John McCaw were available to project manage this improvement. Gavin saved us a lot of money. The completed work has already proven its impact when heavy storms have tested the condition of the Course. We now have a Course that is playable after bouts of heavy wet weather.

Additionally, a program of pruning trees and removing dead and dangerous trees commenced. The purpose of this program is to provide a duty of care for personal safety on the course and to improve conditions of play. The program continues in the FY2027.

Increase in Fees – AGM, Nov'25

In our last Annual Report, we highlighted that urgent attention was required to secure our financial future as our expenses were increasing and revenues were no longer keeping pace with rising costs.

The Board is grateful that the Members responded favourably at the AGM and voted to increase subscriptions by approximately 40%. It is understood that for many members agreeing to such an increase was not an easy decision.

We remain confident that NBGC still provides good value for money. Importantly, we can now plan for the future.

Outlook for next Financial Year

As already advised in the newsletter to members –

1. There are no proposed increases to members' fees other than the standard CPI increase rise this year.
2. Visitors' fees have been increased as we believe in our product and our prices are comparable with similar courses in this region.

We are budgeting for a minor loss in the financial year to June 2027. The main reason for this is that there was a higher attrition rate than normal when the time came for members to renew their subscriptions. Nevertheless, the Club remains in a sound cash position.

The board has taken a conscious decision that despite the drop in revenue from subscriptions our cash position allows us to prioritise investing in our assets. As the General Manager commented during presentations he gave last year, we do not want to "*kick the can down the road*" (i.e. delay/postpone important works) and dilute the excellent conditions we currently enjoy at NBGC. Accordingly, for FY2027, there are plans in place to continue to invest in maintaining the standard of the clubhouse and making continuous improvements on the course.

Capital investment in the course is a priority for FY2027. The initial projects are -

- Works on the 16th fairway & green and 17th fairway – at time of writing, both are well underway and should be playable the December quarter; &,

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Bar Gross Profit	64.1%	63.7%	We are achieving industry gross margin standards.
Golf Shop Gross Profit	37.5%	40.5%	Margin is a little lower this year due to a higher level of golf equipment sales which attract a lower margin than other lines.
Course (repairs & maintenance; chemicals; fertiliser).	$251,000	$235,000	The majority of the increased cost here is due to the rising cost of chemicals and fertiliser. Also, we did undertake an extra fertiliser application this year after the storm damage.
Cleaning	$110,000	$99,000	Increase was due to one-off cleaning tasks such as carpets, curtains, upholstery and hard floors.
Computer Software	$146,000	$114,000	We have upgraded our Functions and Point of Sale software and office equipment is now part of the Senpos suite of products we utilise.
Depreciation	$1,114,000	$834,000	Golf carts over full 12 months (previous year 8 months). New equipment leases for course machinery.
Directors Expenses	$15,000	$7,000	Increased cost here is due to mandatory Director training and also other training to improve skill levels of the Board.
Entertainment	$33,000	$43,000	Decision to cease live music on Saturday nights created this favourable result.
Equipment and Consumables	$51,000	$39,000	There were no significant items here. Just continued focus on improving course and clubhouse presentation.
General expenses	$50,000	$66,000	Cost containment by management.
Hire Purchase & Leasing	$48,000	$90,000	Formerly we rented the carts GPS systems and office equipment. The GPS is now incorporated in the carts lease and office equipment has now been rolled into computer costs.
Insurance	$167,000	$150,000	Increase in premiums after claims previously made and general rise in insurance costs.
Interest Carts & Course Equipment	$71,000	$54,000	New Toro fleet arrived in May and July 2025. Cost of the fleet was approximately 50% higher than the old fleet, hence the higher interest cost. Also, interest on cart lease was for a full year for the first time since the Golf Shop was brought in-house.
Irrigation	$28,000	$1,000	We had a direct lightning strike which took out a number of heads and other key equipment. The cost to repair the damage was $23K.
Legal costs	$3,000	$10,000	Only minor expenditure this year.

Member Rewards	$4,000	$14,000	In 2025, the liability for unused rewards points included very old transactions. These were written off during 2026 and are now written off when more than 12 months old.
Motor Vehicles	$12,000	$7,000	Most of the increase in cost was due to significant mechanical repairs to the Club's bus.
Promotional Vouchers	$42,000	$12,000	Used effectively during the disruption to the playing course after the storms to compensate visitors for inconvenience.
Rent – Crown land	$113,000	$81,000	Our rent increased by over 90% effective from January 2025. CPI increases apply after that.
Waste Disposal	$25,000	$21,000	Increase in contractors' cost.
Staff Expenses	$3,337,000	$2,977,000	The usual CPI salary increases occurred. Also, the 2026 figure is higher than last year as there were no Golf Operations department costs for the first four months of 2025.

Non-Operating Items this year were the Storm Insurance claim of $100K less course rectification expenditure of $15K and Asset Impairment of $54K. The asset impairment came about by identifying assets which had reached the end of their life or ceased to exist but had not been fully depreciated.

Total spend over the year on capital items was $605k against our original budget of $772k. Key spend on capital items comprised –

Air Conditioning	$ 15k	Golf shop	$ 98k
Clubhouse furniture	$ 57k	Hot water system	$ 12k
Computer equipment	$ 28k	Mechanic's hoist	$ 11k
Course drainage	$ 63k	Phone system	$ 10k
Course pathways	$ 29k	Poker machines	$123k
Crockery & cutlery	$ 30k	Unirake	$ 17k
Function projectors	$ 24k	Wood chipper	$ 24k

Acknowledgements

Thank-you to the Management of the Club, our General Manager and our Accountant in particular, my fellow Directors and to the members of the Finance Committee, viz. Peter Fagan, Niel Bowling, Nathan Lilly and Peter Kent.

We must acknowledge the work of all our volunteers who help the NBGC staff in various ways thus saving us money and helping raise money for the Club.

John Elsworth
Director of Finance

Membership Report

The 2025–2026 year has been another positive year for membership at Nelson Bay Golf Club, with continued strong interest in membership and a high level of engagement across the Club. We have continued to operate a Provisional Membership throughout the year, providing an effective pathway for prospective members while managing ongoing demand and allowing new golfers to become involved in the Club.

Member engagement has remained strong, with members continuing to participate actively in competitions, social golf and the broader activities of the Club. Our focus remains on ensuring Nelson Bay Golf Club is a welcoming and inclusive environment that provides value, enjoyment and a strong sense of community for members of all ages and playing abilities.

The Club has continued to build on the work undertaken in developing pathways for new and developing golfers. In particular, the Bay Buddies initiative continues to be an important part of our commitment to growing participation in golf. The program does a wonderful job of supporting women who are new to the game, providing a welcoming and supportive environment where they can develop their skills, gain confidence and, importantly, build friendships and connections within the Club. The success of Bay Buddies demonstrates the value of creating accessible pathways into golf and the positive impact that a supportive community can have on encouraging women to take up and remain involved in the game.

We also made progress in recognising and celebrating the contribution of our long-standing members. During the year, we held a Member Recognition Evening, which was a wonderful occasion and an opportunity to acknowledge the contribution of these members to the Club. Just as importantly, the evening provided an opportunity for old friends to reconnect, catch up and celebrate the friendships that are such an important part of the Nelson Bay Golf Club community. The success of the evening reinforced the importance of recognising the people who contribute to the character and history of our Club, and we look forward to building on this initiative in future years.

The review of membership categories is ongoing, with the aim of ensuring our membership structure remains relevant, inclusive and responsive to the changing needs of our members. This review will continue into the coming year, with particular consideration given to providing appropriate pathways for juniors, intermediate golfers, new members and those returning to the game.

Looking ahead, our focus will remain on improving member satisfaction and engagement, supporting participation across all levels of golf and ensuring that new members feel welcomed and connected to the Club. We will continue to develop initiatives that encourage people into golf, particularly women and younger golfers, while also recognising the contribution of our long-standing members.

Thank you to all members—both long-standing and new—for your continued support and contribution to Nelson Bay Golf Club. Your involvement is central to the strength and character of our Club. Special thanks also go to the Administration Team for their ongoing work in managing membership processes, and to all staff and volunteers who contribute to creating a positive member experience throughout the year. The continued commitment of our members, staff and volunteers provides a strong foundation for the future of Nelson Bay Golf Club.

Nathan Lilly
Director - Membership

Golf Course Management Report

In taking stock of the year that has just gone by, the individual efforts of all staff and administrative members of the Club must be congratulated. Beginning the rehabilitation of the course after last year's damage, while maintaining focus on the daily and future needs of the Club across all areas of management, is a significant achievement. In meeting these challenges, I believe the outcomes have greatly increased the strength of the Club.

The completion of the drainage works brought renewed enthusiasm to the course staff, in addition to the obvious physical benefits the course has enjoyed. It is great to see the staff embracing the out-of-the-ordinary challenges on the course and growing, as a group, into an invaluable part of our organisation. I welcome all new staff and wish retiring staff all the best.

Special mention must be made of the volunteers, whose continual contribution to the benefit of our course is greatly appreciated. In particular, John Mcaw was instrumental in helping deliver the drainage program cost-effectively. The results have been incredibly positive, and the course has responded very well.

The ongoing maintenance works continue to improve the playability of our course. The major works on the 16th, 17th and 6th holes have combined sensible upgrades with the necessary improvements and, moving forward, will substantially increase course playability. Our Course Superintendent, Greg Stynes, should be incredibly proud of the turnaround in the course over the past 12 months.

The increase in subscriptions has allowed us to direct resources into areas that we have not been able to address in the past. With the ongoing patience of the membership, I believe that after this summer the course will be in a position that enables us to settle into the adoption of the Master Plan.

The investigation of our long-term goals for the course and Club has brought us close to commencing the car park expansion and the much-needed revitalisation of the driving range. The ongoing renovation of the greens, in challenging circumstances and with the aim of securing higher-quality surfaces, has tested Greg and his staff, but I believe we are close to achieving significant improvements in this area. Again, the patience of our members must be applauded. As a group, I am sure they can see the direction in which we are heading and agree that it is positive.

Looking ahead, after consolidating our existing course programs and continuing to adopt the direction of the Strategic Plan, we will move to the bunker replacement program, beginning with the 10th and 11th holes. This will again demonstrate to members the direction in which we are heading and bring them along with us.

Gavin Rocher
Director – Golf Course

Hospitality & Clubhouse Report

The 2025/26 financial year presented a challenging operating environment for the Port Stephens region. Ongoing international uncertainty, including the conflict in the Middle East, continued cost-of-living pressures and elevated fuel prices contributed to reduced visitation to the area and more cautious spending by local residents.

Despite these challenges, Nelson Bay Golf Club continued to build on its reputation as a premier golfing destination and established hospitality venue within the region. Revenue across a number of the Club's in-house operations, including the restaurant, bar, function facilities and gaming services, was lower than the previous year, reflecting the broader economic conditions and reduced discretionary spending.

Throughout the year, the Club remained focused on maintaining high standards of service and ensuring that members, guests and visitors continued to receive a welcoming and positive experience.

Restaurant & Dining (Blue Water Grill)

The Club's restaurant continued to attract regular patronage throughout the year, with positive feedback received regarding menu variety and food quality.

During the year, Will and Tanya Semmens made the decision to conclude their tenure as caterers three months prior to the expiry of their lease. This presented the Club with the significant challenge of securing new catering operators within a short timeframe, particularly with Easter approaching.

Following considerable effort, particularly from David Lulham, the Club successfully secured new caterers, Michael and Louise Humphries, who commenced operations during a challenging period. While there have naturally been some transitional and operational challenges, their positive attitude and willingness to adapt have been appreciated by the Club.

Michael and Louise have worked to introduce and trial a variety of menus aimed at meeting the preferences of members, guests and visitors. A number of promotional and themed dining nights have also been introduced and have been well received.

Looking ahead, the outlook for the restaurant is positive. The Club wishes Michael and Louise every success in the year ahead and looks forward to a busy summer season and the continued support of our members, guests and visitors.

Bar & Beverage Service

The Club's bar continued to operate as an important social hub for members, golfers and the wider community, with steady demand throughout the year.

A range of promotions, member specials, happy hours and giveaways helped encourage patronage and repeat visitation. The bar continued to offer a broad selection of beers, wines and cocktails, including a focus on local and regional products.

The Club extends its appreciation to Terry Hall and his team for their continued commitment to providing an efficient, well-maintained and welcoming service, including during busy periods. Their efforts have contributed to the overall member and visitor experience.

Gaming Facilities

Gaming remained a consistent contributor to the Club's overall revenue throughout the year.

The Club continued to maintain and upgrade its gaming facilities while ensuring compliance with all relevant regulatory requirements. These ongoing improvements have helped provide members and patrons with a modern, welcoming and responsibly managed environment.

Staff training in the responsible conduct of gaming remains an important component of the Club's compliance framework. The Club continues to place a strong emphasis on responsible service and maintaining a safe and enjoyable environment for all patrons.

Events & Functions

Weddings, corporate functions and community events continued to provide an important component of the Club's hospitality operations, with bookings remaining steady throughout the year.

The Club continues to benefit from its attractive facilities and ability to cater for a diverse range of events. A special thank you is extended to Seva Kiprioti and the events team for their continued hard work, professionalism and commitment to delivering a high standard of service across all departments.

Their contribution has been important in maintaining the Club's reputation as a venue of choice for weddings, functions and community gatherings.

Member & Visitor Experience

The feedback received from members, guests and casual visitors throughout the year continued to reflect a high level of satisfaction with the Club's hospitality services.

Customer service, welcoming interactions and a positive experience remain key priorities across all in-house operations. Staff continue to play an important role in delivering these standards, and ongoing training and development will remain a focus in the year ahead.

The Club acknowledges and thanks all staff across the hospitality operations for their contribution throughout what has been a challenging year. Their commitment to maintaining service standards and supporting members, guests and visitors is greatly appreciated.

Looking Ahead

While the 2025/26 year presented a number of economic and operational challenges, Nelson Bay Golf Club remains well positioned to build on its strengths across golf, hospitality, events and member services.

The Club looks forward to the year ahead with a continued focus on delivering quality experiences, supporting our hospitality partners, strengthening member engagement and providing a welcoming environment for members, guests and visitors.

Stuart Phegan
Director – Clubhouse Operations

Governance Report

Nelson Bay Golf Club continues to demonstrate a strong commitment to effective governance, supported by clear processes, appropriate oversight and a focus on continuous improvement. Over the past year, the Board has continued to strengthen its governance practices, with the Board portfolio structure now well established and working very effectively. The structure has provided greater clarity around Director responsibilities, improved communication with management and enabled Directors to develop a deeper understanding of their respective areas.

The allocation of Board portfolios continues to provide an effective framework for oversight and accountability across the Club. Directors have maintained close engagement with their portfolios, with regular reporting supporting informed discussion and decision-making. The Match portfolio is now the responsibility of Dave Flatt and Julian Williams, who have provided valuable oversight and engagement in this important area of the Club.

The Board has also maintained a strong focus on education and professional development. During the year, all Directors have undertaken further education relevant to their roles and responsibilities. Two Directors have completed the Australian Institute of Company Directors (AICD) Governance for Not-for-Profits course, further strengthening the governance capability and knowledge of the Board. This ongoing commitment to education ensures Directors remain informed of current governance practices, regulatory requirements and the evolving responsibilities of Club boards.

Our governance culture remains strong, with Directors demonstrating professionalism, accountability and a willingness to consider issues constructively. The Board continues to monitor legislative and regulatory developments and ensure the Club's practices remain appropriate while supporting its strategic objectives.

Over the coming 12 months, the Board will commence a review of the Club's Constitution to ensure it remains appropriate and reflects modern governance practices. The review will consider whether the Constitution continues to support effective decision-making and provides an appropriate governance framework for the Club's future. Any proposed changes will be carefully considered and progressed in accordance with the Club's legal and constitutional requirements.

The Board acknowledges the important role of management and staff in supporting the Club's governance framework and appreciates their continued professionalism, commitment and quality of reporting.

Overall, the Club's governance framework continues to mature and strengthen. The successful implementation of Board portfolios, ongoing Director education and commitment to continuous improvement provide a strong foundation for Nelson Bay Golf Club as we look towards the year ahead.

Nathan Lilly & Peter Fagan
Directors - Governance

Women's President's Report

Who would have thought when 2025 rolled around that our wonderful summer would be followed by some of the wettest weather on record? The relentless rain and flooding meant that a number of events had to be cancelled or rescheduled. Nevertheless, there were plenty of highlights throughout the year, and we are pleased to report on the events that were able to go ahead.

1. **Nelson Bay Ladies Classic – 25th Anniversary**
   September 2025 marked the 25th anniversary of the Nelson Bay Ladies Classic, proudly sponsored by Port Stephens Homemaker. To celebrate the occasion, a special ball marker was struck and presented to all competitors.

   Thankfully, the weather gods smiled on us for the week, delivering bright sunshine and warmth and, importantly, allowing the fairways to run! It was hard to believe that just three weeks earlier the Committee had been considering cancelling the event due to the relentless flooding. Thanks to some inspired thinking, a great deal of hard work and plenty of determination, the event went ahead and was a total success.

2. **Club Championships and other events**
   Due to the flooding and the limited number of full holes available for play, the 2025 Club Championships were postponed until February 2026. A number of other events, including some Medal Rounds, Keno Ambrose and Golden Ball, also had to be cancelled for 2025.

3. **Water Bottle Filling Station**
   On behalf of all women members, the Women's Committee funded the installation of a water bottle filling station near the Golf Shop. It has been very well utilised ever since and has proved to be a much needed and welcome addition to the Club.

4. **Presentation Day**
   The results for events conducted during 2025 were:

   a. Club Medal of Medals: Barb Frost, after a three-hole playoff with Jenny Hazer

   b. NSW Medals: Division 1 – Rita Fitzgerald; Division 2 – Heather Atkins; Division 3 – Heather Crutch

   c. District Medal: Division 1 – Jenny Hazer & Barb Frost; Division 2 – Jeanette McClymont; Division 3 – Sue Wilson

   d. 4BBB Knockout: Division 1 – Colleen Beattie & Rita Fitzgerald; Division 2 – Heather Crutch & Marie Garvey

   e. Foursomes Championships:
   Division 1 – Rita Fitzgerald & Barb Frost (gross); Jeanette McClymont & Sharon Dunn (nett)
   Division 2 – Diana Johnson & Elizabeth Pfennigwerth (gross); Ros Kelly & Ruth Buchanan (nett)

   f. Captain's Trophy: Diana Johnson

   g. President's Trophy: Jenny Hazer

h. Patroness Trophy: Meg Flack

i. Frost Trophy for Best Gross Score of the Year: Jenny Frost – 82

5. **Christmas Golf & Lunch**
   The Christmas Golf & Lunch was once again a sold-out affair. The team game, played with just three clubs and a putter, certainly required some strategic thinking! It remains a wonderful way to round out the competitive golfing year and enjoy some well-earned Christmas cheer.

6. **Aspect Real Estate Gala Day**
   2026 started warm and dry, and the course was looking great. We were able to utilise all 27 holes, although some remained shortened as the course continued its recovery from the flooding. Many thanks to Ben George for his ongoing support of this event.

7. **2025 Club Championships**
   It was certainly worth the wait to finally play the 2025 Club Championships in March 2026! Greg Stynes and the greens staff transformed the course into a wonderful test of golf, and once again the weather cooperated.

   The results were:

   a. **A Grade:** 1st – Rhonda Shaw (gross), Nicky Bethwaite (nett)

   b. **B Grade:** 1st – Beth McDuff (gross), Ava Jones (nett)

   c. **C Grade:** 1st – Vicki Melrose

   d. **Junior Champion:** Ava Jones

8. **Pennants**
   We fielded three teams for Pennants this year. While we didn't quite make the podium, we were delighted to see a number of new players take part in match play. Their enthusiasm and willingness to give it a go was a real tonic. Many thanks to Port Stephens Homemaker for providing us with the brightest pennant shirts on the fairways!

9. **Delta Airlines Breast Cancer Day**
   The Delta Airlines Breast Cancer Day in March reached maximum capacity very quickly and raised a phenomenal $25,000 for the local Tomaree Breast Cancer Support Group. These funds will assist with transporting patients to Newcastle for treatment, making this a particularly worthwhile and meaningful event for our local community.

10. **Women's Committee**
    The Women's Committee has now been renamed the Women's Committee. It will take another 12 months for the new terminology to flow through to some of our event names, but the change is intended to make the Committee more inclusive of newer and younger players and to better reflect the terminology used across other women's sports.

11. **Bay Buddies**
    The uptake of Bay Buddies has slowed a little over the past 12 months, partly due to the challenging weather and the availability of clinics provided by the Golf Shop.

Nevertheless, we are pleased to see that our competitive fields continue to include no less than 21% Bay Buddies alumni. Just as importantly, we are continuing to welcome women who are enjoying the social side of golf and playing with friends. Building that pathway from social golf into regular competition remains an important part of our focus.

Financial Report

Financially, we remain in good shape. We finished the year with a small profit of $405, reflecting our ongoing philosophy of running events at minimum cost to players.

This net profit includes the $2,500 paid towards the water bottle filling station.

Including funds held by the Club on behalf of the women members, our total funds at year end were $18,459.

Overall, despite a year that certainly tested our ability to work around the weather, it has been another positive and productive year for the women of the Club. A huge thank you goes to everyone who contributed their time, energy and enthusiasm throughout the year — whether organising events, playing in them, welcoming new members or simply turning up with a smile.

Here's to a drier, sunnier and equally enjoyable year ahead!

Nicky Bethwaite
President, NBGC Women's Committee

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Financial Report

For the Year Ended 30 June 2026

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Directors' Report
30 June 2026

The directors present their report on Nelson Bay Golf 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	Occupation	Experience as a Director	Appointed	Resigned
Peter Fagan	Director - President	Project Manager	25 Years	30/10/2020	-
John Elsworth	Director of Finance	Finance/Accountant	3 Years	27/11/2023	-
Nathan Lilly	Director	Finance	3 Years	25/11/2025	-
Stuart Phegan	Director	WHS Consultant	6 Years	03/09/2020	-
William Rarity	Director	Builder	0 Years	09/09/2025	25/11/2025
Gavin Rocher	Director	Builder	26 Years	25/11/2024	-
David Warder	Director - Vice Captain	Textile Chemist	22 Years	25/11/2024	03/09/2025
David Flatt	Director	Teacher	7 Years	24/11/2025	-
Julian Williams	Director	Management/Aviation	0 Years	24/11/2025	-

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:

David Lulham (PGA, Hotels, CEO) has been the Company Secretary since 2022. He has over 9 years' experience as a company secretary.

Principal activities

The principal activity of Nelson Bay Golf Club Limited during the financial year has continued to be promotion of the game of golf and provision of golfing facilities for members and their guests.

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

Objectives

The Company's objectives are to:

- Provide a high-quality golf course which will challenge and reward golfers of all standards.
- Be a vibrant and welcoming golf and hospitality hub for members and visitors to Nelson Bay.
- Generate sufficient cash flows to finance current and future capital expenditure.

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Directors' Report

30 June 2026

Membership

The company is a company limited by guarantee and is without share capital.

The number of members as at 30 June 2026 and the comparison with last year is as follows:

	2026	2025
Life Members	**5**	4
Golf Members	**1,067**	1,135
Non-Golf Members	**5,709**	6,304
Junior Golf Members	**88**	55
Total	**6,869**	7,498

Members' guarantee

Nelson Bay Golf 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 members that are corporations and $ 2 for all other members, subject to the provisions of the company's constitution.

At 30 June 2026 the collective liability of members was $13,738 (2025: $14,996).

Operating results and review of operations for the year

The Company recorded a loss after income tax of $251,469 for the financial year ended 30 June 2026, compared with a profit after income tax of $220,223 in 2025. The current year result includes depreciation expense of $1,114,208 (2025: $833,512).

The table below shows the reconciliation of the Club's earnings before interest, income tax, depreciation and amortisation:

	2026	2025
	$	$
Operating profit/(loss)	**(251,469)**	220,223
Income tax	**-**	-
Net profit/(loss) after income tax attributable to members	(251,469)	**220,223**
Add back:		
Finance costs	**71,442**	53,600
Depreciation	**1,114,208**	833,512
Asset impairment	**53,670**	-
Total	**1,239,320**	887,112
EBITDA	**987,851**	1,107,335
Total revenue and other income	**7,286,815**	**6,798,620**
EBITDA as a percentage of total revenue	**13.6%**	**16%**

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Directors' Report
30 June 2026

2. Other items

Events after the reporting date

Following the reporting date of 30 June 2026, the Club has continued its significant investment in golf course resilience and flood mitigation works. In response to the flooding and prolonged water inundation experienced during recent years, a major drainage program has been completed across 18 of the Club's 27 holes, extending from the 7th fairway through to the 14th green. Subsequent periods of significant rainfall have demonstrated the effectiveness of this infrastructure, with the drainage system performing as intended. In addition, the 16th green and surrounding fairway have been reconstructed and slightly elevated after being impacted by extended flooding during the winter of 2025. These works represent an important step towards creating a more weather-resilient golf course and are expected to significantly reduce the impact of future major rainfall events on holes 1 through 18. These works will ensure financial stability for the business during future wet periods along with enhancing the offerings for our members and visiting golfers.

Environmental issues

The Company's operations are not regulated by any significant environmental regulations under a law of the Commonwealth or of a state or territory of Australia.

Rounding of amounts

Nelson Bay Golf Club Limited has applied the relief available to it in ASIC Corporations Instrument 2016/191 and accordingly certain amounts in the financial report have been rounded off to the nearest one dollar.

Meetings of directors

During the financial year, 13 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
Peter Fagan	13	13
John Elsworth	13	13
Nathan Lilly	13	13
Stuart Phegan	13	12
William Rarity	3	2
Gavin Rocher	13	13
David Warder	2	2
David Flatt	7	7
Julian Williams	7	6

Auditor's independence declaration

The lead 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 25 of the financial report.

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

Director: ..... Director: .....

Nathan Lilly Peter Fagan

Dated : 29 October 2026

KELLY+PARTNERS
CHARTERED ACCOUNTANTS

The lead auditor's independence declaration in accordance with section 307C of the Corporations Act 2001, for the year ended 30 June 2026

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.

Kelly Partners Hunter Region Partnership



Brad Crooks
Senior Partner

29 October 2026

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Statement of Profit or Loss and Other Comprehensive Income

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
Revenue from members and other golf activities		**3,585,066**	3,206,742
Functions and marketing income		**136,160**	142,466
Bar Sales		**1,862,664**	1,933,821
Golf Shop sales		**843,460**	514,406
Gaming income		**585,591**	618,416
Other income		**273,874**	382,768
Bar cost of sales		**(669,191)**	(701,682)
Gaming expenses		**(23,536)**	(22,682)
Golf expenses		**-**	(67,984)
Golf Shop cost of goods sold		**(527,534)**	(305,854)
Depreciation		**(1,114,208)**	(833,512)
Employment expenses		**(3,336,706)**	(2,976,937)
Administrative expenses		**(1,741,997)**	(1,616,145)
Finance expenses	5	**(71,442)**	(53,600)
Asset impairment		**(53,670)**	-
Profit (loss) before income taxes		**(251,469)**	220,223
Income tax expense		**-**	-
Profit for the year		**(251,469)**	220,223
Other comprehensive income for the year		**-**	-
Total comprehensive income for the year		**(251,469)**	220,223

The accompanying notes form part of these financial statements.

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Statement of Financial Position

As At 30 June 2026

	Note	2026 $	2025 $
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	6	**1,827,000**	1,690,514
Trade and other receivables	7	**96,025**	252,546
Inventories	8	**354,480**	315,772
TOTAL CURRENT ASSETS		**2,277,505**	2,258,832
NON-CURRENT ASSETS			
Property, plant and equipment - owned	9	**12,205,449**	12,313,830
Right-of-use assets	9	**1,727,707**	1,901,488
TOTAL NON-CURRENT ASSETS		**13,933,156**	14,215,318
TOTAL ASSETS		**16,210,661**	16,474,150
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	11	**608,388**	671,052
Lease liabilities	10	**504,513**	387,988
Employee benefits	12	**276,199**	251,716
Members' subscriptions in advance		**1,082,653**	877,895
TOTAL CURRENT LIABILITIES		**2,471,753**	2,188,651
NON-CURRENT LIABILITIES			
Lease liabilities	10	**1,181,714**	1,463,266
Employee benefits	12	**48,929**	60,675
TOTAL NON-CURRENT LIABILITIES		**1,230,643**	1,523,941
TOTAL LIABILITIES		**3,702,396**	3,712,592
NET ASSETS		**12,508,265**	12,761,558
EQUITY			
Reserves		**18,459**	17,881
Retained earnings		**12,489,806**	12,743,677
TOTAL EQUITY		**12,508,265**	12,761,558

The accompanying notes form part of these financial statements.

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

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

2026

	Note	Retained Earnings $	Total $
Balance at 1 July 2025		**12,761,558**	**12,761,558**
Profit (Loss) for the year		**(251,469)**	**(251,469)**
Adjustment to Opening Retained Earnings		**(1,824)**	**(1,824)**
Balance at 30 June 2026		**12,508,265**	**12,508,265**

2025

	Note	Retained Earnings $	Total $
Balance at 1 July 2024		12,541,335	12,541,335
Profit for the year		220,223	220,223
Balance at 30 June 2025		12,761,558	12,761,558

The accompanying notes form part of these financial statements.

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Statement of Cash Flows

For the Year Ended 30 June 2026

	Note	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES:			
Receipts from customers		**8,087,514**	7,595,805
Payments to suppliers and employees		**(6,892,187)**	(6,271,242)
Net cash provided by/(used in) operating activities	19	**1,195,327**	1,324,563
CASH FLOWS FROM INVESTING ACTIVITIES:			
Purchase of property, plant and equipment		**(605,339)**	(718,645)
Proceeds from sale of non-current assets		**-**	88,562
Net cash provided by/(used in) investing activities		**(605,339)**	(630,083)
CASH FLOWS FROM FINANCING ACTIVITIES:			
Repayment of borrowings		**(453,502)**	(462,630)
Net cash provided by/(used in) financing activities		**(453,502)**	(462,630)
Net increase/(decrease) in cash and cash equivalents held		**136,486**	231,850
Cash and cash equivalents at beginning of year		**1,690,514**	1,458,664
Cash and cash equivalents at end of financial year	6	**1,827,000**	1,690,514

The accompanying notes form part of these financial statements.

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

The financial report covers Nelson Bay Golf Club Limited as an individual entity. Nelson Bay Golf Club Limited is a not-for-profit company limited by guarantee, incorporated and domiciled in Australia.

The functional and presentation currency of Nelson Bay Golf Club Limited is Australian dollars.

Where necessary comparative information has been restated to conform with changes in presentation in the current year.

The Company is an entity to which ASIC Corporations (Rounding in Financial/Directors' Reports) Instrument 2016/191 applies and, accordingly amounts in the financial statements and Directors' Report have been rounded to the nearest one dollar.

1 Basis of Preparation

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

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

Material accounting policy information adopted in the preparation of these financial statements is presented below and is consistent with prior reporting periods unless otherwise stated.

2 Material Accounting Policy Information

(a) Revenue and other income

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer 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.

Specific revenue streams

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

Subscription Revenue

Revenues are recognised at fair value of the consideration received or receivable net of the amount of goods and services tax (GST) payable to the taxation authority. Exchanges of goods or services of the same nature and value without any cash consideration are not recognised as revenues.

Gaming Income

Revenue from gaming activities is recognised net of payouts in accordance with the accrual basis of accounting. This means that only the portion of gaming proceeds retained by the entity after deducting player winnings (payouts) is recognised as revenue. Revenue is recognised when the gaming activity occurs, and the outcome is determined, provided it is probable that the economic benefits will flow to the entity and the amount can be reliably measured.

Sale of Goods

Revenue from the sale of goods comprises revenue earned from the provision of food, beverage and other goods and is recognised (net of rebates, returns, discounts and other allowances) on the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods.

Golf Shop Income

The entity obtained full control of the pro shop operations on 30 October 2024. Accordingly, throughout the year ended 30 June 2026, the entity operated the pro shop in full. Revenue from pro shop sales is recognised at the point of sale when control of the goods transfers to the customer, measured at the amount of consideration received or receivable, net of returns, discounts and goods and services tax.

Rendering of Services

Revenue from rendering services comprises revenue from gaming facilities together with other services to members and other patrons of the club and is recognised when the services are provided.

Interest income

Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets is the rate inherent in the instrument.

Other Income

The gain or loss on disposal of property, plant and equipment is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal (including incidental costs) and is recognised as other income at the date control of the asset passes to the buyer.

(b) Income tax

The Company is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

(c) Goods and services tax (GST)

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

Receivables and payables are stated inclusive of GST.

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 taxation authority is classified as operating cash flows.

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

(d) Inventories

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

Inventories acquired at no cost, or for nominal consideration are valued at the current replacement cost as at the date of acquisition, which is the deemed cost.

(e) 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.

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

Land and buildings

Land and buildings are measured using the cost model.

Plant and equipment

Plant and equipment are measured using the cost model.

Depreciation

Property, plant and equipment, excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the Company, commencing when the asset is ready for use.

The estimated useful lives used for each class of depreciable asset are shown below:

Fixed asset class	Useful life
Buildings	40 years
Plant and Equipment	5-20 years
Poker machines	4-5 Years
Furniture, Fixtures and Fittings	5-20 years
Motor vehicles	6-10 years

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

(f) 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
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)
- fair value through other comprehensive income - debt investments (FVOCI - debt)

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets.

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.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, foreign exchange gains or losses and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Trade receivables

Impairment of trade receivables has been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Company has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

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.

(g) Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

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.

(h) Leases

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

Lessee accounting

The non-lease components included in the lease agreement have been separated and are recognised as an expense as incurred.

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.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is remeasured when 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.

(i) Employee benefits

Provision is made for the Company's liability for employee benefits, those 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. cash flows 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 judgments 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 directors have not made any significant estimates and judgments that are likely to affect the future operations of the company.

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

4 Other revenue and income

Revenue from continuing operations

	2026	2025
	$	$
Revenue from contracts with customers (AASB 15)		
- Revenue from members and other golf activities	**3,585,066**	3,206,742
	3,585,066	3,206,742
Revenue recognised on receipt		
- Functions and marketing income	**136,160**	142,466
- Gaming Income	**585,591**	618,416
- Bar Sales	**1,862,664**	1,933,821
- Golf Shop Sales	**843,460**	514,406
- Other Income	**273,874**	382,768
	3,701,749	3,591,877
Total revenue	**7,286,815**	6,798,620

5 Finance expenses

Other finance expenses	**71,442**	53,600

6 Cash and cash equivalents

Cash at bank and in hand	**349,935**	377,974
Short-term deposits	**1,477,065**	1,312,540
	1,827,000	1,690,514

7 Trade and other receivables

CURRENT		
Trade receivables		
	50,573	28,350
Prepayments	**45,452**	224,196
Total current trade and other receivables		
	96,025	252,546

Notes to the Financial Statements

For the Year Ended 30 June 2026

8 Inventories

	2026 $	2025 $
CURRENT		
At cost:		
Finished goods	**354,480**	315,772
Total inventories	**354,480**	315,772

9 Property, plant and equipment

	2026 $	2025 $
LAND AND BUILDINGS		
Freehold land at cost	**232,566**	232,566
Total Land	**232,566**	232,566
Buildings		
At cost	**9,788,095**	9,788,095
Accumulated depreciation	**(2,189,644)**	(1,966,055)
Total buildings	**7,598,451**	7,822,040
PLANT AND EQUIPMENT		
Plant and equipment		
At cost	**7,220,249**	6,964,711
Accumulated depreciation	**(2,862,302)**	(2,729,259)
Total plant and equipment	**4,357,947**	4,235,452
Motor vehicles		
At cost	**97,256**	97,256
Accumulated depreciation	**(80,771)**	(73,484)
Total motor vehicles	**16,485**	23,772
Total plant and equipment	**4,374,432**	4,259,224
Total property, plant and equipment - owned	**12,205,449**	12,313,830
RIGHT-OF-USE		
Right-of-use - plant and equipment		
At cost	**2,340,867**	2,052,392
Accumulated depreciation	**(613,160)**	(150,904)
Total right-of-use	**1,727,707**	1,901,488
Total property, plant and equipment	**13,933,156**	14,215,318

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

(a) 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:

	Land	Buildings	Plant and Equipment	Right-of-Use - Plant and Equipment	Total
	$	$	$	$	$
Year ended 30 June 2026					
Balance at the beginning of year	**232,566**	**7,822,040**	**4,259,224**	**1,901,488**	**14,215,318**
Additions	**-**	**-**	**605,339**	**288,475**	**893,814**
Disposals	**-**	**-**	**(349,801)**	**-**	**(349,801)**
Depreciation expense	**-**	**(223,589)**	**(428,363)**	**(462,256)**	**(1,114,208)**
Depreciation write-back	**-**	**-**	**288,033**	**-**	**288,033**
Balance at the end of the year	**232,566**	**7,598,451**	**4,374,432**	**1,727,707**	**13,933,156**

10 Leases

The Company has leases over a range of assets- golf carts and other equipment.

Terms and conditions of leases

Golf Carts

The Company leases golf carts for terms varying from two to five years. The lease terms are fixed during the lease period.

Lease liabilities

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	**504,513**	**1,181,714**	**-**	**1,686,227**	**1,686,227**
2025					
Lease liabilities	387,988	1,463,266	-	1,851,255	1,851,255

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

11 Trade and other payables

	2026	2025
	$	$
CURRENT		
Trade payables	**431,466**	521,392
Deposits	**35,272**	19,250
Accrued expense	**51,496**	39,325
Other operating liabilities	**90,154**	91,085
	608,388	671,052

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.

12 Employee benefits

	2026	2025
	$	$
Current liabilities		
Long service leave	**103,663**	76,656
Annual leave	**172,536**	175,060
Total current	**276,199**	251,716
Non-current liabilities		
Long service leave	**48,929**	**60,675**

13 Financial risk management

	2026	2025
	$	$
Financial assets		
Held at amortised cost		
Cash and cash equivalents	**1,827,000**	1,690,514
Trade and other receivables	**96,025**	252,546
Total financial assets	**1,923,025**	1,943,060
Financial liabilities		
Financial liabilities measured at amortised cost	**608,388**	671,052
Total financial liabilities	**608,388**	671,052

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

14 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 6,869 (2025: 7,498).

15 Key management personnel disclosures

The remuneration paid to key management personnel of the Company was $223,694 (2025: $204,670).

The comparative amount for key management personnel remuneration has been corrected from $229,470, as previously reported, to $204,670.

16 Auditor's remuneration

	2026	2025
	$	$
Remuneration of the auditor Kelly Partners Hunter Region Partnership, for:		
- preparation and auditing of the financial statements	**19,200**	17,400
Total	**19,200**	17,400

17 Contingencies

In the opinion of the directors, the Company did not have any contingencies at 30 June 2026 (30 June 2025: None).

18 Related parties

(a) The Company's main related parties are as follows:

Key management personnel - refer to Note 15.

(b) Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

The following transactions occurred with related parties:

Rocher Builders was engaged by the Club to undertake one project during the year as follows:

- Part of the construction works for the Golf Shop refurbishment. During the year, the Club incurred expenditure of $30,640 with Rocher Builders.

Mr. Gavin Rocher, a Director of the Club, is the Principal of Rocher Builders. The engagement was approved by the Board following appropriate due diligence.

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

19 Cash Flow Information

(a) Reconciliation of result for the year to cashflows from operating activities

Reconciliation of net income to net cash provided by operating activities:

	2026	2025
	$	$
Profit (loss) for the year	**(251,469)**	220,223
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
- depreciation	**1,114,208**	833,512
- Net other non-cash movements (disposals)	**59,944**	112,698
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	**156,521**	41,067
- (increase)/decrease in inventories	**(38,708)**	(188,673)
- increase/(decrease) in trade and other payables	**(62,664)**	286,781
- increase/(decrease) in subscription in advance	**204,758**	54,443
- increase/(decrease) in provisions	**12,737**	(35,488)
Cashflows from operations	**1,195,327**	1,324,563

20 Events After the End of the Reporting Period

The financial report was authorised for issue on 29 October 2026 by the Board of Directors.

Except for the event disclosed in the Director's report, no other 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.

21 Going Concern

The financial statements have been prepared on a going concern basis. Although the Company incurred a loss after income tax of $251,469 and current liabilities exceeded current assets by $194,248 at 30 June 2026, it generated net operating cash inflows of $1,195,327 and held cash and cash equivalents of $1,827,000. The directors have assessed the Company's forecast cash flows and believe it will be able to meet its obligations as they fall due for at least twelve months from the reporting date. Accordingly, they consider that no material uncertainty exists regarding the Company's ability to continue as a going concern.

22 Statutory Information

The registered office and principal place of business of the company is:
Nelson Bay Golf Club Limited
57 Dowling St,
Nelson Bay, NSW, 2315

Nelson Bay Golf Club Limited

ABN : 66 001 023 847

Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes, as set out on pages 21 to 40, are in accordance with the *Corporations Act 2001* and:

   a. comply with Australian Accounting Standards - Simplified Disclosures; 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.

2. In the directors' opinion, 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 ..... John Elsworth

Director ..... Julian Williams

Dated : 29 October 2026

Independent Audit Report to the members of Nelson Bay Golf Club Limited

Opinion

We have audited the financial report of Nelson Bay Golf Club Limited (the Company), which comprises the statement of financial position as at 30 June 2026, 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 material accounting policy information, and the directors' declaration.

In our opinion, the accompanying financial report of Nelson Bay Golf 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 year then ended; and

(b) complying with Australian Accounting Standards – Simplified Disclosures and the *Corporations Regulations 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 & Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (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.

Material Uncertainty Related to Going Concern

We draw attention to Note 21 in the financial report, which indicates that the Company incurred a loss after income tax of $251,469 and, as at 30 June 2026, its current liabilities exceeded its current assets by $194,248. As stated in Note 21, these events or conditions indicate that a material uncertainty exists that may cast significant doubt on the Company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

Other Information

The directors are responsible for the other information. The other information comprises the directors' 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.

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 Disclosures 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.

As part of an audit in accordance with the 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.

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.

Kelly Partners Hunter Region Partnership



Brad Crooks
Senior Partner
RCA 488544
Dated: 29 October 2026

Certified B Corporation

KELLY+PARTNERS
CHARTERED ACCOUNTANTS

Compilation Report

30 June 2026

We have compiled the accompanying financial data for Nelson Bay Golf Club, which comprise the Profit and Loss statements for the year ended 30 June 2026.

The Responsibility of the Directors

The directors are solely responsible for the information contained in the special-purpose financial report appropriate to meet their needs and for the purpose that the financial statements were prepared.

Our Responsibility

Our procedures use accounting expertise to collect, classify and summarise the financial information, which the director provided, in compiling the financial statements. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

Kelly Partners Hunter Region Partnership



Brad Crooks

Senior Partner
R CA 488544

Dated:29 October 2026

Nelson Bay Golf Club Limited
Detailed Profit and Loss statement
for the Year ended 30 June 2026

	2026	2025
INCOME		
Bar		
Draught Beer	953,538	989,016
Packaged Beer	83,648	97,130
Soft Drink	156,446	160,569
Spirits	143,606	132,099
Wine	384,326	422,030
Other	141,100	132,977
Total Bar	**1,862,664**	**1,933,821**
Functions & Marketing		
Conference Income	14,854	26,081
Corporate Sponsorship	22,992	15,505
Functions	72,398	71,853
Kangaroo Tours	17,253	17,159
Weddings	16,583	23,583
Other	(7,919)	(11,715)
Total Functions & Marketing	**136,160**	**142,466**
Gaming		
Poker Machine Income	575,027	599,684
Keno Income	9,652	13,999
Tab Income	912	4,733
Total Gaming	**585,591**	**618,416**
Golf Operations		
Golf Carts	548,974	468,331
Green Fees Members	704,587	659,223
Green Fees Visitors	1,253,936	1,090,462
Golf Shop Sales	843,460	514,406
Net Trophy Income	61,551	13,284
Subscriptions & Memberships	1,016,018	975,443
Total Golf Operations	**4,428,526**	**3,721,149**
Other Income		
Interest	32,984	44,336
Joining Fees	30,909	38,637
Profit On Sale of Assets	16,000	32,575
Other Income	25,529	24,136
Rent	83,372	72,705
Total Other Income	**188,794**	**212,389**
Total Income	**7,201,735**	**6,628,240**

Nelson Bay Golf Club Limited
Detailed Profit and Loss statement
for the Year ended 30 June 2026

	2026	2025
Less: Cost of Sales		
Bar		
Draught Beer	410,252	418,482
Packaged Beer	42,329	42,047
Soft Drink	49,516	49,515
Spirits	35,574	45,652
Wine	106,514	120,092
Other	25,006	25,894
Total Bar	**669,191**	**701,682**
Gaming		
R & M Pokies	17,800	16,492
Sky Channel	5,736	6,190
Total Gaming	**23,536**	**22,682**
Golf Operations		
Golf Shop	527,535	305,854
Professional Commission Green	-	50,984
Professional Retainer	-	17,000
Total Golf Operations	**527,535**	**373,838**
Total Cost of Sales	**1,220,262**	**1,098,203**
Gross Profit	**5,981,474**	**5,530,037**

Nelson Bay Golf Club Limited
Detailed Profit and Loss statement
for the Year ended 30 June 2026

Less Operating Expenses	**2026**	**2025**
Accountancy	5,211	7,394
Advertising & Promotion	35,129	37,322
Affiliation Fees & Golf Link	70,292	68,439
Audit	19,200	17,400
Bank Fees	8,369	235
Chemicals	90,471	79,549
Cleaning	109,733	98,599
Computer Software	146,179	113,799
Contractors & Consultants	64,124	63,821
Depreciation	1,114,208	833,512
Diesel & Petrol	34,411	37,219
Directors Expenses	14,519	7,042
Electricity & Gas	140,564	132,866
Entertainment	33,295	42,595
Equipment & Consumables	50,869	38,718
Equipment Hire	24,274	25,863
Fees & Permits	8,199	8,146
Fertiliser	97,999	88,632
General Expenses	50,231	66,396
Hire Purchase & Leasing	48,360	89,746
Insurance	167,263	150,281
Interest Carts & Course Equipment	71,442	53,600
Irrigation	28,024	1,181
Legal Costs	2,800	10,374
Loss on Disposal of Assets	1,790	-
Machinery Parts	36,231	37,834
Member Rewards	4,099	14,083
Motor Vehicles	12,197	6,714
Pennant Expenses	8,312	5,941
Printing, Postage & Stationery	14,091	14,490
Promotional Vouchers	42,477	12,297
Repairs & Maintenance	91,029	89,593
Repairs & Maintenance Course	62,401	66,694
Rates	40,561	39,771
Rent - Land	112,967	80,799
Security Costs	12,120	12,408
Telephone & Internet	16,058	16,326
Travel & Accommodation	6,930	5,835
Volunteer Expenses	6,618	6,992
Waste Disposal	24,601	20,751
Total Operating Expenses	**2,927,647**	**2,503,257**

Nelson Bay Golf Club Limited
Detailed Profit and Loss statement
for the Year ended 30 June 2026

	2026	2025
Staff Expenses		
Wages & Salaries	2,739,191	2,448,186
Payroll Tax	93,339	64,292
Provision Annual Leave	16,175	23,483
Provision LSL	23,191	29,870
Staff Training, Uniforms	80,620	70,726
Superannuation Payable	331,943	284,010
Workers Compensation	52,245	56,370
Total Staff Expenses	**3,336,706**	**2,976,937**
Total Operating & Staff Expenses	**6,264,353**	**5,480,194**
Operating Profit/(Loss)	**(282,879)**	**49,843**
Non-Operating Items		
Insurance Claim	85,080	88,562
Share of Joint Venture Carts Disposal	-	81,818
Asset Impairment	(53,670)	-
Total Non-Operating Items	**31,410**	**170,380**
Net Profit/(Loss)	**(251,469)**	**220,223**