

Chief Executive Officer's Report

I am pleased to present my report as Chief Executive Officer, together with the Club's 112th Annual Report for the financial year ended 30 June 2026.

It gives me immense pleasure to report that the 2025–2026 financial year has been another outstanding year for Armidale City Bowling Club. Through the collective efforts of our Board, management, staff, and valued members, the Club has continued to strengthen its position as one of the region's leading community clubs.

This year, we achieved a record net profit of **\$2,220,478**, an exceptional result that reflects the Club's continued growth and the success of our strategic direction.

Strong performances across our core business areas contributed to this achievement, with Food and Beverage revenue increasing by **\$247,506**, while Gaming revenue delivered an outstanding increase of **\$929,411** compared with the previous financial year. These results demonstrate the confidence our members and guests continue to place in the Club and reinforce our commitment to providing exceptional facilities, outstanding service, and memorable experiences.

While these financial achievements are significant, they are only possible because of the people behind them. I would like to sincerely thank my Executive team, Kelly Lankester and Louise Bates, for their professionalism, loyalty, and unwavering support throughout the year. Their leadership and commitment have been instrumental in delivering another successful year for the Club.

My appreciation also extends to our Duty Managers, Events Team, Greens and Cleaning staff, and our Customer Service Representative staff. Every department plays an important role in creating the welcoming atmosphere and high standard of service that our members and visitors have come to expect. Your dedication, teamwork, and willingness to go above and beyond each day are greatly valued and sincerely appreciated.

To our Board of Directors—President Wayne Cannon, Paul Bullen, Terry Ogilvie, Cheryl Ogilvie, Brad King, Gay McIntyre, and Andrew Carey—thank you for your continued guidance, confidence, and support. Your strategic leadership and commitment to the long-term success of the Club provide a solid foundation for everything we achieve. It is a privilege to work alongside such a dedicated and forward-thinking Board.

I would also like to acknowledge our contract catering partners, Off the Green, for consistently delivering food of an exceptional standard throughout the Club. Their commitment to quality and service has helped enhance the overall experience for our members, guests, and visitors.

One of the highlights of the year was the completion of our major renovation project in October 2025. The redevelopment has transformed key areas of the Club, delivering a modern Main Bar, an inviting Coffee Shop, and a new Sports Bar featuring a state-of-the-art golf and driving simulator. These significant investments not only enhance the

member experience but also position the Club for continued growth by attracting new members, visitors, and community groups. We remain committed to continually investing in our facilities to ensure Armidale City Bowling Club remains a modern, vibrant, and welcoming destination for generations to come.

Beyond our financial and operational success, we remain proud of the important role the Club plays within the Armidale community. Whether through supporting local sporting groups, hosting community events, providing employment opportunities, or creating a place where people can gather and connect, we continue to uphold the values that have guided this Club for more than 112 years.

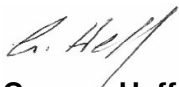
The Club has again made a significant investment in our core sport of Lawn Bowls, with total expenditure of \$205,248. In addition, management made the decision to significantly subsidise bowling membership fees this year, reducing them from \$200 to \$50. This initiative is aimed at maintaining current player numbers while also encouraging new and returning members to participate in and enjoy the sport.

I would also like to extend my heartfelt condolences to those members who have experienced the loss of loved ones during the past year. On behalf of everyone at the Club, our thoughts are with you and your families during these difficult times.

Finally, I would like to thank our members. Your loyalty, support, and continued patronage are the foundation of everything we do. Every achievement celebrated in this report has been made possible because of your ongoing commitment to our Club. We are proud to serve you and remain dedicated to continually improving the facilities, services, and experiences we offer.

As we look ahead, I am excited by the opportunities that lie before us. With a strong financial position, exceptional facilities, a dedicated team, and the continued support of our members and community, I am confident that Armidale City Bowling Club is well placed to build on this year's success and continue to thrive into the future.

Thank you for your continued support and for making 2025–2026 another truly remarkable year.



Graeme Heffernan
Chief Executive Officer