



CEO Report – Year End 2025

In reflecting on the close of 2025, I am proud to acknowledge a year defined by resilience, strategic investment, and continued growth. Building on the strong base of recent years, the Club has maintained momentum across all areas of operation while positioning itself for a sustainable and progressive future. The past year has seen continued stabilisation and growth in member engagement, with activity in many areas. This is a clear sign that our members are reconnecting with the Club in meaningful ways.

A key priority throughout 2025 has been the enhancement of Club assets and the optimisation of their long-term benefit. Considered discipline, combined with a focus on operational efficiency, has enabled the Club to reinvest in key infrastructure and high-value member-focused improvements.

The introduction of pickleball courts reflects our proactive approach to emerging trends. As one of the fastest-growing sports globally, pickleball has seen exponential participation growth across all demographics. This initiative has not only diversified our recreational offering but also driven increased foot traffic for food and beverage, visitation and engagement.

Improvements to the Club deck has also enhanced accessibility and usability, ensuring a more inclusive and enjoyable experience for members and guests. Investment in future infrastructure relating to a staged entry and foyer renovation has been a key step toward.

The fit out of a new private function space known as ‘Romas’ has been another highlight. It has strengthened our events offering, enabling the Club to attract new business while providing high-quality, modern facilities for members and the community.

External works have improved both the visual appeal and structural integrity of the Club ensuring we continue to present well and operate safely.

None of this would be possible without our people. Our team remains at the heart of everything we do. Throughout 2025, we’ve continued to focus on retaining and supporting our staff, investing in their development, and reinforcing a strong culture of service and professionalism. Their commitment is what allows us to consistently deliver a high-quality development and seamless experience to our members and guests.

While continuing to grow and evolve, we remain firmly committed to maintaining our social licence as a community-focused organisation. The Club continues to proudly support a broad range of community initiatives, including:

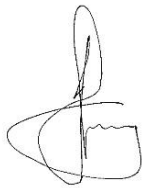
- Local sporting clubs and associations
- Veteran and service organisations
- Community and charitable groups
- Youth and development programs
- Health and wellbeing initiatives
- Cultural and local events

Inclosing, I would like to extend my sincere appreciation to our dedicated team, whose professionalism and commitment continue to deliver outstanding results.

I also thank our Board of Directors for their ongoing guidance and leadership, and our members for their continued support and loyalty to the Club.

As we move into 2026, our focus remains on continued improvement, strategic investment, and delivering exceptional member experiences. We are well-positioned to build on this year's success and continue to grow as a leading community club.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jason Manning', with a stylized flourish at the end.

Jason Manning JP CCM
CHIEF EXECUTIVE OFFICER