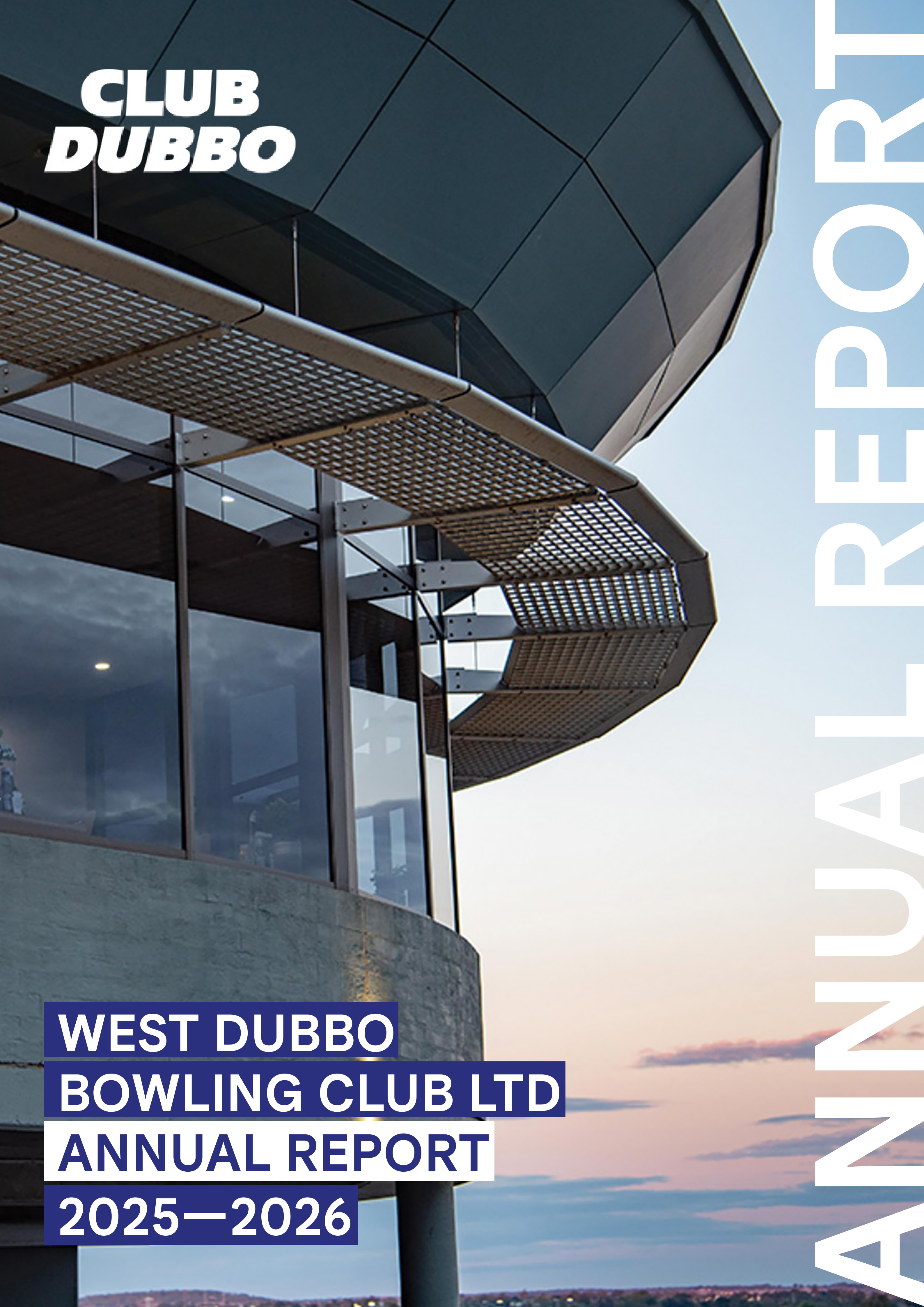

WEST DUBBO BOWLING CLUB LTD ANNUAL REPORT 2025—2026

CONTENTS

CLUB DUBBO CHAIRMAN'S ANNUAL REPORT

On behalf of the Board of Directors, I am pleased to present the Chairman's Report for West Dubbo Bowling Club Limited for the financial year ended 31 May 2026.

FINANCIAL PERFORMANCE

I am very pleased to report that Club Dubbo has delivered a strong financial result this year. Total revenue grew to $12,889,409, up from $11,535,335 last year, and the Club recorded a profit of $1,284,307, more than double the $479,632 achieved in the prior year. This result reflects disciplined cost management alongside the continued support of our members, guests and the wider community across our bar, bistro, gaming and accommodation operations.

Our balance sheet remains in a strong and improving position. Net assets increased to $17,395,637 (2025: $16,111,330), and cash and cash equivalents grew substantially to $1,568,283 from $302,984 the previous year, following the repayment of $992,414 in borrowings during the year. This has significantly strengthened the Club's financial flexibility while keeping gearing low, with total liabilities reducing from $1,876,673 to $1,265,122.

The Board is satisfied that this performance reflects prudent governance and a clear focus on the Club's long-term sustainability, in line with the strategic objectives set out by the Board and management.

INVESTMENT IN OUR CLUB

During the year, the Board approved continued investment in the Club's facilities, including a new Junior Play Area to support our family-friendly offering, and refreshed uniforms and branding for our bowlers as the "West Dubbo Roos." These investments reflect our commitment to maintaining a modern, welcoming destination for members and visitors alike.

CEO LEADERSHIP

This has been an important year for Club Dubbo's management, with Brett Lane joining as CEO partway through the year and quickly making his mark in his first five months at the helm. Brett set about building strong relationships with the Board, staff, members and the Bowls Manager, bringing a clear focus on both trading performance and the member experience. In that short time, the Club delivered the strongest profit result in recent years, while also progressing tangible improvements members can see and feel, including the new Junior Play Area and the self-serve ice cream machine in the bistro, as well as continued support for the Club's extensive community partnerships.

Brett has shown a genuine willingness to invest in bowls and to work closely with our volunteers and the Bowls Manager to grow the sport at West Dubbo, while also driving the operational discipline that underpins our improved financial position. The Board has been particularly pleased with his open and collaborative approach to governance in these early months, keeping Directors well informed and engaged in the Club's performance and strategic direction. On behalf of the Board, I thank Brett for his leadership, energy and commitment since joining the Club, and we look forward to a full year of working together as he continues to build on this early momentum.

GOVERNANCE

The Board met eleven times during the year, with strong attendance and engagement from all Directors. I would like to acknowledge Kelvin Duggan, who resigned from the Board on 18 August 2025, for his contribution during his time as a Director. I also thank my fellow Directors – Brian Jones, Bruce Baker, James Berriman, Craig Biles, Debra Brown, Grant Madsen and Gregory Morrison – for their continued dedication, sound judgement and commitment to the Club throughout the year.

COMMUNITY AND MEMBERSHIP

Club Dubbo remains proud of its role as a community club, and this year we continued to support a wide range of local organisations and initiatives across health, wellbeing, youth development and community safety. This community contribution, alongside our ongoing investment in bowls, our facilities and our people, is central to who we are as a Club.

THANK YOU

I would like to thank the entire management team and staff for their hard work and professionalism throughout the year. I also thank our Bowls Manager, Anthony Brown, our President, Stephen Ryan, and all our volunteers, committee members and sponsors for their tireless efforts. Most importantly, thank you to our members, whose ongoing support and participation underpin everything we do.

The Board looks forward to building on this year's strong result and continuing to invest in the Club's future for the benefit of our members and the Dubbo community.

Anthony Speirs
Chairman

CEO REPORT
BRETT LANE

I am pleased to report that Club Dubbo has achieved some strong performance throughout the reporting period, with improved trading results reflecting the ongoing support of our members, guests, and the wider community.

This positive performance has enabled the Club to continue investing in our facilities, bowls, enhance the member experience, and strengthen our commitment to supporting local organisations and community initiatives.

The continued growth in trade is the result of the dedication and professionalism of our team, combined with a clear focus on delivering exceptional customer service, quality food and beverage offerings, and a welcoming environment for all who visit the Club. We have also brought in new and different offerings, Event's to enhance and broaden the clubs appeal to the wider community.

As part of our commitment to continually improving our facilities, a new **Junior Play Area** has been installed, providing a modern, safe, and engaging space for children. This investment further enhances Club Dubbo as a family-friendly destination and has been extremely well received by members and visitors.

We have also introduced a self-serve ice cream machine within the bistro, adding another enjoyable feature to our dining experience. It has quickly become a popular addition for families and complements our ongoing efforts to improve the overall customer experience.

Beyond our operations, Club Dubbo remains committed to making a positive difference throughout the Dubbo region. We are proud to support organisations and initiatives that improve community wellbeing, promote healthy lifestyles, assist vulnerable members of our community, encourage youth participation, and strengthen local events.

This year we started the inaugural Club Dubbo CEO and Community Sleepout, and one of the highlights of my first months in the role has been the opportunity to work closely with our community on the Community Sleepout for Help a Mate. Working alongside Connecting Community Services and the Mayor, we were able to bring the Club, local services and the wider Dubbo community together behind this important cause.

As a result of this partnership, the Sleepout raised $5814 and, most significantly, Help a Mate now has a permanent home at Connecting Community Services. This is a lasting outcome for vulnerable members of our community, and I am proud that Club Dubbo was able to play its part in making it happen.

During the reporting period, Club Dubbo also proudly supported:

- Motorfest
- Motherland
- West Dubbo Rotary
- Westside Panthers
- Destination Outback 2026
- Little Wings Children's Hospital Flight Program – Dubbo Regional Council
- Hear Our Heart Ear Bus Project (HoHEBP)

- St Vincent de Paul Society NSW – Dubbo Community Sleepout Fundraiser 2026
- DVPC Annual Conference – From Violence to Safety: Partners in Preventing Domestic, Family and Sexual Violence
- Reducing Financial Barriers for Dubbo Youth to Access the RYDA Road Safety Program
- Vital Low Vision Services for People Living with Low Vision or Blindness
- Dubbo Community Skin Cancer Screening Program – Skin Check Truck Initiative
- Introduction and Development of WalkSoccer for Seniors
- CALD Learn to Swim Program
- Escabags – Escape Bags
- Ronald McDonald House – Dubbo Hospital Cart
- Dubbo Community Gatekeeper Suicide Prevention Training Initiative
- 2026 Dubbo Dementia Expo & Forum
- CPA Dubbo – Early Response Therapy for Babies at Risk of Cerebral Palsy
- Financial Assistance for Disadvantaged Dubbo Youth Athletes Participating in Western Region Academy of Sport Talent Development Programs

Supporting these initiatives is central to Club Dubbo's purpose as a community club. Every partnership represents an investment in the health, wellbeing, inclusion, and future of our local community, and we remain proud to contribute to projects that create lasting positive outcomes for the people of Dubbo.

Looking ahead, management will continue to focus on sustainable growth, improving our facilities, delivering outstanding member experiences, and identifying opportunities to further strengthen the Club's financial performance. Our objective remains to ensure Club Dubbo continues to thrive while maintaining its reputation as one of the region's leading community organisations.

I would like to conclude by expressing my sincere appreciation to every member of the Club Dubbo team. The improvements in trading performance, the successful completion of new facility enhancements, and the positive feedback we continue to receive from members are a direct reflection of their hard work, commitment, and pride in what they do. Their willingness to embrace change, support one another, and consistently deliver exceptional service is what sets Club Dubbo apart.

Finally, I thank the Board for its continued guidance, trust, and support. Together, we are building a stronger Club that not only delivers excellent outcomes for our members but also continues to make a meaningful contribution to the wider Dubbo community.

Brett Lane
CEO

CLUB DUBBO BOWLS PRESIDENT'S ANNUAL REPORT

It is with great pleasure that I present the President's Report for another outstanding year of bowls at West Dubbo Bowling Club.

This being my first Report, I would like to thank the Bowls Committee for their assistance throughout the year, particularly to our past President, Glenn Morrison, who has led a steady ship for many years and has guided me through my first year in this position. Also, thank you to Anthony Brown for his support and tireless work in his position as Bowls Coordinator.

Major achievements over the past year include:

- Bowls NSW Club Administrator of the Year – Anthony Brown
- $150,000 City of Dubbo International Fours tournament
- Bowls NSW Junior 7-a-Side Championships
- Bowls NSW State Championships
- NSW Para representative – Anthony Brown
- 4 teams in the State Pennant Finals – Division 1 Men, Division 2 Women, Open Gender Grade 2 and Open Gender Grade 4
- State International Mid-West Region Team: M Rich, K Dart, R Gillholme, T Silk & D Brown
- State Manager of NSW Para teams: Deb Brown

I would like to thank all the staff and club volunteers for their tireless behind the scenes support which has contributed to the success of these major tournaments.

On the local front, I am thrilled to report another consecutive year of growth in our Club Championships participation. Our competitions have seen fantastic engagement, producing closely contested finals and highlighting the exceptional standard of bowls being played at our club. Whether it was the Major/Minor pairs or the Singles, the sportsmanship and camaraderie on display truly reflected the spirit of Club Dubbo. This year the club has introduced new uniforms for all bowlers.

As we look to the future, our focus will remain on:

- **Membership Engagement:** Continuing to welcome new bowlers of all skill levels through our community coaching and social initiatives.
- **Facility Upgrades:** Ensuring our greens remain top-tier for local roll-ups and major tournaments alike.
- **Community Connection:** Growing our calendar of events, including Juniors, to bring more members and visitors through our doors which will continue to create a future for the Club.

Our Greenkeeper, Darren, who has worked tirelessly on the presentation of the greens and surrounds throughout the year, is to be congratulated. Following the Bowls NSW State Championships, we received many compliments on how well the greens played.

I would like to welcome our new CEO, Brett Lane, to Club Dubbo and to thank him for his commitment to bowls at Club Dubbo. We wish him all the best for the future.

Thank you to the Board of Directors, our sponsors, the management and staff of Club Dubbo, and most importantly, our members. Your passion, support, and participation are the heartbeat of this great club. I look forward to another successful year on and off the greens.

Stephen Ryan
President

BOWLS MANAGER'S ANNUAL REPORT

Dear Members,

I am pleased to present my Annual Report as Bowls Manager of Club Dubbo (West Dubbo Bowling Club Ltd). What an outstanding year it has been on the greens at West Dubbo. Our greens have handled an enormous workload throughout the year, hosting club championships, major tournaments, Pennant matches, social bowls, gala days, evening events, and a number of regional and state competitions.

I would like to begin by acknowledging and thanking our number one man, greenkeeper Darren Connolly. Since November, Darren has worked tirelessly, largely on his own, to keep our greens and surrounding areas in magnificent condition. Many visiting players have commented that our greens are among the best they have ever played on. This is a tremendous compliment and a credit to Darren's dedication, hard work and attention to detail. Well done, DC!

I would also like to warmly welcome our new CEO, Brett Lane, to the West Dubbo Roos. Since joining the club, Brett has shown a very positive attitude towards bowls and a genuine willingness to introduce new events, attract more people to the sport and continue supporting our existing members. His enthusiasm and support have already been greatly appreciated, and I look forward to working with Brett as we continue to grow and strengthen bowls at West Dubbo in the years ahead.

Throughout the year, we introduced several new events while continuing to build on the success of our established tournaments and competitions. These events would not have been possible without the outstanding support of our club staff, committee members, volunteers and sponsors. I sincerely thank everyone who contributed their time and effort to help make the year such a success.

SPECIFIC ACHIEVEMENTS AND HIGHLIGHTS

A Fresh Look for the West Dubbo Roos:
After almost 19 years, the time had come to refresh our club logo and bowling uniforms. The updated design embraces our identity as the West Dubbo Roos while giving the club a fresh and modern look. The response from our members and players from other clubs has been overwhelmingly positive. It has been fantastic to see our members proudly wearing the new uniforms and representing the Roos both on and off the greens.

Welcoming Our New Members:
We have been delighted to welcome many new members to the West Dubbo Roos over the past 12 months. It has been wonderful to see so many new faces enjoying our club, both on and off the greens.We look forward to seeing their involvement continue to grow and to welcoming even more new members in the year ahead.

Inland Petroleum City of Dubbo International Fours:
Last September, we hosted the fourth Inland Petroleum City of Dubbo International Fours, which was once again a tremendous success. The event delivered significant benefits to our club, the local community and the wider sport of lawn bowls, while attracting outstanding players from across Australia and overseas. The tournament will return again this year, with Inland Petroleum continuing as our major sponsor. We sincerely thank them for their ongoing and generous support. We also acknowledge and appreciate the valuable sponsorship provided by MRH Disability Services, BCIB Insurance and Western Plains Automotive. Interest in this year's tournament has been overwhelming, with the event already fully booked. The field will include three teams from Fiji and an international team from New Zealand, helping to make this a truly world-class event.

Pennants:
Both our Men's and Women's Pennant teams enjoyed another successful season, with four sides qualifying for their respective State Finals. In the Single Gender Pennants, our Men's Division 1 side progressed to the State Finals in Griffith, while our Women's Division 2 team qualified for the finals at Fig Tree Sports. This was an outstanding achievement by our ladies, who have now reached the State Finals for three consecutive years. Their continued improvement has been remarkable, progressing through the divisions after winning the Division 4 State title in 2023. In the Open Gender Pennants, two more West Dubbo teams qualified for the State Finals in late August. Our Grade 2 side continued its impressive run by reaching the State Finals for the third consecutive year. It was also fantastic to see our Grade 4 team qualify for the finals in Nowra after narrowly missing out at the regional level in previous seasons. A huge thank you must go to all our players, team managers, selectors, scoreboard attendants and supporters for their commitment and efforts throughout the Pennant season. Their dedication and teamwork continue to represent West Dubbo with great pride.

State Championships Representation:
We were proud to have several teams represent West Dubbo at the State Championships, which were held in Dubbo this year. Our Women's Triples team consisted of Ros Gilholme, Tracy Silk and Judy Cassidy, while Jacob Ashley, Darren Connolly and Craig Jeffery represented the club in the Men's Triples. In the Women's Senior Pairs, Marg Rich and Bev Goss also proudly wore the West Dubbo colours. Unfortunately, none of the three teams progressed beyond the sectional rounds. However, qualifying for the State Championships was a great achievement, and all players represented the club with pride and distinction.

NEW EVENTS AND INITIATIVES:

During the year, we introduced several new events at the club, which proved very popular with both members and the wider community.

Business House Bowls:
Business House Bowls was introduced on Wednesday evenings during daylight saving and attracted many new players to the sport. Two successful competitions were held, in October and March, with strong support from local businesses and participants. A huge thank you goes to Western Plains Automotive and Grant Spencer for sponsoring the event. Western Plains Automotive has agreed to continue its support for the upcoming daylight-saving season, and we look forward to building on the success of the first two competitions.

Glow Bowls:
Another exciting first for our club was the introduction of Glow Bowls. The event was a massive hit with our bowling members, social members and first-time bowlers, who enjoyed the unique experience of playing under glow lighting. The club purchased specially designed bowls that light up during play, creating a fun and entertaining atmosphere on the greens. We trialled Glow Bowls over four Friday evenings and received tremendous support, including valuable promotion from local radio station Triple M. Following the success of the trial, Glow Bowls will return this year, with dates to be confirmed.

Junior Development and After-School Bowls:
With the support of the Dubbo Community Centre, we introduced an after-school bowls program for local children during the year. While participation numbers are still developing, we are pleased to trial this initiative and provide young people with the opportunity to experience lawn bowls in a fun and welcoming environment.
We hope the program will continue to grow and help increase our junior membership in the years ahead. A special thank you goes to our dedicated coaches, John Rodis and Glenn Morrison, for generously giving their time, sharing their knowledge and encouraging the next generation of bowlers.

Hosting Major Events:
Over the past 12 months, our club has been fortunate to host several state, regional and school events, with many attracting more than 100 bowlers. These events brought players, officials, families and supporters from across New South Wales to Club Dubbo and provided significant benefits to both the club and the wider Dubbo community.

We also hosted regional Pennant play-offs and major junior competitions, while continuing our preparations for other significant events, including the National Diggers Carnival. Hosting events of this size requires an enormous amount of planning and assistance. None of it would be possible without the hard work of our dedicated volunteers, club staff, officials and committee members. We sincerely thank everyone involved in making these events successful.

GENERAL ACKNOWLEDGEMENTS:

Bowling Committee:
A special thank you goes to our Bowling Committee for its continued support throughout the year. The committee's advice, assistance and dedication have been invaluable in ensuring the smooth operation of bowls at our club.

Umpires and Coaches:
Our club's umpires and coaches also deserve special recognition. They are always willing to volunteer their time and expertise, particularly during club championships and major events. Your commitment to our club and its members is greatly appreciated.

Volunteers and Club Staff:
I extend my sincere gratitude to the many volunteers who have generously given their time to assist with bowls operations throughout the year. Whether helping with events, scoreboards, umpiring, catering, cleaning, raffles, welcoming visitors or assisting around the greens, every contribution has been important. I also thank my fellow staff members and the Board of Directors for their ongoing support and financial backing. When compared with the challenges being faced by many bowling clubs, Club Dubbo remains in an extremely strong and fortunate position. It is a club of which we can all be very proud.

Personal Thanks:
Lastly, I would like to express my heartfelt appreciation to my wife, Debra, for her assistance at events and her understanding during the many long hours I have spent at the club and away from home.

CONCLUSION

Thank you to everyone who has contributed to another fantastic year of bowls at West Dubbo.

I look forward to another successful season ahead as we continue to grow the game, introduce new ideas and proudly represent the West Dubbo Roos.

Anthony Brown
Bowls Manager
Club Dubbo –
West Dubbo Roos

2025-2026 CHAMPIONSHIPS WINNERS

2025-26 Event	Men's Winner	Women's Winners
Major Singles	G Gudmunson	D Wilson
Minor Singles	Not played as yet	
Open Gender Singles	Not played as yet	
Major Pairs	B Fernando- G Morrison	M Rich & B Goss
Minor Pairs	Not played as yet	
Major/Minor Pairs	Not played as yet	K Dart- J Gibson
Triples	L Burden- C Jeffery- S Harper	A Beecroft- M Rich- B Goss
Fours	D Stanley- B Barrow- P Morrow- G Gudmunson	K Dart-G Morrison- D Brown- J Gibson
Mixed Pairs	D Wilson- G Gudmunson	
Mixed Fours	K Dart- G Dart- J Gibson- A Brown	

2025-26 Event	Men's Runner Up	Womens Runner Up
Major Singles	T Wilkinson	M Rich
Minor Singles	Not played as yet	
Open Gender Singles	Not played as yet	
Major Pairs	D Stanley- J Ashley	K Dart- T Silk
Minor Pairs	Not played as yet	
Major/Minor Pairs		T Keenan- A Cox
Triples	N Collis-G Dart- W Towney	P Dawson- D Brown- J Gibson
Fours	J Rodis- G Madsen- A Harper- D Byrne	A Beecroft- L Erwin- M Rich- B Goss
Mixed Pairs	D Brown- G Collin	
Mixed Fours	M Rich-J Fardell- B Goss- B Fernando	

2026 FINANCIAL STATEMENTS

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MAY 2026

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

CONTENTS

DIRECTORS' REPORT

Your directors present their report on the company for the financial year ended 31 May 2026.

DIRECTORS

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

Bruce Baker	Brian Jones
James Berriman	Grant Madsen
Craig Biles	Gregory Morrison
Debra Brown	Anthony Speirs
Kelvin Duggan (resigned 18 August 2025)	

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

PRINCIPAL ACTIVITIES

The principal activities of the West Dubbo Bowling Club during the year were to provide members and their guests with sporting and other facilities associated with a registered and licensed bowling club. There was no significant change in the nature of the company's activities during the year.

Short-term objectives

The Club's short-term objectives are to ensure the club's primary objectives are to provide for members and guests, a sporting club with all the usual facilities of the club and to assist generally in the promotion and propagation of sports and a meeting place for the community groups.

Other short-term objectives are as follows:

1. Financially diversify, reducing reliance on gaming income.
2. A modern lifestyle destination with updated facilities (kitchen, bar, dining, entertainment).
3. Family friendly, attracting younger members while maintaining bowling identity.
4. A recognised community leader and partner in events, tourism and local support.
5. Led by a capable, future ready board and management team.

Long-term objectives

The Club's long-term objectives are to sustain our position as one of the leading providers of social entertainment and other activities in Dubbo.

1. To maximise and further endorse the Club's bowling traditions.
2. To further upgrade members' facilities in line with market trends and members' expectations.
3. To remain profitable with the vision to diversify the Club's assets into other streams of income where viable.
4. To continue to provide the members and the community with a social hub for their entertainment.

Strategies of the Company

The Club's strategies for achieving the short and long term objectives were:

1. Maximising advantage from our property holdings.
2. Maximising advantage from marketing opportunities.
3. Offering a broad range of entertainment offerings.
4. Maintaining high customer standards.
5. Continuing to market the club to the broader community.

DIRECTORS' REPORT
(Continued)

Strategies of the Company (Continued)

6. Ensure that the Club's human resources remain trained and committed to the Club's objectives.
7. Increasing membership to ensure the Club's income levels continue to grow.
8. Reviewing the continual performance of the Club to ensure objectives are being met and that existing objectives remain valid.

Through the Key Performance Indicators (KPI) that the Board has in place with the management of the Club, the Board can monitor all areas of the short or long-term objectives.

The activities carried out by the Club during the year assist in achieving the Club's objectives by ensuring that the Club's income streams remain consistent.

Key Performance Measures

The Board through the performance contract that it has with the management of the club has KPI's set in place to ensure that Club management is focused on the Board's objectives.

1. *Club membership* - to provide members with attractive facilities.
2. *Staff* - to attract and maintain staff.
3. *Financial performance* - ensuring the Club remains financially viable.
4. *Specific project* - that may be assigned from time to time.
5. To liaise with the Board as required.
6. To set yearly Budgets that are realistic and achievable.

INFORMATION ON DIRECTORS

Name	Occupation	Experience / Responsibilities
Anthony Speirs	Consultant	Director for 8 years Chairman Executive Management, Finance, Building, Remuneration, Disciplinary & New Members Committees
Brian Jones	Retired	Director for 2 years Treasurer Finance, Remuneration & Building Committees
Bruce Baker	Retired	Director for 28 years Finance, Building, Disciplinary & New Members Committees

INFORMATION ON DIRECTORS (Continued)

Name	Occupation	Experience / Responsibilities
James Berriman	Business manger	Director for 2 years Finance, Building, Disciplinary & New Members Committees
Craig Biles	Area manager	Director for 2 years Executive Management, Finance and Building Committees
Debra Brown	Retired	Director for 5 years Finance, Building, Disciplinary & New Members Committees
Grant Madsen	Train driver	Director for 6 years Finance, Building, Disciplinary & New Members Committees
Gregory Morrison	Retired	Director for 5 years Executive Management, Finance and Building Committees

MEETINGS OF DIRECTORS

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

	Ordinary Meetings	
	Number eligible to attend	Number attended
Bruce Baker	11	11
James Berriman	11	10
Craig Biles	11	9
Debra Brown	11	10
Kelvin Duggan	2	2
Brian Jones	11	10
Grant Madsen	11	9
Gregory Morrison	11	8
Anthony Speirs	11	11

AUTHORISED CAPITAL

West Dubbo Bowling Club Limited 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 $1.00 each towards meeting any outstanding obligations of the company.

AUDITOR'S INDEPENDENCE DECLARATION

The auditor's independence declaration for the year ended 31 May 2026 has been received and can be found on page 5 of the financial statements.

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

Director

Director

Dated at Dubbo on this 27th day of July 2026.

Luka Group

CHARTERED ACCOUNTANTS & ADVISERS

AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF WEST DUBBO BOWLING CLUB LIMITED

I declare that, to the best of my knowledge and belief, during the year ended 31 May 2026 there has been:

i) no contraventions to the audit 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.

LUKA GROUP

JM SHANKS
PARTNER

7/30 Blueridge Drive
Dubbo
Dated: 27 July 2026

CHARTERED ACCOUNTANTS
AUSTRALIA • NEW ZEALAND

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

DIRECTORS' DECLARATION

The directors of the Club declare that:

1) the financial statements and notes as set out on pages 7 to 28 are in accordance with the *Corporations Act 2001*;

   a) comply with Accounting Standards – Simplified Disclosure requirements applicable to the company; and

   b) give a true and fair view of the financial position as at 31 May 2026 and 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

Director

Dated at Dubbo this 27th day of July 2026.

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MAY 2026

	Notes	2026 $	2025 $
Revenue	2	12,889,409	11,535,335
Change in inventories		62,466	(16,203)
Raw material and consumables used		(3,278,528)	(2,900,660)
Employee benefits expense	3	(3,822,354)	(3,673,540)
Depreciation expense	3	(1,114,874)	(1,150,305)
Borrowing cost expense	3	(16,780)	(9,040)
Other expenses		(3,435,032)	(3,305,955)
Profit for the year		1,284,307	479,632
Other comprehensive income		-	-
Total comprehensive income for the year		$1,284,307	$479,632

The accompanying notes form part of these financial statements.

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

STATEMENT OF FINANCIAL POSITION AS AT 31 MAY 2026

	Notes	2026 $	2025 $
CURRENT ASSETS			
Cash and cash equivalents	4	1,568,283	302,984
Trade and other receivables	5	61,285	27,702
Inventories	6	147,784	85,318
Other assets	7	273,325	195,973
TOTAL CURRENT ASSETS		2,050,677	611,977
NON-CURRENT ASSETS			
Property, plant and equipment	9	16,252,709	17,018,653
Intangible assets	8	357,373	357,373
TOTAL NON-CURRENT ASSETS		16,610,082	17,376,026
TOTAL ASSETS		18,660,759	17,988,003
CURRENT LIABILITIES			
Trade and other payables	10	751,828	431,025
Financial liabilities	11	57,664	992,414
Provisions	12	395,356	344,278
TOTAL CURRENT LIABILITIES		1,204,848	1,767,717
NON-CURRENT LIABILITIES			
Financial liabilities	11	32,353	90,017
Provisions	12	27,921	18,939
TOTAL NON-CURRENT LIABILITIES		60,274	108,956
TOTAL LIABILITIES		1,265,122	1,876,673
NET ASSETS		17,395,637	16,111,330
EQUITY			
Retained earnings		17,395,637	16,111,330
TOTAL EQUITY		$17,395,637	$16,111,330

The accompanying notes form part of these financial statements.

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 31 MAY 2026

	Retained Earnings $	Total $
Balance at 1 June 2024	15,631,698	15,631,698
Profit attributable to the company	479,632	479,632
Total other comprehensive income for the year	-	-
Balance at 31 May 2025	16,111,330	16,111,330
Profit attributable to the company	1,284,307	1,284,307
Total other comprehensive income for the year	-	-
Balance at 31 May 2026	$17,395,637	$17,395,637

The accompanying notes form part of these financial statements.

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MAY 2026

	2026 $	2025 $
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	14,074,400	12,662,522
Interest received	2,117	17,746
Payments to suppliers and employees	(11,393,775)	(11,118,936)
Finance costs	(16,780)	(9,040)
Net cash generated from operating activities (Note 13.2)	2,665,962	1,552,292
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of property, plant and equipment	10,000	-
Purchase of property, plant and equipment	(418,249)	(4,506,508)
Net cash used in investing activities	(408,249)	(4,506,508)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from borrowings	-	1,092,773
Repayment of borrowings	(992,414)	(45,509)
Net cash provided by / (used) in financing activities	(992,414)	1,047,264
Net increase / (decrease) in cash held	1,265,299	(1,906,952)
Cash at the beginning of the financial year	302,984	2,209,936
Cash at the end of the financial year (Note 13.1)	$1,568,283	$302,984

The accompanying notes form part of these financial statements.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

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

The financial statements cover the economic entity of West Dubbo Bowling Club Limited. West Dubbo Bowling Club Limited is a company limited by guarantee, incorporated and domiciled in Australia.

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

The financial statements, except for the cash flow information, 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.

The financial statements were authorised for issue on 27 July 2026 by the directors of the company.

1.1. Income Tax

Under current income tax law, clubs established for the promotion and encouragement of the games of bowls are exempt from income tax, providing this is their predominant purpose. Accordingly, no provision for income tax is made in the financial statements.

1.2. Inventories

Inventories are measured at the lower of cost and net realisable value. Costs are assigned on a first-in first-out basis. Net realisable value is the estimated selling price in the ordinary course of business and the estimated costs necessary to make the sale.

1.3. Trade and Other Receivables

Trade and other receivables include amounts receivable from customers. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Accounts receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment.

1.4. Property, Plant and Equipment

Property
Freehold land and buildings, leasehold improvements are measured at cost value, less where applicable, accumulated depreciation.

Plant and equipment
Plant and equipment, furniture and fittings and poker machines are stated at cost, less accumulated depreciation, and any impairment in value.

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

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.4. Property, Plant and Equipment (Continued)

Plant and equipment (Continued)
Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the costs of the item can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred.

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

The depreciation rates for each class of assets are:

Class	Rate	Class	Rate
Buildings	2-2.5%	Plant and equipment	5-40%
Furniture and fittings	3-30%	Leasehold improvements	2-2.5%
Poker machines	20-40%		

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

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

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

Impairment
The carrying values of plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs.

If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash-generating units are written down to their recoverable amount.

The recoverable amount of plant and equipment is the greater of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses are recognised as a line item in the statement of comprehensive income.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.5. Leases

At inception of a contract, the company assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration.

This involves an assessment of whether:

- The contract involves the use of an identified asset - this may be explicitly or implicitly identified within the agreement. If the supplier has a substantive substitution right, then there is no identified asset.
- The company has the right to obtain substantially all of the economic benefits from the use of the asset throughout the period of use.
- The company has the right to direct the use of the asset i.e. decision-making rights in relation to changing how and for what purpose the asset is used.
- The company has elected not to separate non-lease components from lease components have accounted for all leases as a single component.

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

The right-of-use asset is measured using the cost model where cost on initial recognition comprises of the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration less any lease incentives.

The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of assets accounting policy. The right-of-use asset is assessed for impairment indicators at each reporting date.

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 whether there is a lease modification, change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI) or a change in the company's assessment of lease term.

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

The company has elected to apply the exceptions to lease accounting for leases of low-value assets. For these leases, the company recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.6. Employee Benefits

Provision is made for benefits accruing to employees in respect of wages and salaries, annual leave and long service leave when it is probable that settlement will be required, and they are capable of being measured reliably.

Provisions made in respect of employee benefits expected to be settled within 12 months, are measured at their nominal values using the remuneration rate expected to apply at the time of settlement, plus related on-costs.

Provisions made in respect of employee benefits which are not expected to be settled within 12 months are measured as the present value of the estimated future cash outflows to be made by the company in respect of services provided by employees up to reporting date.

The provision for annual leave has been reviewed with entitlements expected to be used within 12 months classified as current, and entitlements expected to be used longer than 12 months classified as non-current and measured at present value accordingly.

1.7. Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, at call deposits and term deposits with banks or financial institutions with original maturities of three months or less, net of bank overdrafts.

1.8. Trade and Other Payables

Trade payables and other accounts payable are recognised when the company becomes obliged to make future payments resulting from the purchase of goods and services.

1.9. Intangible Assets

Intangible assets represent the poker machine licences of the company. The useful lives of these intangible assets are assessed to be indefinite.

Intangible assets are tested for impairment on an annual basis or when an indicator for impairment exists.

1.10. Impairment

At each reporting date, the company reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the assets, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of comprehensive income.

Where the future economic benefits of the asset are not primarily dependent upon the assets ability to generate net cash inflows and when the company would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.11. Revenue

The company is first required to determine whether amounts received are accounted for as Revenue per AASB 15: *Revenue from Contracts with Customers* or Income per AASB 1058: *Income of Not-for-Profit Entities*.

Funding arrangements which are enforceable and contain sufficiently specific performance obligations are recognised as revenue under AASB 15. Otherwise, such arrangements are accounted for under AASB 1058, where upon initial recognition of an asset, the company is required to consider whether any other financial statement elements should be recognised (eg with financial liabilities representing repayable amounts) with any difference being recognised immediately in profit or loss as income.

Sales of goods
Revenue from sales of goods comprises revenue earned from the sale of goods purchased for resale and gifts donated for resale. Sales revenue is recognised when the control of goods passes to the customer which is at the time that the goods are physically transferred.

None of the items sold have any warranty attached to them.

Fees and charges
The member or guest receives and consumes the benefits of the services as the company provides them. Revenue is recognised on a straight-line basis over the term of the contract.

Donations
Donations collected, including cash and goods for resale, are recognised as revenue when the company gains control of the asset.

Grant income and Government rebates
Grant income arising from an agreement which contains enforceable and sufficiently specific performance obligations is recognised when control of each performance obligation is satisfied. Within grant agreements there may be some performance obligations where control transfers at a point in time and others which have continuous transfer of control over the life of the contract.

Where control is transferred over time, generally the revenue is recognised based on either cost or time incurred which best reflects the transfer of control.

All revenue is stated net of the amount of goods and services tax.

1.12. Comparative Amounts

When the presentation or classification of items in the financial statements are amended, comparative amounts shall be reclassified unless the reclassification is impractical.

1.13. Other Taxes

Revenues, expenses, and assets are recognised net of the amount of Goods and Services Tax (GST) except:

- where the GST incurred on a purchase of goods and services is not recoverable from the Australian Taxation Office (ATO), in which case the GST is recognised as part of the cost of acquisition of the asset or as part of the expense item as applicable; and
- receivables and payables are stated with the amount of GST included.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.13. Other Taxes (Continued)

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

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

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the ATO.

1.14. Financial Instruments

Initial recognition and measurement

Financial assets and financial liabilities are recognised when the Company becomes party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the Company commits itself to either purchase or sell the asset (that is, trade date accounting is adopted).

Financial instruments (except trade receivables) are initially measured at fair value plus transaction costs except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are recognised in profit or loss immediately.

Trade receivables are initially measured at the transaction price if the trade receivables do not contain a significant financing component.

Classification and subsequent measurement

Financial liabilities

All financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

A financial liability cannot be reclassified.

Financial assets

Financial assets are subsequently measured at amortised cost.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.14. Financial Instruments (Continued)

A financial asset is subsequently measured at amortised cost when it meets the following conditions:

- the financial asset is managed solely to collect contractual cash flows; and
- the contractual terms within the financial asset give rise to cash flows that are solely the payments of principal and interest on the principal amount outstanding on specified dates.

Derecognition

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

Derecognition of financial liabilities

A liability is derecognised when it is extinguished (i.e. when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability, is treated as an extinguishment of the existing liability and recognition of a new financial liability.

The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

Derecognition of financial assets

A financial asset is derecognised when the holder's contractual right to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

All of the following criteria need to be satisfied for derecognition of a financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and
- the Company no longer controls the asset.

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

Impairment

The Company recognises a loss allowance for expected credit losses on financial assets that are measured at amortised cost.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due, and all cash flows expected to be received, all discounted at the original effective rate of the financial instrument.

WEST DUBBO BOWLING CLUB LIMITED
(a company limited by guarantee)
ABN 39 001 030 584

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MAY 2026
(Continued)

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.14. Financial Instruments (Continued)

The Company uses the simplified approach.

The simplified approach does not require tracking of changes in credit risk at every reporting period, but instead requires the recognition of lifetime expected credit loss at all times. This approach is applicable to trade receivables that result from transactions within the scope of AASB 15: *Revenue from Contracts with Customers* and which do not contain a significant financing component.

In measuring the expected credit loss, a provision matrix for trade receivables was used taking into consideration various data to get an expected credit loss (i.e. diversity of customer base, appropriate groupings of historical loss experience, etc.).

Recognition of expected credit losses in financial statements

At each reporting date, the Company recognised the movement in the loss allowance as an impairment gain or loss in the statement of comprehensive income.

The carrying amount of financial assets measured at amortised cost includes the loss allowance related to that asset.

1.15 Fair Value of Assets and Liabilities

The company measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis, depending on the requirements of the applicable Accounting Standard.

Fair value is the price the company would receive to sell an asset or would have to pay to transfer a liability in an orderly transaction between independent, knowledgeable, and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability.

The fair value of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from the principal market for the asset or liability (that is, the market with the greatest volume and level of activity for the asset or liability). In the absence of such a market, information is extracted from the most advantageous market available to the company at reporting date (that is, the market that maximises the receipts from the sale of the asset or minimises the payment made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

1. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

1.15 Fair Value of Assets and Liabilities (Continued)

The fair value of liabilities may be valued, where there is no observable market price in relation to the transfer of an identical or similar financial instrument, by reference to observable market information where identical or similar assets are held as assets. Where this information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective notes to the financial statements.

1.16 Critical Accounting Estimates and Judgements

The company evaluates estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

Key estimates

(i) *Impairment - general*
The company assesses impairment at the end of each reporting period by evolution of conditions and events specific to the company that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using the value in use calculations which incorporate various key assumptions.

Key Judgements

(i) *Employee benefits*
For the purpose of measurement, AASB 119: Employee Benefits defines obligations for short term employee benefits as obligations expected to be settled wholly before 12 months after the end of the annual reporting period in which the employee renders the related services. As the Company expects that most employees will not use all of their annual leave entitlement in the same year in which they are earned or during the following 12-month period, obligations for annual leave entitlements are classified under AASB 119 as long-term employee benefits and therefore, are assumed to be measured at the present value of the expected future payments to be made to employees. Long service leave entitlements are classified under AASB 119 as long-term employee benefits and therefore, are assumed to be measured at the present value of the expected future payments to be made to employees.

(ii) *Useful lives of depreciable assets*
As describe in Note 1.4, the company reviews its estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of assets.

1.17 New and Amended Accounting Standards Adopted by the Company

There were no new and amended Accounting Standards adopted by the company during the year.

	2026 $	2025 $
2. REVENUE		
Sales revenue:		
Bar trading	2,460,337	2,204,678
Bistro trading	2,714,675	2,347,275
Bowls shop	6,821	2,195
Poker machines	5,153,551	4,628,697
	10,335,384	9,182,845
Other revenue:		
Commissions	265,637	241,424
Competitions	380,595	381,441
Interest received	2,117	17,746
Motel - All Seasons	696,048	572,973
Motel - Akuna	824,769	779,555
Nomination fees	70,801	77,946
Other	29,011	37,208
Poker machine subsidy	17,180	17,180
Rent	199,938	152,213
Sponsorship / Donations	27,500	36,773
Subscriptions	40,429	38,031
	2,554,025	2,352,490
	$12,889,409	$11,535,335
3. RESULT FROM OPERATIONS		
Cost of sales	$3,216,062	$2,916,863
Employee benefits expense		
Salaries and wages	2,905,011	2,803,785
Superannuation	393,108	388,382
Employee leave entitlements	60,138	25,307
Payroll tax	135,711	127,885
Other staff expenses	328,386	328,181
	$3,822,354	$3,673,540
Borrowing costs		
Interest paid	$16,780	$9,040

		2026 $	2025 $
3.	**RESULT FROM OPERATIONS (Continued)**		
	Depreciation of non-current assets:		
	Buildings	450,314	403,822
	Plant and equipment	335,210	374,656
	Furniture and fittings	47,327	41,048
	Poker machines	234,189	282,946
	Leasehold improvements	5,000	5,000
	Leasehold improvements - Akuna	42,834	42,833
		$1,114,874	$1,150,305
	Loss due to fraud	$4,210	$122,779
	Auditor's remuneration	$36,635	$32,750
	Revenue and net gains		
	Interest received	$2,117	$17,746
	Gain / (loss) on disposal of plant and equipment	$(59,319)	$(49,519)
4.	**CASH AND CASH EQUIVALENTS**		
	Cash on hand	240,840	170,605
	Cash at bank		
	Trading account	195,563	45,316
	TAB account	40,143	12,722
	Card-It account	7,805	7,973
	Motel account - All Seasons	41,713	40,581
	Motel account - Akuna	40,329	25,787
	WDBC Cash Maximiser	1,001,890	-
		$1,568,283	$302,984
5.	**TRADE AND OTHER RECEIVABLES**		
	Trade receivables	22,819	20,575
	Accrued revenue	28,751	-
	Motel debtors - All Seasons	426	135
	Motel debtors - Akuna	9,289	6,992
		$61,285	$27,702

		2026 $	2025 $
6.	**INVENTORIES**		
	Inventory – at cost	$147,784	$85,318
7.	**OTHER ASSETS**		
	Prepayments	92,693	90,168
	Other current assets	180,632	105,805
		$273,325	$195,973
8.	**INTANGIBLE ASSETS**		
	Poker machine licences - at cost	$357,373	$357,373

Prior to 2004 the club was granted 55 licenses for no monetary value. Between 2005 to 2009 the club purchased 16 additional poker machine entitlements for $357,373. Only purchased entitlements are recorded in the financial statements. Poker machine licences have an indefinite useful life.

		2026 $	2025 $
9.	**PROPERTY, PLANT AND EQUIPMENT**		
	Land		
	- at cost	907,000	907,000
	Buildings		
	- at cost	17,609,006	17,421,073
	Less: accumulated depreciation	(5,974,676)	(5,527,248)
		11,634,330	11,893,825
	Plant and equipment		
	- at cost	3,748,581	3,845,013
	Less: accumulated depreciation	(2,181,733)	(1,997,025)
		1,566,848	1,847,988

	2026 $	2025 $
9. PROPERTY, PLANT AND EQUIPMENT		
Furniture and fittings		
- at cost	385,753	377,913
Less: accumulated depreciation	(188,250)	(150,952)
	197,503	226,961
Poker machines		
- at cost	2,197,625	2,219,791
Less: accumulated depreciation	(1,554,484)	(1,428,633)
	643,141	791,158
Leasehold improvements - Akuna		
- at cost	1,285,000	1,285,000
Less: accumulated depreciation	(202,784)	(159,950)
	1,082,216	1,125,050
Leasehold improvements		
- at cost	250,000	250,000
Less: accumulated depreciation	(28,329)	(23,329)
	221,671	226,671
	$16,252,709	$17,018,653

9. PROPERTY, PLANT AND EQUIPMENT (Continued)

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

2026	Land $	Buildings $	Plant & equipment $	Furniture & fittings $	Poker machines $	Leasehold Improvements $	Leasehold Akuna $	Total $
Balance at the beginning of the year	907,000	11,893,825	1,847,988	226,961	791,158	226,671	1,125,050	17,018,653
Additions	-	197,158	89,731	33,340	154,974	-	-	475,203
Disposals	-	(6,339)	(35,661)	(15,471)	(68,802)	-	-	(126,273)
Depreciation	-	(450,314)	(335,210)	(47,327)	(234,189)	(5,000)	(42,834)	(1,114,874)
Balance at the end of the year	907,000	11,634,330	1,566,848	197,503	643,141	221,671	1,082,216	16,252,709

9. PROPERTY, PLANT AND EQUIPMENT (Continued)

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

2025	Land $	Buildings $	Plant & equipment $	Furniture & fittings $	Poker machines $	Leasehold Improvements $	Leasehold Akuna $	Total $
Balance at the beginning of the year	580,000	8,831,518	1,954,194	155,786	790,917	231,671	1,167,883	13,711,969
Additions	327,000	3,466,129	289,876	112,223	311,280	-	-	4,506,508
Disposals	-	-	(21,426)	-	(28,093)	-	-	(49,519)
Depreciation	-	(403,822)	(374,656)	(41,048)	(282,946)	(5,000)	(42,833)	(1,150,305)
Balance at the end of the year	907,000	11,893,825	1,847,988	226,961	791,158	226,671	1,125,050	17,018,653

	2026 $	2025 $
10. TRADE AND OTHER PAYABLES		
Trade payables	470,377	196,882
Accrued expenses	275,087	225,535
Other creditors	-	972
Unearned income	6,364	7,636
	$751,828	$431,025
11. FINANCIAL LIABILITIES		
Current		
Bank loans – secured	$57,664	$992,414
Non- Current		
Bank loans – secured	$32,353	$90,017

The business loan is secured by a registered mortgage over the company's properties at 78-80 and 82 Whylandra Street Dubbo. The equipment loans are secured by three motor vehicles.

	2026 $	2025 $
12. PROVISIONS		
Current		
Annual leave	197,779	164,481
Long service leave	197,577	179,797
	$395,356	$344,278
Non-Current		
Long service leave	$27,921	$18,939
Opening balance at beginning of the year	363,217	337,910
Net movement in the provision	60,060	25,307
Closing balance at end of the year	$423,277	$363,217

15. RELATED PARTY TRANSACTIONS

Any transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties. This policy includes any employees or contractors related to Directors or Management.

Kelvin Duggan – Director – Mark Duggan – Venue Manager
Debra Brown – Director – Anthony Brown – Bowls Manager

16. EVENTS OCCURRING AFTER THE BALANCE SHEET DATE

In the opinion of the Directors, no item, transaction or event of a material or unusual nature, which would affect substantially the result of the Company's operation for the next succeeding year, has occurred.

17. MEMBERS GUARANTEE

West Dubbo Bowling Club Limited 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 $1.00 each towards meeting any outstanding obligations of the company.

18. COMPANY DETAILS

The registered office and principal place of business is:

West Dubbo Bowling Club Limited
82 Whylandra, Street
Dubbo, NSW, 2830

[End of the Audited Financial Statements]

Luka Group
CHARTERED ACCOUNTANTS & ADVISERS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF WEST DUBBO BOWLING CLUB LIMITED

Opinion

We have audited the financial statements of West Dubbo Bowling Club Limited which comprises the statement of financial position as at 31 May 2026, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, accompanying notes to the financial statements and directors' declaration.

In our opinion, the financial statements of West Dubbo Bowling Club Limited are in accordance with the *Corporations Act 2001*; including:

(i) Giving a true and fair view of the company's financial position at 31 May 2025 and of its performance for the year then ended; and

(ii) Complying with Australian Accounting Standards – AASB 1060: *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and Corporation 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 Statements* section of our report. We are independent of the company in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) and the *Corporations Act 2001* that are relevant to our audit of the financial statements in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

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

The Directors are responsible for the other information. The other information comprises the information included in the company's annual report for the year ended 31 May 2026, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements 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 statements, our responsibility is to read the other information and in doing so consider whether the other information is materially inconsistent with the financial statements, 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.

CHARTERED ACCOUNTANTS
AUSTRALIA • NEW ZEALAND

Responsibilities of the Directors for the Financial Statements

The directors are responsible for the preparation and fair of the financial statements that gives a true and fair view in accordance with Australian Accounting Standards – AASB 1060: *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities* and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial statements that gives a true and fair view and are free from material misstatement, where due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors intend to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are 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 it is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, 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 management.

- Conclude on the appropriateness of management's 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 statements 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 statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Directors, 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 the audit.

Luka Group

LUKA GROUP

JM SHANKS
PARTNER

7/30 Blueridge Drive
Dubbo
Dated: 27 July 2026


CLUB
DUBBO

CLUB
DUBBO