

CEO REPORT 2025

Dear Members,

The 2025 year has been one of momentum, resilience, and progress for Forestville RSL Club.

At a time when many households continue to feel the impact of cost-of-living pressures, it has been particularly encouraging to see so many members and guests choosing to spend their time with us. There is a clear sense that our Club remains an important part of the local community—somewhere people come not just for hospitality, but for connection. That continued engagement reflects the strength of our Club and the values we represent.

A STRONG FINANCIAL YEAR

That engagement has translated into an outstanding financial result.

The Club recorded a net profit after tax of \$991,069—an 82% improvement on the previous year—supported by revenue growth of 14%, bringing total revenue to just over \$9 million.

This growth was driven by our core operations, particularly gaming and bar revenue, reflecting both increased visitation and consistent delivery across the business. At the same time, we maintained discipline around costs despite rising expenses in key areas such as gaming tax, wages, and maintenance.

This result reflects the sustained effort of our team and the continued support of our members.

A STRONG AND STABLE FOUNDATION

Beyond the profit result, the Club's financial position remains very strong.

We closed the year with net assets of \$15.4 million and more than \$5.8 million in cash and term deposits.

This provides stability and flexibility—allowing us to continue investing in the Club today while preparing for future opportunities.

Our operations generated more than \$2 million in cash during the year, enabling reinvestment of over \$1.6 million into capital improvements and ongoing projects.

MANAGING TODAY WHILE PLANNING TOMORROW

While we focus on the future, we continue to manage the realities of our current facility.

Maintaining an ageing building presents increasing challenges, with rising costs associated with essential infrastructure and ongoing upkeep. While these issues are not always visible, they are critical to ensuring the Club continues to operate safely and reliably.

Despite this, our priority remains to keep the Club open, welcoming, and enjoyable while we work towards delivering a new, modern facility.

A DEFINING YEAR FOR REDEVELOPMENT

2025 has been a defining year in progressing the Club's redevelopment.

In August, the Development Application was approved, followed in December by overwhelming member support at the Special General Meeting, providing the Board with a clear mandate to proceed.

These milestones reflect strong member confidence in the Club's long-term vision.

The redevelopment is about ensuring the Club remains relevant, sustainable, and financially secure while continuing to meet the needs of members and the broader community.

LOOKING AHEAD

As we move forward, our priorities remain clear.

We will continue refining the redevelopment to ensure it delivers the best possible outcome, while maintaining a high-quality experience in the current Club.

ACKNOWLEDGEMENTS

None of the achievements of 2025 would have been possible without the people behind the Club.

I thank our Board of Directors for their leadership and commitment during what has been a pivotal year. Having worked with many Boards over the years, I can say that your current Directors have demonstrated exceptional diligence and dedication.

To our Executive Leadership Team and staff, thank you for your professionalism, adaptability, and commitment to service excellence. The year's strong financial result is a direct reflection of your hard work and dedication.

And most importantly, to our members and their guests—thank you for your continued support.

CLOSING

The story of 2025 is one of a Club in transition—but also one of strength.

We have delivered a strong financial result, maintained a solid foundation, and taken meaningful steps toward a redevelopment that will shape the Club's future for decades to come.

There is still work ahead, but we move forward with confidence, clarity, and the ongoing support of our members.

Ian Thomson

Chief Executive Officer

Forestville RSL Club Limited