



12,106 Barista Coffee's Made



\$101,760.14 donated through Club **Grants Scheme** Category 1 & 2



6103 Members



Staff 26 Males 36 Females



**CLUB** 



53810 **Bistro Meals** Served



Raffles \$59,398.68





99757 Glasses of **Beer Sold** 



\$2,397,701.97 Wages Paid



3900 Facebook Likes

## COMMUNITY WE SUPPORT ORGANISATIONS

Boys to the Bush Ltd

Catholic Debutante Ball Committee

Can Assist

Camp Quality

Gralee School P&C

Koori Kids Initiatives

Leeton Auskick

Leeton Branch Unity Hospital Auxiliaries

Leeton Community Op Shop

Leeton Cricket Association

Leeton District Cricket Association

Leeton Eisteddfod

Leeton Galloping Greens Football Club

Leeton Golf Club

Leeton Harness Racing Club

Leeton High School

Leeton Jockey Club

Leeton Jumpstart Inc

Leeton Little Athletics

**Leeton Liquor Accord** 

**Leeton Motor Sports Club** 

Leeton RSL Sub Branch

**Leeton Scottish Highland Dancing** 

Leeton Show Society

Leeton Soldiers Bridge Club

Leeton Soldiers Club Darts Team

Leeton Soldiers Indoor Bowls Club

**Leeton Soldiers Bowling Club** 

Leeton Soldiers Squash Club

**Leeton Touch Association** 

Leeton United Football Club

Leeton/Whitton Crows Football Club

**Light Up Leeton** 

**MIA Cruisers** 

Pro Am Leeton

Riverina District Bowling Association

Roll Back the Clock

Rotary Debutante Ball Committee

Scottish Debutante Ball Committee

Yanco Agricultural High School

### PRESIDENT REPORT

#### Dear Members,

In September last year the Board conducted its five-yearly review of the Club's Strategic Plan for the period from 2024 to 2029. During a six-hour forum, the future direction of the clubs' activities was reviewed and up-dated to serve the Board for the next five years and beyond. This is a critical document which establishes the agreed focus that Directors need to pursue to maintain the success of our club.

Also in September, our Finance Officer, Fran McLaughlin resigned from our business to follow a path in a different direction with her family which has moved to Queensland. Fran joined us just after the Club was released from Voluntary Administration over a decade ago to provide critical financial guidance and saw us through a delicate period of our history. Her contribution to the success of our club cannot be understated and we thank her for her time with us.

In early October, Vice-President Director Sue Mills became Director Sue Marks when she married [now husband] Des Marks at a well-attended and joyful ceremony along with their many friends and relatives. Congratulations Sue.

Later in October we saw the retirement of Director Brian Troy after 15 years of dedicated service as a Board member. We thank Brian for his enthusiasm and knowledge over a lengthy period of service with our club.

Brian was replaced on the Board by Mark Lanham who is a casual appointment until the 2025 Annual General Meeting when he will be required to contest his position along with fellow Directors Mark Vogel and Paul Burley whose three-year terms will expire. There will also be an additional vacancy on the Board due to former Director Mark Lemon becoming ineligible to remain due to his taking up an employee position with the Club mid-term.

Mark Lemon has been an important and involved Director during his short stint on the Board. He has taken up an employee position which involves bowling green maintenance, general gardening and maintenance duties following the resignation of Kyle Tuckett in January this year.

It is an appropriate time to remind members of the responsibilities of the Directors of our club, and those of our Secretary/Manager.

Times have changed, and Directors now have many legislated responsibilities for the overall governance and performance of the club. They are required to provide strategic direction to the Secretary/Manager, to ensure that appropriate compliance frameworks and controls are in place, and regularly monitor financial results and oversee strategic risk management policies.

The role of the Secretary/Manager is to manage the club in accordance with the strategies, plans and policies approved by the Board to achieve maximum results. The Secretary/Manager is not a voting member of the Board, but attends all meetings and acts as company secretary.

### PRESIDENT REPORT ... CONTINUED

On a sad note, we lost one of our long-serving staff members, Peter Leeson, to illness earlier in the year. Peter was an excellent employee whose good nature and friendliness made his workmates, and our customers feel comfortable and welcome whenever they attended our club.

The next round of our redevelopment program is in the final stages of negotiation. This was scheduled for last year, but has been delayed due to unforeseen circumstances. Soon, members will notice that there will be a disruption to our car-parking facilities which will temporarily inconvenience member's use of the back entrance to the Club. This work will involve the redesign of the current parking facilities to resolve our historical drainage/flooding problems outside the back entrance.

The works will also double as a partial solution to the drainage problems in our roofing system which regularly causes internal flooding and damage in periods of heavy rain. Drainage outlets will service run-off from the roof as well as provide more effective drainage for our redesigned car park area.

Weather permitting, the car park should not be out of action for longer than a couple of months once we get started, so please be patient. Alternative parking arrangements will be made available to members and guests.

We continue to sponsor our local community with significant financial and in-kind support. A list of sponsored/supported groups is again included with this year's report for member's information.

The State Government is currently conducting a review of the ClubGRANTS rules and procedures which may impact the way the grants are allocated. It will involve community participation, but our Club will still be a leading contributor. Our Club's financial contribution to the programme will again be more than \$70,000 this year.

Through our professional management team headed by Secretary/Manager Adam McIntyre, we enjoyed another respectable financial result this year by registering a trading profit of \$436,260, in the current financial environment facing the club industry this is a very satisfying result.

A big thank you to all our dedicated staff who work diligently to service our valued members and their guests. Many favourable comments have been received about our staff and their interaction with our customers.

I would once again like to express my personal gratitude to all my fellow Directors for their selfless and committed efforts over the last year. Some have, and continue to deal with their own personal challenges, but they have always, unconditionally, fulfilled their commitment to their role as a Company Director.

We continue to learn and undertake necessary training to keep us abreast of the continually changing Club environment.

Finally, a big thank you to all our supporting members. Without your support, we wouldn't be the successful business we have developed into.

Barry Greatz President

# SECRETARY REPORT MANAGERS

I am pleased to present the Annual Report for 2024/2025, reflecting another successful year of growth and achievement for our Club. This year, the Club recorded a profit of more than \$400,000, a strong result that highlights the dedication of our team and the ongoing support of our members.

Our members remain the cornerstone of our success, and I sincerely thank you all for your continued loyalty. Without our valued Members ongoing support of our venue, none of these results would be possible. Through your backing the Club has been able to continue to stabilise its position and cement its ongoing sustainability.

As we reflect on the past year, we pause to remember the club members we have sadly farewelled. Each of them contributed to our club in their own way and their presence will be missed. We extend our sympathies to their families, and we honour their memory as valued members of both our Club and the wider community.

I would also like to extend my thanks to our Board of Directors for their dedication, guidance, and commitment to the future of our Club. Once again, our Board has been instrumental in delivering this promising financial result. Congratulations on the professional manner in which you have met the many challenges which faced our business. Your patience, desire and skill set has helped us continue on our path in becoming a commercially viable business into the future, whilst still embracing and supporting our community as strongly as we have in the past. Your efforts to continually improve our facilities and deliver value to our members are greatly appreciated, and the results of your hard work can be seen across all areas of our operations.

To all our Club staff, thank you! The strength of our Club depends heavily on the return visitation of members and their guests, and your professionalism, warmth, and service ensure that they choose to come back time after time. I especially want to thank those who have filled extra shifts and everyone behind the scenes who manage rosters and staffing needs—your efforts do not go unnoticed. Your flexibility and commitment have been essential in supporting the Club through another busy and successful year. Well done to you all.

Thank you to Grace Hurst, Giang Nguyen and Lam Truong for their dedication in leading our kitchen. I would like to take this opportunity to recognise your hard work and commitment in what can be a very challenging environment at times. With the support of our front-of-house staff we have delivered consistently good-value meals, with exceptional service. These meals have extended into our functions space also. Our incredible functions team, led by Ashleigh Harrison and Harrison Smith, have delivered some very professional and seamless functions over the past year – well done to you all on your contributions.

I am also grateful to have once again had the support of Operations Manager and my unofficial 2IC, Alison Egan. Alison has expanded her own role over the past 12 months while also strengthening the team around her. With the capable assistance of Renee Hawkins, Sharon Newman & Leonna Polimeni, we continue to see vast improvements and system integrations being rolled out across our business, making every day better than the last. Their professionalism and attention to detail across all areas of operations have been invaluable. We make a great team, and I look forward to seeing what we can achieve together in the future.

# SECRETARY REPORT ... CONTINUED

This year, after almost 10 years, we farewelled Fran McLaughlan as our Finance Officer. Fran joined us on the back of our administration days and was of great assistance in establishing the financial policies and procedures that our Club desperately lacked at that time. She professionally worked with the administrators to help turn the business around, making us the successful and profitable business we are today. My sincere gratitude goes to you Fran, for securing the ongoing financial sustainability of our Club.

I would also like to take a moment to acknowledge the passing of two, long-serving staff members this year. Both made significant contributions to our workplace over the years, and their dedication, knowledge and warmth left a lasting impact on those who worked alongside them. Their presence is deeply missed, and we extend our sincere condolences to their family and friends.

In addition, I'd like to express our appreciation and thanks to Kyle Tuckett who filled our role of Greenkeeper here at the Club for a short period. While only here for a short time, Kyle was a great asset to our team and was well liked by both patrons and staff.

Compliance with the ever-changing legislation related to gaming harm minimisation will become one of the great challenges for those involved in the Club Industry. It should not be underestimated just how much the landscape has changed in the last 5-10 years and our Club is continuing the long journey to meet the requirements of running a gaming floor within the complex boundaries of Government legislations. Legislative changes will continue to impact on what has been traditionally acceptable for us to offer, evolving the Club landscape for our patrons into the future. We strive to be industry leaders in all areas of Club operations and compliance, and a continued focus on gaming harm minimisation will be no exception.

The next year should be an exciting one as the Club continues to focus on its goals, aligned to the Board's strategic plan. The business looks forward to continued and ongoing periods of evolution and growth, building on the successes of the past 12 months.

Adam McIntyre Secretary Manager

### LADIES BOWLS REPORT

The ladies are enjoying their Wednesday morning bowls.

During the really cold months they would have missed about four weeks of bowls.

We have had two new bowlers join us this year bringing our numbers up to 17.

A team of four travelled to Ganmain for their Day of Friendship. A good day was had by all.

Some of our ladies participated in Leeton Soldiers Mixed Tournament.

We enjoyed our Christmas lunch in December and also Christmas in July both were at the Soldiers Club.

A big thank you to the Club, Harrison, Kitchen Staff, and the Baristas for our lunches and coffee.

A thank you also to our Greens Keeper Mark Lemon, for keeping the greens and surrounding areas so nice.

Barbara Gullotta | President

### SQUASH REPORT

This year has been a fantastic year for squash, with several new and returning players joining the weekly competitions and great results being seen in tournaments held locally and away.

Starting with our juniors. Our regular Saturday Junior program has continued with numbers fluctuating throughout the year with a high of 23 players, down to 10. By the end of the nearly all the junior players were also playing in the seasonal weekly competitions. 29 of the 60 players were 23 or under.

- · Leeton High: Jack, Finley, Will G and Aimon, Ruby, Isabel, Maddie
- · Riverina Squash: Jack, Ruby, Isabel, Maddie
- · Greenshield: Jack, Isabel and Cadell
- · NSW Girls team for the Trans-Tasman challenge played in Wellington NZ: Ruby

We also hosted one of the SARNEVA Junior tournaments strong representation from Leeton, Coleambally and Hay players. There are some changes happening with the SARNEVA junior tournaments and schedules that we are keeping an eye on, but we are planning on continuing the Leeton Junior Tournament, it just might not be under the SARNEVA banner.

In the senior squash, Leeton also participated in intertown competition and looked like taking out the regional level but ended finishing just behind Griffith. The intertown competition is open to all players and the team on the day is made up from players that are available. In 2025, Leeton will again be participating in the intertown competition.

In the seasonal comps run throughout the year we are averaging 60 players for each competition. Big thanks to Sean who quite often chases up players to make the numbers work for a competition. So, feel free to help him out by getting your nominations in early.

There was a number of short social doubles comps held throughout the year that have been well supported, so this is something we'd like to see continuing around our regular competitions. Lastly, I'd like to thank the committee and court captions for their efforts throughout the year to make the competitions and events a success.

Thank You.

Col Thompson | President

### BOARD OF DIRECTORS



PRESIDENT BARRY GREATZ



VICE PRESIDENT DOM DELGUZZO



VICE PRESIDENT
SUE MILLS



TREASURER MARK VOGEL



**DIRECTOR** SUZZANE GAVEL



**DIRECTOR**PAUL BURLEY



**DIRECTOR**MARK LANHAM



**DIRECTOR**MATT CURRY



DIRECTOR BRIAN CONROY

### HISTORY OF THE CLUB

### **PAST PRESIDENTS**

1940 - 48
1948 - 58
1958 - 61
1961 - 62
1962 - 63
1963 - 79
1979 - 81
1981 - 83
1983 - 86
1986 - 87
1987 - 88
1988 - 90
1990 - 10
2010 - Present

### **PATRON**

Leslie Bonham 2010 - 2019

### **LIFE MEMBERS**

J Sharpe \* O H Edwards \* T H Dunn \* E Wightwood \* J Ramsbotham \* C Andrews \* J Breed \* A Palmer \* MF Ross \* R A Struck \* R E Hinch \* A E Vincent \* SJAxtill\* W Miller \* R McGhee \* N L Gray \* A A Payten \* WB Campbell\* A G Brackpool \* A Bowyer \* JPTroy\* N T Blencowe \* J A Dunbar K E Moss L Bonham\* D Del Guzzo R B Greatz

<sup>\*</sup> Deceased

### FINANCIAL REPORT

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### DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2025

Your directors present this report on the company for the financial year ended 30 June 2025.

#### **DIRECTORS**

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

Robert Greatz Mark Vogel

Domenico Delguzzo Mark Lemon (resigned 23 June 2025)

Sue Mills Matthew Curry

Brian Troy (resigned 23 October 2024) Brian Conroy (appointed 25 June 2025)

Suzanne Gavel Mark Lanham (appointed 10 December 2024)

Paul Burley

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

#### INFORMATION ON DIRECTORS

In accordance with Section 300(10) of the *Corporations Act 2001* particulars of the qualifications, experience and special responsibilities of the company's directors are as follows:

DIRECTOR Robert Greatz	QUALIFICATIONS Retired Director 18 years	SPECIAL President
Domenico Delguzzo	Retired Director 24 years	Vice President
Sue Mills	Retired Director 9 years	Vice President
Mark Vogel	Project Design Manager Director 3 years	Treasurer
Suzanne Gavel	Retired Director 12 years	
Paul Burley	Career Consultant Director 6 years	
Matthew Curry	Business Owner Director 2 years	
Mark Lanham	Accountant Director <1 year	
Brian Conroy	School Teacher Director <1 year	

MEETINGS OF DIRECTORS	ELIGIBLE	PRESENT	APOLOGY
Robert Greatz	12	12	0
Domenico Delguzzo	12	12	0
Sue Mills	12	3	9
Brian Troy	4	4	0
Suzanne Gavel	12	10	2
Paul Burley	12	5	7
Mark Vogel	12	12	0
Mark Lemon	11	11	0
Matthew Curry	12	12	0
Mark Lanham	6	6	0
Brian Conroy	1	1	0

### DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2025

#### PRINCIPAL ACTIVITIES

The principal continuing activities of the Club is the encouragement of sport and the provision of recreational facilities for its members.

#### **OPERATING RESULTS**

The net profit of the company for the financial year after providing for income tax amounted to \$436,260

#### **REVIEW OF OPERATIONS**

A review of the operations of the company during the financial year and the results of those operations are as follows:

INCOME	2025	2024
Bar, bistro and catering trading sales	2,220,484	2,285,059
Gross profit	348,636	379,859
Poker machine income	5,544,115	4,858,277
Profit on sale of property, plant and equipment	(32,279)	48,227
Commissions	156,025	180,335
Members subscriptions	23,763	37,773
Other income	443,335	346,143
Total Income	6,483,595	5,850,614
Less: expenses	6,047,334	5,621,778
Net profit before income tax	436,260	228,835
Income tax expense		
Net profit after income tax	436,260	228,835

#### FINANCIAL POSITION

The retained profits of the company have increased by \$436,260 from \$7,853,322 at 30 June 2024 to \$8,289,583 at 30 June 2025. This movement is represented by a \$436,260 net profit for the year to 30 June 2025. The revaluation reserves were \$391,620 at 30 June 2024 and \$391,620 at 30 June 2025, bringing the company's net assets to \$8,681,203 at 30 June 2025.

### SIGNIFICANT CHANGE IN STATE OF AFFAIRS

No significant change in the nature of these activities occurred during the financial year.

#### SHORT AND LONG TERM OBJECTIVES

The Board has established short and long term objectives as outlined in the Club's strategic plan which is reviewed on an annual basis. These objectives are both financial and non financial, and are aimed towards providing a comfortable and secure environment for its members that continues to meet their needs. These objectives are measured through both financial and non financial key performance indicators that have been determined relevant to the registered club industry.

### DIRECTORS' REPORT FOR THE YEAR ENDED 30 JUNE 2025

#### **STRATEGIES**

To achieve its stated objectives, the company has adopted the following strategies:

The Club will provide staff with structured training and development. This will assist to provide members with a professional and welcoming Club through consistent levels of customer service.

A more strategic approach in regard to marketing has been implemented. This will maximise the Club's profile and therefore improve financial performance.

Policies and procedures continue to be introduced to all areas of Club operations to ensure "best practice" is adopted Club-wide. This will enable the Club to reduce costs and maximise efficiency.

### KEY PERFORMANCE MEASURES

The company measures its own performance through the use of both quantitative and qualitative benchmarks. The benchmarks are used by the directors to assess the financial sustainability of the company and whether the company's short-term and long-term objectives are being achieved.

#### **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 \$1 each towards meeting any outstanding obligations of the entity. At 30 June 2025, the total amount that the members of the company are liable to contribute if the company is wound up is \$6,103 (2024: \$5,912).

### **AUDITORS INDEPENDENCE DECLARATION**

A copy of the auditor's independence declaration as required under Section 307C of the *Corporations Act 2001* is attached to this financial report.

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

Director

Robert Greatz

Muoga

Director

Mark Vogel

Dated this

II day of September 2025



### AUDITOR'S INDEPENDENCE DECLARATION UNDER SECTION 307C OF THE CORPORATIONS ACT 2001

### TO THE DIRECTORS OF LEETON SOLDIERS' CLUB LTD

I declare that, to the best of my knowledge and belief, during the year ended 30 June 2025 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.

John P Keenan CA

Registered Auditor 156228

KELLY PARTNERS (GRIFFITH) PTY LTD

Dated at Griffith this // day of September 2025

### DIRECTORS' DECLARATION FOR THE YEAR ENDED 30 JUNE 2025

The directors have determined that the company is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies described in Note 1 to the financial statements.

The directors of the Leeton Soldiers Club Limited declare that:

- 1. The financial statements and notes, as set out in pages 10 to 22, are in accordance with the *Corporations Act 2001* and:
  - (a) comply with Australian Accounting Standards as stated in Note 1; and
  - (b) give a true and fair view of the company's financial position as at 30 June 2025 and of its performance for the year ended on that date.
- 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

Robert Greatz

Director

Mark Vogel

Dated at Leeton this

day of September 2025



### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LEETON SOLDIERS' CLUB LIMITED

### Opinion

We have audited the financial report of Leeton Soldiers Club Limited (the Company), which comprises the statement of financial position as at 30 June 2025, 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 Leeton Soldiers 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 2025 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1, 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 Leeton Soldiers Club Limited, 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.

#### **Emphasis of Matter - Basis of Accounting**

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. 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 2025, 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 fack. We have nothing to report in this flegard 271 262



### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LEETON SOLDIERS' CLUB LIMITED

#### 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 and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of the *Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a 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.



### INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LEETON SOLDIERS' CLUB LIMITED

- 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 Griffith Partnership

Kelly Partners Griffith Partnership

John P Keenan CA

Registered Auditor 156228

Griffith

Dated this // day of September 2025

### STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$	2024 \$
Revenues from ordinary activities	2	8,355,443	7,755,814
Employee expenses		(2,063,979)	(2,026,968)
Depreciation and amortisation expense		(645,778)	(658,410)
Finance costs		(19,593)	(16,896)
Changes in inventories of finished goods and inventories purchased		(1,156,961)	(1,201,120)
Gaming expenses		(1,343,533)	(1,133,894)
Dining room expenses		(714,887)	(704,080)
Amenities and entertainment		(241,399)	(243,453)
Insurance		(341,281)	(335,670)
Utilities		(222,930)	(231,377)
Professional fees		(135,411)	(176,963)
Repairs and maintenance		(197,266)	(156,017)
Other expenses		(836,165)	(642,131)
Profit/(loss) before income tax expense		436,260	228,836
Income tax expense			
Profit for the year Items that will not be reclassified subsequently to profit or loss:		436,260	228,836
Revaluation of non-current assets		-	-
Other comprehensive income for the year			
Total comprehensive income for the year			
Profit attributable to members of the entity		436,260	228,836_
Total comprehensive income attributable to members of the entity		436,260	228,836

### STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2025

	Note	2025 \$	2024 \$
CURRENT ASSETS			
Cash and cash equivalents	3	2,030,919	1,485,306
Trade and other receivables	4	49,531	123,085
Inventories on hand	5	56,618	63,119
Other current assets	6	48,333	28,097
TOTAL CURRENT ASSETS	,	2,185,401	1,699,607
NON-CURRENT ASSETS			
Property, plant and equipment	7	6,650,841	6,425,843
Intangibles	8	866,666	866,666
TOTAL NON-CURRENT ASSETS		7,517,508	7,292,509
TOTAL ASSETS		9,702,909	8,992,116
CURRENT LIABILITIES			
Trade and other payables	9	575,986	389,735
Employee entitlements	10	194,783	147,098
Equipment loans	11	122,518	115,020
Financial liabilities	11	118	140
Other liabilities	12	3,920	28,419
TOTAL CURRENT LIABILITIES		897,325	680,412
NON-CURRENT LIABILITIES			
Employee entitlements	10	43,640	47,249
Equipment loans	11	75,244	14,341
Other liabilities	12	5,498	5,171
TOTAL NON-CURRENT LIABILITIES		124,382	66,761
TOTAL LIABILITIES		1,021,706	747,173
NET ASSETS		8,681,203	8,244,942
EQUITY			
Asset revaluation reserve		391,620	391,620
Retained profits		8,289,583	7,853,322
TOTAL EQUITY		8,681,203	8,244,942

### STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2025

N	ote	Retained Earnings \$	Reserves \$	Total \$
Balance at 1 July 2023		7,624,485	391,620	8,016,105
Profit attributable to entity		228,836	-	228,836
Revaluation of land and buildings		-	-	
Balance at 30 June 2024		7,853,321	391,620	8,244,942
Profit attributable to entity		436,260	-	436,260
Revaluation of land and buildings	_	-	-	
Balance at 30 June 2025	8==	8,289,583	391,620	8,681,203

### STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2025

	Note	2025 \$	2024 \$
		•	•
Cash flows from operating activities			
Receipts from customers		8,432,609	7,682,999
Payments to suppliers and employees		(7,025,373)	(6,745,630)
Interest received		8,683	9,355
Finance costs		(35,649)	(32,681)
Net cash provided by operating activities		1,380,269	914,043
Cash flows from investing activities			
Proceeds from sale of property, plant and equipment		65,266	79,750
Payments for property, plant and equipment		(925,555)	(607,710)
Net cash provided by investing activities		(860,289)	(527,960)
Cash flows from financing activities			
Proceeds from borrowings		283,110	-
Repayment of borrowings		(257,476)	(136,686)
Net cash used in financing activities		25,634	(136,686)
Net increase/(decrease) in cash held		545,615	249,398
Cash at beginning of financial year		1,485,306	1,235,908
Cash at end of financial year	3	2,030,919	1,485,306

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

The financial statements cover Leeton Soldiers Club Limited (the Company) as an individual entity, incorporated and domiciled in Australia. Leeton Soldiers Club Limited is a company limited by guarantee.

### Note 1: Material Accounting Policy Information

The directors have prepared the financial statements on the basis that the company is a non-reporting entity because there are no users dependent on general purpose financial statements. These financial statements are therefore special purpose financial statements that have been prepared in order to meet the requirements of the *Corporations Act 2001*. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The financial statements have been prepared in accordance with the mandatory Australian Accounting Standards applicable to entities reporting under the *Corporations Act 2001* and the significant accounting policies disclosed below, which the directors have determined are appropriate to meet the needs of members. Such accounting policies are consistent with those of previous periods unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless stated otherwise. The amounts presented in the financial statements have been rounded to the nearest dollar.

### **Accounting Policies**

#### (a) Revenue

Revenue from the sale of goods is recognised upon delivery of goods to customers.

Donations and bequests are recognised when revenue is received.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

For capital grants, the company recognises income in profit or loss when or as the company satisfies its obligations under the terms of the grant.

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

### (b) Inventories

Inventories are measured at the lower of cost and current replacement cost.

Inventories acquired at no cost or for nominal consideration are measured at the current replacement cost as at the date of acquisition.

### (c) Property, Plant and Equipment

### Freehold Property

Freehold land and buildings are shown at their fair value based on periodic valuations by external independent valuers, less subsequent depreciation for buildings.

In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct directors' valuations to ensure the carrying amount for the land and buildings is not materially different to the fair value.

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the revaluation surplus in equity. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income under the heading of revaluation surplus. All other decreases are recognised in profit or loss.

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Freehold land and buildings that have been contributed at no cost or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

#### Plant and Equipment

Plant and equipment are measured on the cost basis less depreciation and any impairment losses. 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 assets' employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

In the event the carrying amount of plant and equipment is greater than the recoverable amount, the carrying amount is written down immediately to the estimated recoverable amount. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(e) for details of impairment).

Plant and equipment that have been contributed at no cost, or for nominal cost, are recognised at the fair value at the date it is acquired.

#### Depreciation

The depreciable amount of all fixed assets, including capitalised lease assets but excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the entity commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Land and Buildings2.50%Plant and Machinery7.5% - 60.0%Plant and Equipment Under Lease30%

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

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

As 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 recognised in profit or loss in the period in which they arise. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

#### (d) Intangible Assets

The entity holds poker machine licences either acquired through a past business combination or granted for no consideration by the NSW government.

### (e) Impairment of Assets

At the end of each reporting period, the company reviews the carrying value 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 asset, being the higher of the asset's fair value less costs to sell it and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable value is recognised in profit or loss.

Where the future economic benefits of the asset are not primarily dependent upon the asset's ability to generate net cash inflows and when the entity 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.

Where it is not possible to estimate the recoverable amount of an asset, the company estimates the recoverable amount of the cash-generating unit to which the class of assets belongs.

Where an impairment loss on a revalued asset is identified, this is recognised against the revaluation reserve in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation reserve for that same class of asset.

### (f) Employee Benefits

### Short-term employee benefits

Provision is made for the company's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The company's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as part of accounts payable and other payables in the statement of financial position.

Contributions are made by the company to an employee superannuation fund and are charged as an expense when incurred.

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

### Other long-term employee provisions

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service.

The company's obligations for long-term employee benefits are presented as non-current employee provisions in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

#### (g) Cash and cash equivalents

Cash and cash equivalents include cash on hand, deposits held at-call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts.

### (h) Accounts Receivable and Other Debtors

Accounts receivable and other debtors include amounts due from members as well as amounts receivable from customers for goods sold in the ordinary course of business. 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.

### (i) Goods and Services Tax

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

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities, which are recoverable from or payable to the ATO, are presented as operating cash flows included in receipts from customers or payments to suppliers.

### (j) Income Tax

No provision for income tax has been raised as the entity is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

### (k) Provisions

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2025

### (I) Comparative Figures

Where required by Accounting Standards comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When an entity applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements, a statement of financial position as at the beginning of the earliest comparative period must be disclosed.

### (m) Accounts Payable and Other Payables

Accounts payable and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the company during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

### (n) Critical Accounting Estimates and Judgements

The directors evaluate estimates and judgments 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 - impairment of intangible assets

In accordance with AASB 136 *Impairment of Assets*, the company is required to estimate the recoverable amount of intangibles at each reporting period where there is an indicator of impairment.

Impairment testing is an area involving management judgement, requiring assessment as to whether the carrying value of assets can be supported by the net present value of future cash flows derived from such assets using cash flow projections.

### (o) Adoption of new and revised accounting standards

The company has adopted all standards which became effective for the first time at 30 June 2025. The adoption of these standards has not caused any material adjustments to the reported financial position, performance or cash flow of the company.

### (p) New Accounting Standards and Interpretations

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The company has decided not to early adopt these standards.

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR TO 30 JUNE 2025

2	REVENUE	2025 \$	2024 \$
	Revenue from contracts with customers		
	Sales revenue	2,220,484	2,285,059
	Gaming revenue	5,544,115	4,858,277
		7,764,599	7,143,336
	Other income		
	Subscriptions and nominations	23,763	37,773
	Interest received	8,683	9,355
	Other revenue	558,398	565,350
		8,355,443	7,755,814
3	CASH AND CASH EQUIVALENTS		
Ū	Cash on hand	2,030,919	1,485,306
	Reconciliation of cash		
	Cash at the end of the financial year as shown in the statement of cash flows	is reconciled	
	to the related items in the balance sheet as follows:	io rocontonou	
	Cash on hand	376,203	261,442
	CBA Savings Account	104,200	53,646
	CBA Main Account	556,282	198,434
	CBA Capex	686,445	675,683
	CBA Employee Provision	206,081	155,119
	CBA OSR	101,709	140,982
		2,030,919	1,485,306
4	TRADE AND OTHER RECEIVABLES CURRENT		
	Accounts receivable	10,599	14,261
	Other receivables	38,932	108,825
		49,531	123,086
5	INVENTORIES CURRENT		
	At cost: Stock on hand	56,618	63,119
	Stock of fiant	50,016	00,119
6	OTHER ASSETS		
	CURRENT	40.000	07 700
	Prepaid expenses	48,333	27,788
	Accrued income	48,333	28,097
		40,333	20,037

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR TO 30 JUNE 2025

		2025	2024
		\$	\$
7	PROPERTY, PLANT AND EQUIPMENT		
•	Land at valuation	300,000	300,000
	Buildings	5,077,886	5,077,886
	Less: accumulated depreciation	(671,312)	(554,849)
	Total buildings	4,406,574	4,523,037
	Total land and buildings	4,706,574	4,823,037
	Plant and equipment	3,770,023	3,513,652
	Less: accumulated depreciation	(2,374,646)	(2,156,246)
		1,395,377	1,357,406
	Right of use asset	141,674	141,674
	Less: accumulated depreciation	(121,030)	(85,606)
		20,644	56,068
	Work in Progress	528,247	189,332
	Total property, plant and equipment	6,650,841	6,425,843
8	INTANGIBLE ASSETS NON-CURRENT Poker machine licences	866,666	866,666
9	TRADE AND OTHER PAYABLES		
	CURRENT	100.056	61 200
	Accounts payable	188,956 167,811	61,280 157,486
	Accrued charges	167,811 219,220	170,969
	Other payables	575,986	389,735
		575,980	303,733
10	EMPLOYEE ENTITLEMENTS		
	CURRENT	111,120	71,714
	Annual leave	127,302	122,633
	Long service leave	238,422	194,347
	Analysis of Employee Entitlements	404.705	447.000
	Current	194,783	147,098
	Non-current	43,640	47,249
		238,422	194,347

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR TO 30 JUNE 2025

		2025 \$	2024 \$
11	BORROWINGS CURRENT		
	Equipment loans	122,518	115,020
	Other loans	118	140
		122,636	115,160
	NON-CURRENT		
	Equipment loans	75,244	14,341
		75,244	14,341
12	OTHER LIABILITIES CURRENT		
	Subscriptions in advance	3,920	3,996
	Sundry provisions	<u> </u>	24,423
		3,920_	28,419
	NON-CURRENT		
	Subscriptions in advance	5,498	5,171
		5,498	5,171

### 13 EVENTS AFTER THE REPORTING PERIOD

The directors are not aware of any significant events since the end of the reporting period.

### 14 COMPANY DETAILS

The registered office of the company is: Leeton Soldiers Club Limited Kurrajong & Acacia Aves Leeton NSW 2705

#### 15 CONTINGENCIES

There are no contingent liabilities as at 30 June 2025 (2024: \$0).

### 16 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 \$1 towards meeting any outstanding obligations of the company. At 30 June 2025, the number of members was 6,103 (2024: 5,912).

2025	2024
11,800	12,100
4,800	3,520
16,600	15,620
	4,800

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR TO 30 JUNE 2025

### 18 CASH FLOW INFORMATION

Net current year surplus	436,260	228,836
Adjustment for: Depreciation and amortisation expense (Gain)/loss on disposal of property, plant and equipment	645,778 32,279	658,410 (48,227)
Movement in working capital: (Increase)/decrease in trade and other receivables Increase/(decrease) in trade and other payables (Increase)/decrease in other current assets Increase/(decrease) in other current liabilities	73,555 186,251 (20,236) (24,194)	(13,978) 22,062 2,044 1,209
Increase/(decrease) in employee entitlements (Increase)/decrease in inventories on hand	44,075 6,501	67,093 (3,406)
Net cash generated by operating activities	1,380,269	914,043

### TRADING ACCOUNTS FOR THE YEAR ENDING 30 JUNE 2025

	2024 \$	2024 \$
BAR TRADING		
Sales	1,097,271	1,046,013
Less: cost of goods sold	517,669	498,536
Gross profit from bar	579,601	547,477
POKER MACHINES		
Net income	5,544,115	4,858,277
Less: direct costs	1,239,549	1,047,900
Gross profit from Poker Machines	4,304,566	3,810,377
KENO & TAB		
Commission income	156,025	180,335
Less: direct costs	38,160	37,231
Gross profit from Keno & TAB	117,865	143,104
BOWLS		
Income	21,319	16,479
Less: direct costs	65,824	48,763
Gross profit from Bowls	(44,505)	(32,284)
SQUASH		
Income	18,438	17,693
Less: direct costs	16,975	13,939
Gross profit from Squash	1,463	3,754
DINING ROOM		
Sales	1,123,214	1,239,046
Less: cost of goods sold	639,292	702,584
Less: direct costs	714,887	704,080
Gross profit from Dining Room	(230,965)	(167,618)





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