

Clare Golf and County Club

Financial Review Committee Report

April 8, 2026

To all shareholders:

The Financial Review Committee of the Clare Golf and Country Club was appointed at the 2025 Annual General Meeting consisting of shareholders Alan Boudreau, Brian Saulnier and David Dow. Stephane LeBlanc, the current Treasurer of the company, provided the committee with the draft 2025 financial statements prepared by White Perkins and Associates. In addition, the proposed 2026 budget, prepared by the General Manager, with Board assistance, was provided to the committee for review.

It should be noted that the mandate of the Financial Review Committee is not to formally “audit” the financial statements and budget. The Committee is to conduct a general review of the statements and to make recommendations to the AGM on their accuracy in reflecting the financial position of the company. In addition, the Committee is to review the plausibility of the budget numbers and the validity of assumptions used in preparing the budget, in order make recommendations on the budget at the AGM.

The key points discussed by the Committee related to the financial statements included:

- The continued improved cash position of the company as the result of the good 2025 net cash income generated.
- The increased repair and maintenance expenses because of two unexpected events (flooding in the clubhouse and an alarm panel fire).
- The purchase of a new fairway mower at a cost of \$49,000 paid from cash during the 2025 fiscal year.
- Slight changes to be made to the statements formatting to provide clarity between the pro shop and kitchen purchases and to better align with the annual budget format.
- The continued positive position of the company having no long-term debt.

The key points discussed by the committee related to the proposed budget included:

- The projected increase in kitchen sales due to the planned extended hours of operation and the extended length of the season the kitchen will be open in 2026.
- The treasurer pointed out two main capital expenses planned for 2026 to be paid from cash, which do not show in the presented budget:
 - i) The planned purchase of a company truck to replace the current one which has reached the end of its life at cost of \$25,000. This vehicle is used for day-to-day activities throughout the year.
 - ii) The planned purchase of a dedicated bar car to be partially funded by the annual June fund raising tournament at projected cost of \$15,000 to \$20,000. The treasurer noted the revenue generating potential of this planned capital expense.

In addition to the two main capital purchases planned for 2026, it was noted in advance that the golf cart fleet will almost certainly need to be upgraded, with the likely replacement of 6 old cars with new ones, in 2027. As such, a capital purchase related to this item is being planned for next year.

It is the view of the committee that the financial statements prepared by Phillip Gaudet of White Perkins and Associates accurately reflect the financial position of the company as of December 31st, 2025. It is also the view of the committee that the proposed budget prepared by General Manager and Board of Directors is reasonable in its assumptions and fiscally responsible. The financial review committee therefore recommends that the 2025 financial statements, as well as the 2026 budget, be accepted by the shareholders at the 2026 annual general meeting of the company.

Regards,

Clare Golf and Country Club
Financial Review Committee

Brian Saulnier

Alan Boudreau

David Dow