

THE BRITISH CLUB



THE BRITISH CLUB

**Annual General Meeting
2 December 2025**

THE BRITISH CLUB

ANNUAL GENERAL MEETING 2 DECEMBER 2025

REPORT FOR THE YEAR 1 OCTOBER 2024 – 30 SEPTEMBER 2025

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(see separate booklet for Auditor's Report and Financial Statements)

THE BRITISH CLUB

ANNUAL GENERAL MEETING TO BE HELD ON 2 DECEMBER 2025

AGENDA

ITEM 1 THE ANNUAL GENERAL MEETING ON 3 DECEMBER 2024

To approve the Minutes of this Meeting.

ITEM 2 REPORT OF THE CHAIRMAN

To receive the Report of the Chairman.

**ITEM 3 REPORT OF THE TREASURER AND APPROVAL OF ACCOUNTS
FOR THE YEAR ENDING 30 SEPTEMBER 2025**

To receive the Report of the Treasurer on the Audited Accounts for the Year ended 30 September 2024 and to accept such accounts.

**ITEM 4 APPROVAL OF OPERATING AND CAPITAL EXPENDITURE BUDGET
FOR THE FINANCIAL YEAR OCTOBER 2025- SEPTEMBER 2026**

To approve the Operating and Capital Expenditure Budget for the Financial Year 1 October 2025 – 30 September 2026.

ITEM 5 EXECUTIVE COMMITTEE PROPOSALS

To amend Article 32 of the Constitution as follows:

The Executive Committee shall consist of TEN members to be elected by the General Assembly from its members for a renewable term of two years by a secret ballot. *(changed from one year)*

- In the event of a committee member stepping down the role will be offered to the individual (if any) who contested the position at the AGM.
- If no one contested the role at the AGM the position will be available for nominations at the next AGM
- In the event of resignation of the Chairman, Executive Secretary or Treasurer the position would be filled from existing committee personnel until next AGM

ITEM 6 MEMBERS' PROPOSALS

No members' proposals

ITEM 7 ELECTION OF EXECUTIVE COMMITTEE

7.1 Chairman
To elect a Chairman

7.2 Executive Committee Secretary
To elect an Executive Committee Secretary

7.3 Treasurer
To elect a Treasurer

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- 7.4 Membership Secretary
To elect a Membership Secretary
- 7.5 House Member No.1
To elect a House Member
- 7.6. House Member No.2
To elect a House Member
- 7.6 Entertainment Member
To elect an Entertainment Member
- 7.7 Sports Member
To elect a Sports Member
- 7.8 Family Member
To elect a Family Member
- 7.9 General Duties Member
To elect a General Duties Member
- 7.10 Deputy Chairman
To elect a Deputy Chairman from the elected Executive Committee

ITEM 8 APPOINTMENT OF AUDITORS

To elect qualified Auditors

ITEM 9 ANY OTHER BUSINESS

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Mark Herbert
Chairman



Tariq Salman
Executive Secretary

December 2025

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**MINUTES OF ANNUAL GENERAL MEETING 2023-2024
TUESDAY 3 DECEMBER 2024**

EXECUTIVE COMMITTEE MEMBERS PRESENT

Mr Chris Woodrow	Chairman
Mr Mark Herbert	Membership Secretary
Mr Tariq Salman	Executive Secretary
Mr James Watchorn	Honorary Treasurer
Mr Jon Davies	House Member No.1
Mr Ali Aziz Al-Arayedh	Sports Member
Ms Lorraine Maginnis	Family Member
Mr Mohamed Salih	Entertainment Member
Mr Iain Gardner	General Duties

Apologies: Mr Jassim Hassan

The quorum for the first call at 7pm and the second call at 7.15pm was not achieved. At the third call 122 members were present and the meeting therefore commenced at 7.35pm. The representative from the Ministry of Social Development sent their apologies and gave approval for the meeting to go ahead and sent their wishes.

**ITEM 1 TO APPROVE THE MINUTES OF THE ANNUAL GENERAL MEETING HELD ON
TUESDAY 5 DECEMBER 2023**

The minutes of last year's meeting were approved.

Proposed: Tony Hughes (H0064)

Seconded: Mustapha Musa Awalhe (A1016)

ITEM 2 REPORT OF THE CHAIRMAN

The Chairman welcomed all the members, summarised his report and made special thanks to the Club Manager and the staff.

**ITEM 3 REPORT OF THE TREASURER AND APPROVAL OF ACCOUNTS FOR THE YEAR
ENDING 30 SEPTEMBER 2024**

The Treasurer summarised his report.

Hatem Jerad (R1012A) Queried the figures. Further explanation was given by the Treasurer and the Club Manager.

Arjun Burman (A0275A) asked for the financial figures to be reported in a simpler manner.
The Chairman thanked the members for their comments and advised that it would be looked into.

Grant Thornton Abdulaal as auditors confirmed that the financial statements and financial performance were in order.

Proposed: Prajay Patel (P1049)

Seconded: Jon Lorenz (L1013)

**ITEM 4 APPROVAL OF OPERATING AND CAPITAL EXPENDITURE BUDGET FOR THE
FINANCIAL YEAR OCTOBER 2024 – SEPTEMBER 2025**

Proposed: Thomas Hill (H1051)

Seconded: Jon Lorenz (L1013)

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ITEM 5 EXECUTIVE COMMITTEE PROPOSAL

To change Constitution to read 'The Executive Committee shall meet once a month to transact such business as may be specified by the agendas for the meetings'

Rauf Saqib (R1049) asked why the proposal had been made. Iain Gardner (G1021 & EC Member) - explained that the constitution was written when the Club was run solely by a Committee. The Club now has a manager and management team to run day to day operations making fortnightly meetings unnecessary and that the management team and committee members were in regular communication.

Gurleen Arora (A0275) asked if that would delay membership applications being considered. Mark Herbert (H0152 & EC Member) confirmed that it would not and that there were procedures in place for the Committee to view and approve the applications outside of the meeting dates.

A written vote took place and the proposal was approved by 106 votes for and 12 against.

ITEM 6 MEMBERS' PROPOSALS

No members' proposals

ITEM 7 ELECTION OF THE EXECUTIVE COMMITTEE

7.1 Chairman

There were two nominees: Mark Herbert (H0152) and Jon Davies (D0049) After a speech by each nominee, a written ballot was held and Mark Herbert was duly elected.

7.2 Executive Secretary

There being no other nominee Tariq Salman (S0124) was duly elected.

7.3 Treasurer

There were two nominees: Simon Thomson (T1013) and James Watchorn (W0907) After a speech by each nominee, a written ballot was held and Simon Thomson was duly elected.

7.4 Membership Secretary

There were two nominees: Iain Gardner (G1021) and Rasha Ebrahim (E1003) After a speech by each nominee, a written ballot was held and Rasha Ebrahim was duly elected.

7.5 House Member (1)

There were two nominees: Peter Walker (W1012) and Neil Dawson (D0030) After a speech by each nominee, a written ballot was held and Peter Walker was duly elected.

7.6 House Member (2)

There were two nominees: James Langdale (L0039) and Mark Collins (C1035) After a speech by each nominee, a written ballot was held and Mark Collins was duly elected.

7.7. Entertainment Member

There were two nominees: Jamie Marshall (M1122) and Reema Karaja (K0024) Reema Karaja was unable to attend and her statement was read by Tariq Salman (S0124) After a speech by the other nominee, a written ballot was held and Jamie Marshall was duly elected.

7.8. Sports Member

There being no other nominee Ali Aziz Al-Orrayedh (A0087A) was duly elected.

7.9. Family Member

There being no other nominee Lorraine Maginnis (M0214) was duly elected.

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7.10. General Duties Member

There being no other nominee Mohamed Salih (S0153) was duly elected.

7.11. Deputy Chairman

The Chairman explained that the Deputy Chairman could not be one of the three Senior Committee Executives – (Chairman, Executive Secretary & Treasurer)

- Peter Walker (W1012) was nominated by Gurleen Arora (A0275) and seconded by Lynn Al-Mahal (A0023)
- Ali Aziz Al-Orrayedh (A0087A) was nominated by Tony Hughes (H0064) and seconded by Lababa Zaman (A1081A)
- Lorraine Maginnis (M0214) was nominated by Carol Woodrow (W0298A) and seconded by Debbie Herbert (H0152A)
- Rasha Ebrahim (E1003) was nominated by Fatima Shafea (S0408) and seconded by Lababa Zaman (A1081A)
- Mohamed Salih (S0153) was nominated by Eathar Alael (S0124A) and seconded by Debbie Cochrane (L0039A)

A written ballot was held and Peter Walker was duly elected as Deputy Chairman.

ITEM 8 APPOINTMENT OF AUDITORS

The appointment of Grant Thornton Abdulaal as Auditors was approved by the Assembly.

ITEM 9 ANY OTHER BUSINESS

Arjun Burman (A0275A) asked the Committee to look at food wastage as this impacted on profits.

Lynn Al-Mahal (A0023) asked for there to be a better way of communicating complaints or suggestions than the current book in reception. The Club Manager advised that any comments could be emailed to the secretary who would pass on the comments to the manager or relevant Committee Member. A request was made for a dedicated email address to be set up.

Mark Herbert commented that the Club welcomed feedback and encouraged members to send in their comments, he asked members to get more involved particularly when surveys were sent out.

Tareq Al-Tajer (L0875A) commented that emails should not be filtered and all should go to all of the Committee. It was explained that all emails were dealt with by appropriate person and it was not practical to go to all the committee members The management team would deal with daily operations and pass anything to the Committee that was required.

Jackie Rafia (R1012) Asked if the Club would share the results of surveys when done. Mark Herbert replied that they would.

Mark Collins (C1035) praised the staff and commented that they do not get all the credit they deserve and suggested that maybe there could be a staff member representative on the Committee.

Fatima Shafea (S0408) asked why the minutes of the Committee Meetings were not published. It was explained that they are posted on two notice boards and available on the website.

Jon Lorenz (L1013) Asked for members to have the chance to give opinions and solutions instead of problems.

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Lynn Al-Mahal (A0023) Asked for the management Structure to be published in a similar way to the Committee.

Daniel Harrison (H0077) Commented that the Ramadan fees were too high for visiting family members who only wanted to come a few times. Mark Herbert replied that visiting family could apply for Temporary Membership as usual and that the fee remained the same during Ramadan. The daily Ramadan fee for visiting immediate family (parents and siblings) will be discussed at a future committee meeting.

Tedrick Karam (K0032) asked if communications could be through Whatsapp. Mark Herbert said it can be looked at.

Tedrick Karam (K0032) commented that, although a great event, the Christmas Tree lighting was far too busy and the staff couldn't cope and the kitchen couldn't keep up. Mohamed Ali (A1023) asked if there was a cap on number when the Club was open to all. Karim Al-Mahal (A0023A) asked if there was a safety number.

Mark Herbert and Club Manager replied that yes there are restrictions which we were well within but admitted that we underestimated the volume of numbers and that sometimes it is difficult to gauge.

Tedrick Karam (K0032) asked why complaints were not dealt with when they have been made. The Club Manager advised that the Club is constantly gathering data, comments cards and suggestions and adjustments are made accordingly. He also highlighted that the cost of ingredients has increased dramatically and we have no option but to pass on to the members to keep within the margins and not run at a loss.

Arjun Burman (A0275A) commented that it was the Club Managers job to balance out value for money or members would not come back. He also commented that there was a need for more for children, particularly teenagers.

Thomas Hill (H1051) Thanked the Club and members for making him welcome and asked that members give solutions not problems.

Hannah Lynch(L0019) also thanked the Committee and staff and reminded the meeting that the Committee Members were volunteers.

Tariq Salman closed the meeting by thanking Chris Woodrow for his service on the Committee and as Chairman for the last 10 years.

There being no other business, the meeting closed at 9.55pm.



Chairman
Mark Herbert



Executive Secretary
Tariq Salman



Honorary Treasurer
Simon Thomson

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**CHAIRMAN'S REPORT
2024 / 2025**

As Chairman of the British Club Executive Committee for the year 2024 / 2025, I present my annual report to you, the members, regarding the Club's status and progress over the last year and an outline for the Club's capital expenditure proposal for 2026.

It has been a progressive learning curve for me in my 1st year as Chairman, and I thank all that have shown me their support and believed in what this Committee is trying to achieve. As a Committee we have achieved in this year all the milestones and aspirations we had hoped to with regards to the aesthetics of the Club.

The forecast Budget & Capex for 2026 is detailed in the Treasurer's report & Audited Financial Statement by our Auditor Grant Thornton Abdulaal, you will see a continued effort to enhance the feeling and spaces in the Club, to modernise as well as make more use of the spaces available to us.

I would like to express gratitude to H.E Osama Bin Saleh Alalawi, Minister for the Ministry of Social Development for granting myself and Executive Committee Members an audience with him and his Under Secretary and for his overwhelming support shown to the Club. The Directorate of NGOs at the Ministry of Social Development for their genuine support and assistance over the year ensuring the Club runs smoothly within the guidelines of the applicable rules and regulations. I would also like to personally thank Mr Abdulrahman Abulfath for his help, in his capacity as the Liaison to the Ministry.

The Club is in a very good position turning over a profit after depreciation during the 2025 financial year, which included a very large Capex investment for the complete renovation of the Club's Belgrave Bar, the children's play area including new sun shading and also the children's Splash Park area. Both of which re-opened fully earlier in the year. The investment in the outside furniture was also part of this year's Capex. We have also put over 100k into high interest accounts yielding dividends every 6 months.

Our Club Manager and the staff team running the daily operations of our Club, with the support of the Committee & members, have done a good job and on behalf of the membership, I thank them for their continued tireless support. The Oktoberfest, which was a complete sell out, and the Carnival event, not to mention our impressive two days of 90th celebrations earlier in the year are examples of what the Club team is capable of.

The sponsors of the Club remain generous, especially our main partner African & Eastern, which helps greatly, and I thank them on behalf of the membership for their continued support.

The strategic plan to increase membership, standing currently at approximately 1800, is a continuous in progress situation in which our Membership Secretary this year has been instrumental. A target for further increase in members has been set at 2000 by end of Q1.

Club Sections are thriving and we now have 17 sections operating on a regular basis in the Club. The Sections have not only provided a great opportunity for so many different activities for members and guests, but also continue to raise significant amounts for local charities. We will be looking to add fencing to our activities available to members.

The plans for 2026, which are reflected in the Capital Expenditure list for consideration and approval by the members are less conservative than during the last year, focusing on general improvements to the facilities the Club offers, especially families with children.

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I will be running for Chairman this year again to try and meet the plans we had for year 2 of my tenure. I would like to thank the current and previous Committees, members and staff, for their support during my first year as Chairman.

Finally, I wish the British Club, our staff and all our members continued good fortune and a prosperous New Year for 2026.

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

Mark Herbert
Chairman

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**TREASURER'S REPORT
2024/2025 FINANCIAL YEAR**

As your Deputy Treasurer, I have been serving as acting Honorary Treasurer since August 25th, 2025, following the resignation of the Honorary Treasurer. It is my pleasure to present to you a summary of the Club's financial performance for the financial year 2024–2025.

2024-2025 has seen substantial investment in both the Terrace and the Belgrave. The terrace project was initiated prior to the start of the financial year, and the Belgrave refurbishment was completed in early June 2025. In addition, the children's play area has been completely redeveloped along with upgrades to the swimming pool and splash area. Overall, although the capital expenditures were extensive, they were completed at more than BD 10k below the budgeted amount.

While we believe the club's accounting has been very well managed, several enhancements were introduced over the past year. Although most of these enhancements do not materially affect the financial statement, they include improved financial analysis to provide more meaningful information to management, as well as stronger cash flow management. Larger sums have been placed on deposit and staggered over time to ensure funds remain readily available while also earning additional income for the club. Further improvements were made in managing legacy levy card balances along with minor accounting adjustments. In addition, the club's Financial Policies and Procedures Manual was fully revised and rewritten during the year.

During the year, total revenue grew by 7% compared to the previous year. Membership subscription income increased by 5% versus 2024 with our total membership rising to 1,775 compared to 1,618 last year. Gross margins remained steady at 72%. Margins on bar sales, the club's largest revenue source, declined slightly due to higher supplier costs that were not fully passed on to members. However, this was offset by higher guest fees and other income streams, resulting in the overall gross margin remaining stable.

Compared to budget, the total revenue for 2025 exceeded expectations by 2%, primarily due to a very successful period during Ramadan. Other months generally tracked in line with budget, with only minor over and under performances. Operating expenses were higher than budget by 1.8%, mainly driven by increased event related promotional costs. As a result, net income was approximately BD 9k below budget; however, overall net income increased by 3.2 % compared to 2024.

On the Balance Sheet, total assets decreased by 0.8% to BD 702k compared to BD 707k last year. This small reduction mainly reflects a decrease in cash balances and normal depreciation of leased assets, partly offset by additions to property and equipment during the year. The accumulated fund account surplus increased to BD 202k representing a 23% rise from last year's BD165k

During the year the club spent BD 64k on capital expenditures, primarily relating to the refurbishment of the Belgrave and the children's play area, as well as upgrades to the terrace.

The key challenge in 2025 was to implement infrastructure upgrades without compromising the club's liquidity, while managing prices offered to customers in the face of rising supplier costs.

We remain optimistic that the club's activities will remain relatively stable in 2026. With this outlook, the Executive Committee is proposing a budget for the financial year ending 30 September 2026 that builds on the progress made last year and ensures we continue to strengthen our financial position and value proposition going forward.

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To achieve our goals, we will continue our efforts to increase total membership and enhance our services and offering. We will maintain current membership fees and have already introduced new flexible payment options.

The budget for the coming year is a 4.3% increase in total revenue and an 8.1% increase in net income to BD 1,390k and BD 41k respectively. Net Margin is expected to remain stable at 3% in 2026.

Capital expenditure for 2026 has been budgeted at BD 80k, allocated to items such as, air conditioning replacements, grass area improvements, tennis court upgrades, kitchen and sound system enhancements, and a new TV matrix system. A contingency fund has also been included. These projects will be undertaken based on the availability of funds and prioritised according to their assessed risk and the value they add to the Club and its members.

We are confident that, with the support of our staff, loyal members, and business partners, the British Club will continue to be considered as the premier social and family club in Bahrain.

This concludes my report on the Club's finances for the year. It has been my privilege to serve you on the Committee over the past year. I would like to express my sincere thanks to the other Members of the Executive Committee for their support and guidance.

In closing, I would like to express my sincere thanks and gratitude to all our hardworking and dedicated staff for making this club such a special place.

With best wishes to you all for a happy and prosperous 2026.



Mohamed Salih
Deputy Treasurer



Tariq Salman
Executive Secretary

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KEY FACTORS TO FINANCIAL STATEMENTS 2025

	Proposed Budget 2026 BD	Approved Budget 2025 BD	Actuals 2025 BD	Actuals 2024 BD	Actuals 2023 BD
Membership Numbers	1,850	1,618	1,775	1,618	1,292
Subscriptions	259,400	236,000	247,041	235,701	206,643
% Increase/(Decrease)	5.0	0.1	4.8	14.1	
Bar Sales	747,200	711,200	711,627	677,304	668,014
Bar Costs	298,880	263,100	287,096	265,843	248,108
Bar Cost %	40.0	37.0	40.3	39.3	37.1
Catering Sales	252,600	248,500	240,535	226,198	233,142
Catering Costs	93,462	91,900	89,637	78,003	80,191
Catering Cost %	37.0	37.0	37.3	34.5	34.4
Staff Costs	556,426	519,658	517,704	479,046	472,005
% Increase/(Decrease)	7.5	8.5	8.1	1.5	
Other Overheads	343,400	330,400	347,651	342,768	320,307
% Increase/(Decrease)	(1.2)	(3.6)	1.4	7.0	
Depreciation	56,789	49,911	48,057	44,923	61,267
% Increase/(Decrease)	18.2	11.1	7.0	(26.7)	
Net Surplus/(Deficit)	40,643	48,031	39,370	36,179	36,763
% Increase/(Decrease)	3.2	32.8	8.8	(1.6)	
Capital Expenditure	80,000	75,000	64,129	86,690	27,599
% Increase/(Decrease)	24.7	(13.5)	(26.0)	214.1	
Cash in Hand	309,936	234,100	260,683	274,368	214,282
% Increase/(Decrease)	18.9	(14.7)	(5.0)	28.0	
Employee Termination Benefits	63,316	68,221	63,316	68,221	68,568
% Increase/(Decrease)	0.0	0.0	(7.2)	(0.5)	

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BUDGETED OPERATING RESULTS FOR 2025-2026

DESCRIPTION	PROPOSED BUDGET 2025-2026 BD	ACTUALS FOR 2024-2025 BD	BUDGET FOR 2024-2025 BD	ACTUALS FOR 2023-2024 BD	ACTUALS FOR 2022-2023 BD
SALES					
Bar					
Sales	747,200	711,627	711,200	677,304	668,014
Catering Sales	252,600	240,535	248,500	226,198	233,142
TOTAL SALES	999,800	952,162	959,700	903,502	901,156
COST OF SALES					
Bar					
Costs	298,880	287,096	263,100	265,843	248,108
Catering Costs	93,462	89,637	91,900	78,003	80,191
TOTAL COST OF SALES	392,342	376,733	355,000	343,846	328,299
GROSS CONTRIBUTION	607,458	575,429	604,700	559,656	572,857
%	60.8%	60.4%	63.0%	61.9%	63.6%
INCOME					
Subscriptions	259,400	247,041	236,000	235,701	206,643
Joining Fees				273	768
Guests Fees	61,900	61,854	50,200	50,159	46,487
Other Income	68,500	68,458	57,100	57,127	63,587
TOTAL INCOME	389,800	377,352	343,300	343,260	317,485
TOTAL NET INCOME	997,258	952,781	948,000	902,916	890,342
OPERATING EXPENDITURE					
Staff					
Costs	556,426	517,704	519,658	479,046	472,005
Rentals & Utilities	83,000	82,895	80,000	77,647	79,910
Repairs & Maintenance	70,000	66,607	70,000	72,341	65,233
Contractors: Cleaning/Security	35,400	35,924	35,400	36,743	40,315
Bar & Catering Expenses	15,000	12,771	15,000	17,375	10,631
Administrative Costs	35,000	33,667	35,000	33,336	31,994
Social & Promotional	65,000	76,298	65,000	66,725	55,359
Net Functions	40,000	39,488	30,000	38,535	36,727
Other Expenses				67	138
TOTAL OPERATING EXPENDITURE	899,826	865,354	850,058	821,815	792,312
GROSS SURPLUS/DEFICIT	97,432	87,427	97,942	81,102	98,030
DEPRECIATION	56,789	48,057	49,911	44,923	61,267
NET SURPLUS/DEFICIT	40,643	39,370	48,031	36,179	36,763

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CAPITAL EXPENDITURE BUDGET FOR 2025-2026

DESCRIPTION	BD
1. Grass Area	15,000
2. Sports Bar Refurbishment	14,500
3. Tennis Court Lights & Flooring	12,000
4. ACs	10,000
5. Kitchen Equipment	7,500
6. Sound System	7,500
7. TV Matrix System	3,500
8. Contingency	10,000
Total	80,000



Chairman
Mark Herbert



Executive Secretary
Tariq Salman



Deputy Treasurer
Mohamed Salih