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An Aussie fan watches
the 2018 Boxing Day Test.

Cover: Brian Milnes - 28-year MCC
member and MCG Tour Guide

CONTENTS

4 Snapshot

5 Strategic Plan

6 President's Report

8 From the CEO

10 Governance

11 MCC Committee

12 Senior Management

13 Community

14 Environment

16 Club Sport

18 Special Interest Groups

19 Heritage

20 Our Partners

21 Financial Report

6



National and International Customer Service and Environmental awards won in 2018/19



73,516

watched the opening day of the 2018 Boxing Day Test v India



212,875

came to the special events at the MCG in WWE Showdown, Bon Jovi and Eminem concerts

154

TONNES



of organic matter processed through the club's dehydrator



43,000 HRS

of service contributed by our volunteer workforce to the MCG



Photo credit: Jeremy Deputat

80,708

people watched Eminem, the highest attended concert ever held at the MCG



100,022

people witnessed the West Coast Eagles win in the 2018 AFL Grand Final



3.69M

total event attendance for 2018/19



MCC STRATEGIC PLAN

The MCC strategic plan for 2016–2020 builds on the achievements of previous plans as well as responds to the current environment.

Below is an overview of the five key pillars and examples of related initiatives that are currently underway or have been completed during the 2018–19 period.

Giving all customers an engaging, memorable and safe experience.



DELIVER EXCEPTIONAL MEMBER SERVICES

- Updated MCC membership cards
- Successful rollout of MCC Plus card rewards program
- Provided a members' hospitality experience in Yarra Park during the Boxing Day Test



DEVELOP A NIMBLE & CUSTOMER-FOCUSED CULTURE

- Implemented year four of the CARE customer service program
- WaitTime queue management technology implemented
 - CARE program won the International Service Excellence Award (medium business)
- CARE program won the Australian Customer Service Organisation of the Year (large organisation)



ENHANCE EXPERIENCES AT THE MCG AND BEYOND

- Introduced MCG private tours and unique stadium experiences tailored to corporate and international markets
- Finalised hospitality strategic plan
- Secured new events in Yarra Park



DEMONSTRATE COMMUNITY LEADERSHIP

- Corporate social responsibility framework established and first partnership with Special Olympics Australia announced
- Won four national and international awards for environmental initiatives at the MCG



STRENGTHEN OUR KEY PARTNERSHIPS

- Secured new major events at MCG, including 2020 ICC T20 World Cup, Bon Jovi and Eminem concerts and WWE Super Show Down.
- Renegotiated user agreement with AFL to lock in AFL Grand Final and long-term content at the MCG



PRESIDENT'S REPORT



MICHAEL HAPPELL, PRESIDENT

As the managers of the MCG, we are proud of the international standing of the stadium with our staff, volunteers and partners exhibiting excellence in the delivery of first-class visitor experiences.

In my first report as President, it is my privilege to inform fellow members on the previous financial year, from April 2018 to March 2019, at the Melbourne Cricket Club.

The Club and MCG have gone from strength to strength in this year. Not only did the MCG achieve a record attendance of 2.95 million fans during the AFL season, the ground also hosted some significant major events which highlights the all-round ability of this iconic stadium.

In October, a week after more than 100,000 fans witnessed a classic AFL Grand Final between the West Coast Eagles and Collingwood, the ground was transformed for the WWE Super ShowDown, an event watched by millions of people around the world.

The MCG has hosted some major concerts over the years and, in the last 12 months, music legends Bon Jovi and Eminem added their names to

the honour roll of international acts that have performed at the ground. Eminem's concert in late February attracted a crowd of 80,708 making it the largest ever concert to be held at the MCG, eclipsing the 80,518 that attended Sound Relief back in 2009. The ground also hosted the first match of the NRL State of Origin Series in June 2018, with New South Wales prevailing over Queensland in front of a 87,122 crowd.

As the managers of the MCG, we are proud of the international standing of the stadium with our staff, volunteers and partners exhibiting excellence in the delivery of first-class visitor experiences.

In 2018 the Club won numerous awards for event management, environmental sustainability and customer service. Our innovative CARE customer service program has become the envy of stadiums not just in Australia but around the world. It was a proud moment in late January when we were announced as the winner of a prestigious International Service Excellence Award in the Medium Business category for customer service. This award was not just for sporting facilities but for business in general. We are very excited about this as we are only three years into a five-year program and there is still much upside to go.

I'm pleased we are continuing to explore and implement new initiatives across the ground, one in particular is our partnership with Travellers Aid Australia to improve access for mobility-impaired patrons via shuttle services to the MCG gates. This is now a permanent service offered to patrons implemented after the success of an initial trial.

The AFL Grand Final was a memorable affair with the West Coast Eagles claiming its first flag in 12 years, defeating Collingwood by five points in an epic contest. The Magpies jumped to a five-goal lead in the first term and it looked as though they would secure their 16th premiership. But inch by inch the Eagles fought their way back into the contest and the final quarter was an arm wrestle. The Eagles snatched the lead in the dying minutes thanks to a memorable goal by Dom Sheed and they held on to deny Collingwood glory and claim their fourth VFL/AFL flag. I congratulate West Coast chairman Russell Gibbs and CEO Trevor Nisbett and all involved with the club on their success.

The summer of cricket was a momentous one for the Indian cricket

team when Virat Kohli's men claimed an historic first Test Series win on Australian soil. India's victory in the traditional Boxing Day Test here at the MCG was enjoyed by a total crowd of more than 176,000 with 73,516 attending the first day - the highest day one crowd the MCG has achieved for an Australia-India Test match.

The pitch attracted a lot of media interest in the lead-up, and over the course of the Boxing Day Test. The official International Cricket Council (ICC) most recent rating of the wicket was 'average', a rating we do not regard as acceptable. Our head curator Matt Page and his team are working hard on ensuring we make better pitches in the future.

In 2020, the MCG will host both the Women's and Men's Finals of the ICC T20 World Cups, enhancing our reputation as one of the world's premier sporting venues. Overall, we will host eight matches across

both tournaments in February-March (Women's) and October-November (Men's).

This year the Club is embarking on three major projects that will enhance the experience for both our members and visitors on match day and non-event days.

We are spending \$25 million on upgrading our PA system and this state-of-the-art equipment will ensure great quality audio right throughout the stadium.

The Club will also invest in replacing the lights in our heritage-listed light towers with LED sports lights. Both projects will be completed in time for next year's Women's T20 World Cup.

The National Sports Museum, housed inside the MCG, is about to undergo a \$17.1 million redevelopment that will include new multi-media displays, education spaces for visiting schools and expanded exhibits of sporting memorabilia.

We thank the Victorian Government for contributing \$5 million towards the project and we look forward to reopening the National Sports Museum in February 2020 and are confident it will be a leading-edge venue in the sporting and cultural landscape.

I would like to thank my committee colleagues, CEO Stuart Fox and the MCC management team for their support since I took over as President from Steven Smith in March. I take this opportunity to congratulate Steven on his outstanding contribution to the Club as a committee member for more than two decades and as President for the past four years.

I also thank and congratulate Charles Sitch who retired from the Committee earlier this year on his years of service to the Club. Charles gave a wide range of support to a number of people across the organisation, which I know was greatly appreciated.

I'd like to welcome to the committee Annabel Brebner and Geoff Roberts and look forward to them applying their collective expertise to the Club.

On a very somber note, the Club was saddened by the recent passing of long-standing committee member Michael Andrew AO after a lengthy illness. Michael served as Vice-President and Treasurer during his two terms on the MCC committee and he will leave an indelible legacy on the Club. Our thoughts are with his wife Mardi, daughters Danielle and Monique and all the family.



ld Sun

Herald Sun

540,850

ATTENDED THE SIX AFL FINALS
HOSTED AT THE MCG IN 2018



STUART FOX, CHIEF EXECUTIVE OFFICER

Award winning customer service, record attendances for AFL, improved facilities for members and special events hosted at the MCG are the highlights of 2018/19.

It's fitting that in a milestone year of its inception 180 years ago, the Melbourne Cricket Club has enjoyed one of our most successful 12-month periods across the 2018/19 financial year.

More than 3.6 million fans attended events at the MCG. That included 2.95 million fans across the AFL Premiership Season – including 540,000 across six AFL Finals matches – while the stadium also hosted major events such as June's NRL State of Origin Game 1, WWE Super Show Down in October and music icons Bon Jovi (December) and Eminem (February). Additionally, over 140,000 people visited the National Sports Museum (NSM) and over 135,000 people in 1,468 functions held on non-event days in 2018/19.

Attendees to those events were delivered with both nationally and internationally awarded customer service, which were recognised this financial year. It's a true testament to the work undertaken by the team for sustaining and continuously improving our innovative CARE program to be judged against customer service. An acknowledgement must go to our match day staff who exhibit the values of the CARE program with each customer interaction.

The Club is entering the final year of our 2016–2020 strategic plan and I am pleased to report we have delivered for members and the general community on every goal and major project laid out under our key pillars. We are finalising our next strategic plan and look forward to announcing what our next focus areas will be for both the Club and the stadium over the next 12 months.

Looking ahead, the Club is excited to be hosting the Women's and Men's Finals of the T20 World Cups in March and November next year and will work closely with tournament organisers to see if the Women's Final on Sunday March 8, 2020 can set a new world record for the highest attended women's sporting event.

At the start of 2019, we farewelled two long-serving executives in Scott Butler (General Manager Membership and Heritage) and Gerard Griffin (General Manager Venue and Event Services). On behalf of the Club's staff and members, we wish to thank them for their years of dedicated service to the MCC and MCG and wish both best of luck for the future.

At the time of writing this report, it is with my distinct pleasure, after an extensive recruitment process, to announce Josh Eltringham has been promoted to the role of General Manager Venue and Event Services and Tanya Gallina to the General Manager of Club Services and Heritage role. Josh had previously worked under Gerard in the role of Executive Manager of Event Operations and Customer Delivery. Tanya joins the MCC from the Hawthorn Football Club where she was most recently the General Manager of Strategic Projects. She has vast experience within sporting organisations having previously worked at Melbourne Victory and Carlton Football Club.

I want to make special mention and congratulate the Club, match day, contractor staff and our 365 volunteers whose commitment to their roles directly contribute to our continued success.

STADIUM UPGRADES

The Club is spending \$50 million on key capital works projects, including upgrading the ground's PA system and progressing to LED sports lighting in our iconic light towers that will not only be more energy efficient, but enhance the quality of lighting onto the arena and throughout the stadium.

We have also upgraded and rebranded two public bars in the Great Southern Stand to reflect the history and heritage of the Club and also our place in Melbourne's ethos. While we're also preparing to roll out the next stage of WaitTime technology into the Members Reserve.

NATIONAL SPORTS MUSEUM RENOVATIONS

In February 2019, the Club announced an exciting project to redevelop the National Sports Museum, which celebrated its 10th anniversary in 2018.

This \$17.1 million project is supported by a \$5m contribution from the State Government and will ensure the National Sports Museum, housed inside the MCG at Gate 3, will embrace the latest technology and create a more interactive experience for visitors. The museum will close in mid-August to begin construction and will reopen in late February 2020.

INDUSTRY AWARDS

The Club enjoyed an outstanding year in being recognised both nationally and internationally for our award winning projects in event management, environmental sustainability and customer service.

The highlight was winning the International Service Excellence Award – Medium Business category for our innovative CARE customer service program. This international award, assessed by the Customer Service Institute of America, is regarded as the world's leading customer service body and the accolades are great recognition for the Club's sustained growth in customer satisfaction levels year on year since the program commenced in 2016 and for our overall approach to customer service.

This followed our success in November being named the Customer Service Organisation of the Year (Large Organisation) at the 2018 Australian Service Excellence Awards.

The Club was also recognised for our commitment to environmental performances by winning four major awards. We took out the Facilities Management Magazine, Innovation Award – United Kingdom, Green Sports Alliance "Innovative Stadium of Year" – USA, Melbourne Awards "Category Environment and Suitability" and the Australian Organics Recycling Association (AORA) Victoria "Outstanding Contribution to Industry Development".

CUSTOMER SERVICE

The revamped MCG App is an example of a key customer service improvement initiative.

The App is designed to assist fans coming on match days with helpful information and direct customer service support before they arrive and whilst they are at the MCG. Since its launch there has been more than 42,000 downloads of the App.

In 2018 the Club partnered with Travellers Aid Australia to offer a shuttle service for mobility-impaired patrons attending matches at the MCG. Initially a six-week trial, it was extended through to the 2018 AFL Grand Final and proved extremely popular, transporting more than 11,000 fans. The service was extended in 2019 and is now a permanent fixture at events taking place at the MCG.

The installation of WaitTime technology has been well received by visitors and provides queue wait times in real-time to better inform visitors about their nearby food and drink options. Additionally, the introduction of the MCC Plus card, for MCC members, to utilise to purchase food and beverages within the stadium has enhanced the members' experience with a greater speed of service.

Over the next 12 months, the Club will continue to track and communicate its customer service satisfaction scores and visitor feedback with all staff and partners. The Club will also be delivering the next instalment of its tailored CARE Plus training to all Event Staff with in excess of 40 workshops held during the AFL season.

The Club thanks the support of our staff and key partners Epicure, EventAid, ISS, SecureCorp, Travellers Aid, Ticketek and Playbill in helping us to achieve these accolades.

Across four years, more than 5000 people have been trained in the four CARE habits that the MCC has identified as being critical to great customer service. This includes more than 1000 event staff, all new permanent staff, MCC partners and in excess of 350 volunteers

We will continue to invest and prioritise the customer service experience for members and visitors.



BEAUMARIS SECONDARY COLLEGE

The Club's investment in a multi-sport facility at the new Beaumaris Secondary College is already paying dividends by being named the best Premier Cricket 3rd and 4th XI oval by Cricket Victoria earlier this year. Along with the Club's women's football and lacrosse teams, the Club has entered an agreement with local sporting clubs Beaumaris Soccer Club and Beaumaris Football Club to share use of the facilities and ensure the complex is put to good use all year round.

MCC KEW SPORTS CLUB

MCC Kew Sports Club has enjoyed a year of successful functions, a vibrant tennis coaching program and a facility for members and the community to enjoy some lawn bowls and visit the clubhouse for a coffee or snack. In 2018/19 the MCC began a strategic review of the facility which includes a wide ranging assessment of the site's potential.

AFL

More than 2.4 million people attended 45 matches during the 2018 AFL Premiership Season, an average of 53,607 per game, an increase of just under five per cent from the previous year.

It was pleasing to see four of our home clubs qualify for the Finals Series. Five of the six Finals matches attracted crowds in excess of 90,000 with the AFL Grand Final crowd witnessing a memorable contest between the West Coast Eagles and Collingwood with the attendance exceeding 100,000 for the second straight year.

CRICKET

It was an historic summer for the visiting Indian team, claiming its first ever Test Series win on Australian soil when they defeated Australia by 137 runs in the Boxing Day Test. The first day crowd of 73,516 was the biggest Boxing Day crowd to watch an Australia v India Test match at the MCG.

The pitch produced by our new curator Matt Page was an improvement on the previous year and was reflected in the post-match International Cricket Council (ICC) rating increasing to 'average'.

The Club remains committed to our long-term plan for a complete overhaul and rejuvenation of our pitches and are working closely with Cricket Australia, Cricket Victoria and key stakeholders on this important project.

Overall, more than 436,000 fans attended the 12 days of international and BBL cricket matches in 2018/19.

MCC CRICKET

The Club's senior women's teams enjoyed the near perfect Premier Cricket season with the 1st and 2nd XIs both winning titles and the overall Women's Club Championship. For the second time in three seasons the Club produced the Una Paisley medallist with all-rounder Amy Yates claiming a runaway win as the competition's best player. Congratulations also to Shane Giese on winning the 4th XI Player of the Year. Exciting young talent Will Pucovski was selected in the Australian Test squad for the series against Sri Lanka and we hope to see him in a baggy green cap very shortly.

MCC PLUS

The Club was pleased by the uptake of the new MCC Plus program with over 65,000 members activating their new cards and 20,000 of them loading money onto their cards. There were over \$160,000 in rebates issued back to members who were using their cards throughout the year from the 145,000 transactions.

MEMBERSHIP INTAKE

The election of Full members in July 2018 comprised candidates on the waiting list nominated from April 1, 1991 to May 31, 1991.

Existing Provisional members nominated from September 1, 1997 to October 31, 1997 inclusive were offered Restricted membership.

Waiting list candidates nominated from October 1, 2000 to July 31, 2001 inclusive were offered Provisional membership.

Members by category at August 31, 2018

Full	63,400
Restricted	42,300
Provisional	26,000
Total	131,700
Waiting List	214,500

OPERATING RESULTS

The Club recorded a net profit for the financial year ending March 31, 2019 of \$16.917 million.

We continue to meet our obligations with respect to the redevelopment debt, which stands at \$123.8 million (down from \$137.5 million in 2017/18) at year end. Extensive reporting to the State Government provides for our business plan and objectives to be assessed, and therefore gives them confidence in our ability to meet our debt schedule.

Treasurer Christian Johnston will report in more detail on the Club's financial results at the Annual General Meeting.

GOVERNANCE

Melbourne Cricket Club is a body corporate incorporated under the Melbourne Cricket Club Act 1974, consisting of persons who are members of the Club.

The business and affairs of the Club are overseen and controlled by a committee. The committee comprises members of the Club elected to the following honorary office bearer positions – a president, three vice-presidents, treasurer and up to nine other club members elected to the committee. The committee meets at least 10 times a year for the purpose of overseeing all aspects of the club's business plan and objectives. It also deliberates on its responsibilities as ground manager of the Melbourne Cricket Ground and Yarra Park for the MCG Trust. Additionally, the committee reviews the performance of the club's management team in consultation with the Club's chief executive officer, measuring results against the business plan objectives, ensuring compliance with legal requirements and monitoring the strategic risk management plan.

MCC Committee succession

The skill and experience set required by the MCC Committee as a whole is that necessary to govern the running of a large public asset with a significant business as well as a Club of more than 130,000 members. The committee's role is to represent members of the Club to the executive under the leadership of the chief executive officer.

Some matters are reserved for decision by the committee, including club rule changes, large financial transactions and capital works, strategy and the business plan. The executive report regularly on the discharge of their responsibilities to the committee or the sub-committees that have been established under its governance framework.

In order to govern effectively, the committee believes it needs members with skills and experiences in a wide range of areas. These may include

finance and accounting, audit, risk, health, safety and the environment, contract negotiation and management, strategy, marketing, legal, human resources, construction, large capital projects, sport and sporting bodies both professional and amateur, communications and Government.

A succession sub-committee has been established to assess the skill and experience represented on the committee and to ensure that when a casual vacancy occurs candidates are selected who, not only meet any skill or experience need identified such that the committee can collectively meet their responsibilities, but also demonstrate behaviours in line with the MCC's values and culture.

Committee members are submitted to members for election in accordance with term limits. Any full member of the Club may also submit him or herself for election.

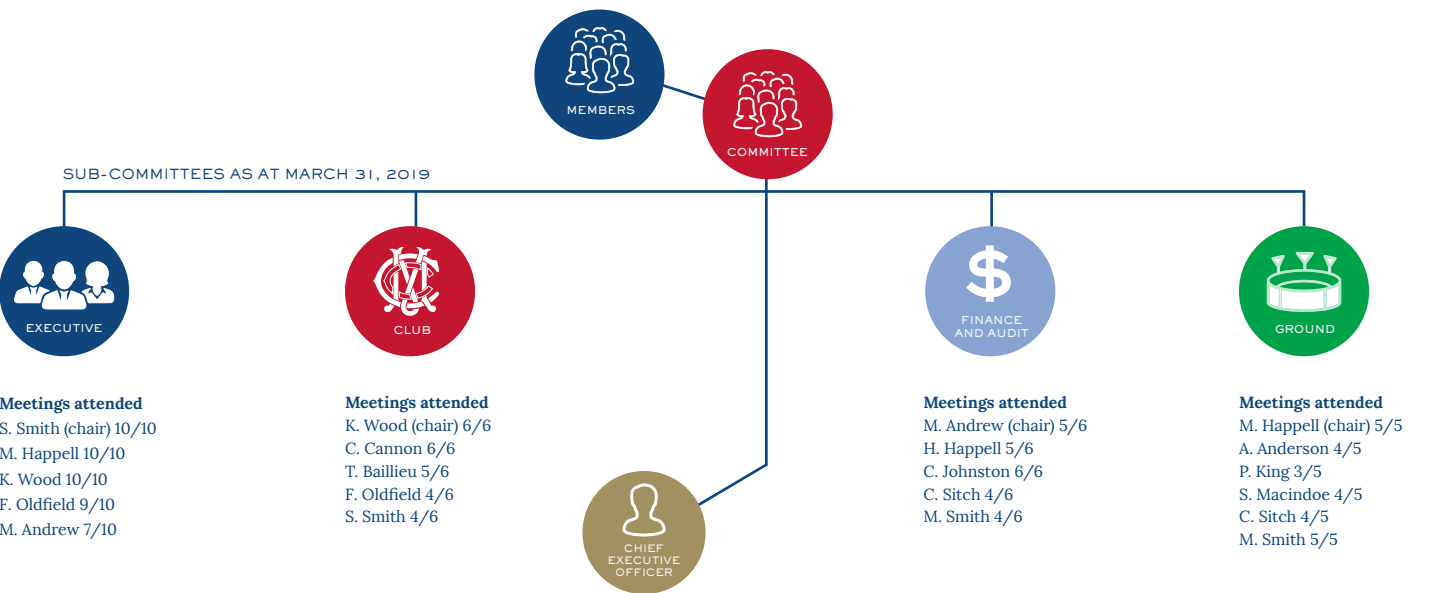
Annual General Meeting

A meeting of full members of the Club is held annually to receive reports and audited financial statements from the committee, elect office bearers and other committee members and to consider other business for which notice has been given in accordance with club rules.

Full members are advised in the notice of the Annual General Meeting about committee retirements and nominations for election or re-election. Full members are encouraged to attend the AGM.

Committee attendance

Eleven meetings of the committee were held during the period April 1 2018 to March 31 2019. The attendance of the committee during the period is as follows: S. Smith 11/11 (resigned 19/3/19), A. Anderson 11/11, J. Bennett 11/11, K. Wood 11/11, M. Andrew 10/11 (deceased 23/6/19), C. Cannon 10/11, P. King 10/11, C. Sitch 10/11 (resigned 19/3/19), T. Baillieu 9/11, M. Happell 9/11, C. Johnston 9/11, S. Macindoe 9/11, F. Oldfield 9/11, M. Smith 9/11.



MCC COMMITTEE



Michael Happell

PRESIDENT

Joined the committee in 2011.
Chair of the executive sub-committee.
Ex-officio of all other sub-committees.
Director of the National Sports Museum Limited.
Director of the MCC Foundation Limited.



Fred Oldfield

VICE-PRESIDENT

Joined the committee in 2012.
Member of the executive sub-committee.
Chair of the ground sub-committee.



Christian Johnston

TREASURER

Joined the committee in 2017.
Member of the executive sub-committee.
Member of the ground sub-committee.
Chair of the finance and audit committee.



Ted Baillieu

Joined the committee in 2017.
Member of the Club sub-committee.
Director of the MCC Foundation Limited.
Director of MCC Sports Limited.



Annabel Brebner

Joined committee in 2019.
Member of the Club sub-committee.
Director of the MCC Foundation Limited.
Director of MCC Sports Limited.



Peter King

Joined the committee in 2014.
Chair of cricket sub-committee.
Director of the National Sports Museum Limited.
Director of MCC Sports Limited.



Mark Smith

Joined the committee in 2011.
Member of the ground sub-committee.
Member of the finance and audit sub-committee.



Sally Macindoe

VICE-PRESIDENT

Joined the committee in 2014.
Chair of sporting sections sub-committee.
Member of the executive sub-committee.
Member of the ground sub-committee.
Director of the MCC Foundation Limited.
Director and Chair of MCC Sports Limited.



Karen Wood

VICE-PRESIDENT

Joined the committee in 2009.
Member of the executive sub-committee.
Chair of the Club sub-committee.
Director of MCC Sports Limited.



Adrian Anderson

Joined the committee in 2015.
Member of the ground sub-committee.



James Bennett

Joined the committee in 2015.
Member of the ground sub-committee.
Director of the National Sports Museum Limited.



Clare Cannon

Joined the committee in 2016.
Member of the Club sub-committee.
Member of cricket sub-committee.
Chair and Director of the National Sports Museum Limited.



Geoff Roberts

Joined the committee in 2019.
Member of cricket sub-committee.
Member of the finance and audit sub-committee.
Director of the National Sports Museum Limited.



Vale Michael Andrew AO

In June 2019, Michael Andrew AO passed away. The MCC committee is grateful for his many years of dedicated and loyal service. He was an MCC member for 37 years and a committee member 2007-11 and again from 2014 where he served in the Vice-President and Treasurer roles.

EXECUTIVE LEADERSHIP TEAM



Stuart Fox

CHIEF EXECUTIVE OFFICER

Overall responsibility for the delivery of the strategic plan, business plan and day-to-day operation of the club, MCG, National Sports Museum and Yarra Park via his senior leadership team. Also responsible for key stakeholder relationships. Reports to MCC Committee and MCG Trust.



Clive Driscoll

**GENERAL MANAGER
FINANCE AND BUSINESS
PERFORMANCE**

Administers the finances of the club's entities, including reporting, financial performance management, investment, compliance, financial integrity and debt management.

Also responsible for major project management, business intelligence, strategic and business planning, risk management, internal auditing, contract management, business resilience and legislative compliance.



Donna Price

**GENERAL MANAGER
PEOPLE AND CULTURE**

Through a comprehensive human resources system, is responsible for maximising employee engagement and performance to assist with achievement of MCC business objectives. Key areas include organisational culture, recruitment and talent acquisition, learning and development, workforce capability, policy development, reward and remuneration, payroll and employee relations.



Rey Sumaru

**GENERAL MANAGER
IT AND INNOVATION**

Responsible for the delivery and management of information and communications technology (ICT), digital and broadcasting systems, and network security, as well as operational integrity of technology.

Responsible for the development of organisationally-aligned ICT strategies to enable the business to achieve strategic and operational goals, and to maximise returns from ICT investments to improve operational effectiveness. Evaluates new and emerging technologies, innovations, digital presence and service delivery models.



Jennifer Watt

**GENERAL MANAGER
COMMERCIAL OPERATIONS
AND PARTNERSHIPS**

Responsible for enhancing reputation, branding and commercial return at the MCG. This includes communications, publicity, marketing, brand and intellectual property management, corporate sales and commercial arrangements with sponsors, suppliers, advertising and merchandise.

Also responsible for securing major/special events to the MCG and community partnerships, as well as enhancing MCC's relationships with key hirers and stakeholders in the context of strategic issues and future requirements.



Peter Wearne

**GENERAL MANAGER
FACILITIES**

Responsible for the strategic and operational performance of the built assets at the MCG and other MCC-managed sites, including building services and turf management. Manages the environment management system and implementation of the Yarra Park master plan, as well as being responsible for key operational contracts associated with Yarra Park.



Josh Eltringham

**GENERAL MANAGER VENUE
AND EVENT SERVICES**

In June 2019, Josh Eltringham was appointed to the role of General Manager Venue and Event Services. Responsible for managing the operational elements of delivering all events at the MCG - including catering, security and event operations, including emergency and safety management.

Responsible for day-to-day security of the MCG and other MCC managed venues.



Tanya Gallina

**GENERAL MANAGER CLUB
SERVICES AND HERITAGE**

In July 2019, Tanya Gallina was appointed to the role of General Manager Club Services and Heritage. She joins us from the Hawthorn Football Club where she was most recently General Manager of Strategic Projects. Responsible for MCC membership and Club life, including customer service, functions, database management, MCC Plus+ Rewards program, Members Reserve operations and the Club's sporting sections. The role is also responsible for management of the various sporting section's venues and facilities. Tanya will also manage the operations of the National Sports Museum, MCG Tours and the MCC Library and Archives, and their collections.

In the 2018/19 financial year, Scott Butler (General Manager Membership and Heritage) and Gerard Griffin (General Manager Venue and Event Services) departed their positions. ELT details at July 2019



The MCG has a unique opportunity to support, give back and make an overall positive contribution to the community.

As an icon of Victoria, we have an opportunity at the MCG to support, give back and make an overall positive contribution to the community in which we operate.

The Melbourne Cricket Club is committed to being a leading contributor to the community, and in 2018/19, the Club continued to provide support to a variety of initiatives in association with many of our partners and stakeholders.



SPECIAL OLYMPICS AUSTRALIA

In February, the Club announced an historic three-year partnership with Special Olympics Australia with the MCC becoming a Major Partner.

Special Olympics Australia reaches more than 8,000 registered athletes, school participants and Disability Service Provider participants – plus over 16,000 parents and carers. There are over 1300 volunteers driving the organisation across the community Australia-wide.

The partnership was launched at a special event by Victorian Governor, the Honourable Linda Dessau AC, MCC CEO Stuart Fox and Special Olympics Australia CEO Corene Strauss and highlighted the MCC commitment to support access to sport.

SLEEP AT THE 'G

The MCG once again hosted Sleep at the 'G, the flagship fundraising event for Melbourne City Mission. The event is designed to raise much needed awareness and funds to help fight youth homelessness, and support the thousands of young Victorians who on any given night don't have a reliable place to call home.

It was a record-breaking night on all levels with more than 2000 participants sleeping on the concourse and more than \$1.2 million was raised. Those funds will help to build, redevelop and furnish youth crisis accommodation centres across Melbourne.

MCC staff participated in the event and raised almost \$13,000, reflecting our strong commitment to and involvement with this worthy cause.

BREAST CANCER NETWORK AUSTRALIA

The 2018 Round 7 AFL Premiership Season match between Melbourne and Hawthorn was designated as the Pink Lady Match. Proceeds from public tickets were donated to Breast Cancer Network Australia (BNCA) to support Australians with breast cancer.

Our association with BCNA stretches back to the inaugural Field of Women event in 2005, when a giant Pink Lady silhouette on the MCG symbolised the number of Australians each year who are affected by breast cancer.

FREEZE MND

The fourth annual Freeze at the 'G event held at the Queen's Birthday match between Melbourne and Collingwood and saw all 18 AFL coaches take the icy plunge to help raise money for Motor Neurone Disease research.

A crowd of 83,518 – the biggest to watch a match between Melbourne and Collingwood since 1988 – watched as every coach, including the day's combatants Simon Goodwin and Nathan Buckley, headed down the slide.

The brainchild of Neale Daniher, the 2018 Freeze at the 'G saw more than \$6.5 million raised for FightMND to help find a cure for this disease. This tally was helped by a \$2m commitment from the Federal Government.

WELCOME GAME

The MCC again put its support behind an inclusive event designed to promote a message of welcoming everyone to Football, the MCG and the Melbourne Football Club.

'The Welcome Game' celebrated Melbourne's diversity and inclusiveness, bringing new audiences to the game, with special activities and events linked to a wide range of cultures and communities.

The Round 15 match against St Kilda was designated 'The Welcome Game' and the MCC partnered with Melbourne to give away tickets to a variety of schools, organisations and multicultural communities.

OTHER ACTIVITIES

The MCC also continued to support a number of organisations staging events at the MCG to benefit a charitable cause. These included Stadium Stomp, which raises funds for the Leukaemia Foundation, and Cinema at the 'G, which supports the Bank of Melbourne Foundation. In both instances the MCC waived stadium rental and provided considerable promotional support.



ENVIRONMENT

The MCC has continued to display its commitment to environmental responsibility through our continued investment and the appointment of an Environmental Sustainability Specialist.



ENVIRONMENT AND SUSTAINABILITY

The Club is now recognised as an industry leader in sports venues for Environment and Sustainability and our team is highly sought by other stadiums and venues to provide advice and direction in this field.

In 2018 the Club won the following awards recognising our commitment to environmental performance:

- Facilities Management Magazine, Innovation Award – United Kingdom
- Green Sports Alliance “Innovative Stadium of Year” – USA
- Melbourne Awards “Category Environment and Suitability”, presented by the City of Melbourne
- Australian Organics Recycling Association (AORA) Victoria “Outstanding Contribution to Industry Development”

The Club has implemented several projects and changes to reduce the MCG’s impact on the environment and to also operate the venue in a more sustainable way.

In partnership with our caterers Epicure, plastic straws are no longer being used at the MCG while soft plastics recycling has been introduced to all office spaces throughout the stadium.

All 1800 bins at the MCG are now cleaned via a bin wash system that reduces water use by 1000 litres a day.

High glass external windows are now cleaned with the use of recycled water and with no chemicals while chemical-free cleaning units have been installed where possible.

ENERGY

As a major energy consumer, the MCC is always exploring different initiatives to reduce our carbon footprint and energy consumption.

In September 2018 the MCC decided, in partnership with our energy provider EnergyAustralia, that the MCG would go carbon neutral for the month. September is renowned for being one of the stadium’s busiest months of the year for energy use hosting the AFL Finals and Grand Final and a wide variety of non match-day events and functions.

On the Club’s behalf, EnergyAustralia purchased renewables from two projects, one in Arnhem Land, Northern Territory and the other to fund a lighting scheme in India, to offset 100 per cent of the MCG’s energy consumption for the month.

The Club continued to reduce the energy consumption and maximum peak demand during the 2018 Boxing Day Test by 18 per cent and 16 per cent respectively.

With power costs rising, the Club has heavily invested in new energy management systems to monitor the venue ‘live’ to learn how we can improve and lower our costs and emissions.

- The Club has installed new electrical meters that will allow us to capture more granular data and therefore be able to manage the facility on event days more efficiently.
- The Club has negotiated a new Energy Performance Contract (EPC2) with Siemens, our building management systems provider, and during the project we will complete our roll out of LED lights in the general public, function and office areas of the stadium.
- As part of the EPC2, three major mechanical chillers will be replaced with more energy efficient machines in the Northern Stand ahead of this year’s Boxing Day Test that will see further reductions in our energy consumption and peak demand.

All of these projects are designed to make the MCG more environmentally friendly and greener.

GAS

The Club has invested into installing gas meters to monitor our usage, which will help us reduce the amount of gas consumed through building management system optimisation. These meters will also provide data on the amount of gas consumed in our catering areas on event and non-event days.

This is also another cost saving measure that we are confident will see our gas consumption decrease.

ORGANICS RECYCLING

The organics recycling program at the MCG is the first form of onsite organic recycling to be carried out in an Australian stadium. This program is now excelling, producing a quality soilfood product.

Soilfood is the end product produced from the organic dehydration process. The soilfood produced is being applied to Yarra Park as a top dressing, mixed in with sand. Additional soilfood is being provided for farming purposes.

This product is providing a highly nutritional product to the soil which will lead to better growth and stronger surfaces in future.

In 2018, 154 tonnes of organic matter was processed through the dehydrator, producing 42 tonnes of soil food. On average, the dehydrator reduced the weight of the organic waste by 70 per cent.

Diverting food waste from landfill is one of the best environmental benefits to reducing greenhouse gases. Buried organic food waste produces methane which can be up to 25 times more potent than carbon dioxide.

The MCG food organics processing system is helping reduce this form of air pollution by more than 285kg of CO2 emissions.

RECYCLING

In 2018 the MCG produced 1981 tonnes of waste, of which 1503 tonnes was recycled. This led to the Club exceeding its KPI target to recycle 75 per cent of waste produced.

In 2018, over 3.6 million patrons attended events at the MCG, almost 200,000 up on the previous year. Yet the ground managed to reduce the total waste produced by 259 tonnes, which is the equivalent to 250 small cars.

On average, patrons that attended the MCG produced 0.37kgs of waste. Compared with previous years, that is a reduction of up to 20 grams per patron.

The MCC has increased its waste streams to over 25 different streams, giving every bit of waste the best chance to be recycled and avoid landfill.

One of the newest waste streams introduced is the collection of cigarette butts outside the stadium, which are then sent to TerraCycle and turned into new products.

WATER

The Club continues to implement measures to remain water efficient with the Yarra Park water recycling facility continuing to be the cornerstone of those efforts.

In 2018/19, the facility produced more than 155 million litres of recycled water for use primarily as irrigation in Yarra Park and Punt Road Oval as well as for cleaning and toilet flushing at the MCG.

This facility ensures the MCG annual water saving measures is the equivalent to 60 Olympic-sized swimming pools.

YARRA PARK

A number of commercial events and event activations were hosted in Yarra Park, including the Grand Final Week Footy Festival, Melbourne Marathon, City of Melbourne New Year's Eve Fireworks and City2Sea Fun Run.

The Club continued our commitment to the vitality of the Park by planting 26 new trees in August and 20 in November. This year's planting program was highlighted by the generous donation of 26 semi-mature Elms by the City of Melbourne to ensure that Yarra Park's historic Elm avenues will be replenished quickly.

To improve security measures in Yarra Park, the MCC implemented an 80-metre exclusion Zone and closures of car parking activity for high profile matches.

An additional 50 bike hoops were installed throughout the Park in early August and the MCC extended the Dog off the Leash area into paddock 11, installing new picnic tables, 'dog' bins and a drinking fountain to increase amenities in that space.



Above: Soilfood being distributed in Yarra Park.

259
TONNES
of total
waste reduced



**That's the equivalent
weight of 250 small cars.**



Annual water saved by the water recycling facility is equivalent to 60 Olympic-sized swimming pools

CLUB SPORT

Where possible, the Club's Sporting Sections are encouraged to compete at the highest level in their respective sports. Most sections provide an opportunity for players of all ages and capabilities to enjoy their sport.

Along with the playing of cricket, today's MCC is an umbrella organisation for thousands of participants in 13 sporting sections.

13

Sporting sections thriving in their respective sports.



BASEBALL

EST. 1888

Widely regarded as the oldest continuous baseball club in Australia, MCC has a number of senior, junior, female and masters teams. New participants are actively encouraged.

The summer season is from October until February. Men play Sundays, women play Saturdays and juniors play Friday night or Sunday morning.

The majority of matches are played at Surrey Park in Box Hill. Some matches are played at Macleay Park (Myrtle Park) in North Balwyn.



270 PARTICIPANTS

COMMITTEE REPRESENTATIVE: KAREN WOOD
MELBOURNEDEMONS.BASEBALL.COM.AU



BOWLS

EST. 1894

The MCC Bowls Section currently fields teams in pennant competitions, which can be a mix of men and women, across a range of divisions played on Saturdays and mid-week.

Regularly hosting social bowls events, the section's headquarters are based at Swinburne Avenue, Hawthorn, in addition to a grass and synthetic green at Glen Street, Hawthorn.



270 PARTICIPANTS

COMMITTEE REPRESENTATIVE: FRED OLDFIELD
MCCBOWLS.ORG



CROQUET

EST. 2008

Croquet was first played as a social sport by MCC members and their guests in the 'ladies' enclosure' at the MCG in the mid-1870s.

Following the 2001 merger between the MCC Bowls Section and the Glenferrie Hill Recreation Club, the MCC Croquet Club was formed to carry on the sport at the Glen Street, Hawthorn courts before becoming the Croquet Section in 2008.

The section holds an open annual tournament and encourages players of all ages and abilities from MCC and other clubs to participate.



66 PARTICIPANTS

COMMITTEE REPRESENTATIVE: CLARE CANNON
MCC.ORG.AU/CROQUET



FOOTBALL (AFL & AFLW)

EST. 1890

Melbourne Football Club and MCC have shared a close history since the inception of Australian Football in 1859. The football club first became an MCC Sporting Section in 1890. Separating in 1980, the two clubs reunited in 2009.

The MFC has enjoyed several periods of dominance – particularly between '54 and '64 when the club played in eight VFL Grand Finals, winning six.

Several Melbourne players have been honoured in the Australian Football Hall of Fame, including Legends Ron Barassi Jnr and Norm Smith.

MFC entered a team in the inaugural AFL Women's competition in 2017.

MELBOURNEFC.COM.AU



GOLF

EST 2003

Following the success of the annual MCC members' golf day, an MCC Golf Club was established as a special interest group in 1998. Golf was elevated to MCC Sporting Section status in 2003.

Welcoming players of all ages and abilities, the Golf Section is a wandering club, playing monthly at many of Melbourne's best courses. The section also undertakes and hosts overseas tours, typically in partnership with reciprocal clubs.

Additional members are welcome at any time.



277 PARTICIPANTS

COMMITTEE REPRESENTATIVE: MICHAEL HAPPELL
MCC.ORG.AU/GOLF



HOCKEY

EST. 1961

The MCC Hockey Section was established in 1961, winning B Grade and C Grade premierships in its debut year. The club played at Albert Park from 1962 before establishing a home at Melbourne High School in 1995.

Fielding men's, women's, juniors and veterans teams for players of all levels, the section regularly competes in the Hockey Victoria competition.

A number of past and present MCC players have gone on to compete at state and national levels – including selection for Australia's gold medal winning women's hockey teams at the 1996 Atlanta and 2000 Sydney Olympic Games.



460 PARTICIPANTS

COMMITTEE REPRESENTATIVE: SALLY MACINDOE
MCCHOCKEY.ORG





CRICKET

EST. 1838

Since its foundation, the Melbourne Cricket Club has played a major role in developing cricket in Australia.

MCC fields both men's and women's teams in Cricket Victoria competitions and has won more than 50 premierships across all grades. The MCC also manages a Club XI Competition, in which it fields two teams, and plays cricket socially through the XXIX Club.

More than 40 MCC cricketers have represented Australia in international matches, and many more have represented Victoria. The MCC teams are based at the Albert Ground and Beaumaris Secondary College.



205 PARTICIPANTS

COMMITTEE REPRESENTATIVE: PETER KING
MCC.ORG.AU/MCC-CRICKET



MCC FOOTBALL EST. 2018

While the MCC has had a long-standing football section in the form of Melbourne Football Club, the MCC Football Club was formed in 2018 to facilitate a women's team making its debut in the club's colours.

The MCC Football Club is based at the club's sports facilities at Beaumaris Secondary College. MCC currently fields one women's team in the Victorian Amateur Football Association and is led by head coach Lachlan Worthy.



28 PARTICIPANTS

COMMITTEE REPRESENTATIVE:
ANNABEL BREBNER
MCCFOOTBALLCLUB.TEAMAPP.COM



LACROSSE

EST. 1896

MCC Lacrosse Section won its first premiership in 1898 and in 1920 they were premiers in the senior section of the Victorian Lacrosse Association (now Lacrosse Victoria). MCC currently fields senior and junior teams in Lacrosse Victoria men's and women's competitions.

A number of MCC players have competed at both state and national levels, including world championships. The teams train and play matches at the Albert Cricket Ground and Beaumaris Secondary College.



111 PARTICIPANTS

COMMITTEE REPRESENTATIVE: TED BAILLIEU
MCCLACROSSE.COM.AU



NETBALL

EST. 2013

The genesis of the MCC Netball Section was the formation of teams to play against Hong Kong Cricket Club in 2011. Netball was granted Sporting Section status two years later.

MCC teams compete in the Parkville Netball Competitions at the State Netball and Hockey Centre. Our teams compete in Premier divisions on Tuesday evenings and in Monday night open grades.

MCC Netball prioritises player development and enjoyment.



49 PARTICIPANTS

COMMITTEE REPRESENTATIVE: JAMES BENNETT
MCCNETBALL.ORG



REAL TENNIS

EST. 2007

The forerunner to lawn tennis, real tennis is played on an indoor court with traditional wooden racquets and solid, hand-made balls. Playing most of its games at the Royal Melbourne Tennis Club in Richmond, MCC Real Tennis section also competes in Ballarat and Hobart.

MCC takes part in several team events. Individual MCC players also compete in state-based competitions, as well as at international level. New members are welcome.



145 PARTICIPANTS

COMMITTEE REPRESENTATIVE: MICHAEL HAPPELL
MCCRTS.COM.AU



SQUASH

EST. 1968

The MCC Squash Section originally played out of two courts located in the Ponsford Stand at the MCC. It currently plays at Goodlife Health Clubs in Fitzroy.

Fielding teams for players of all ability levels, the section primarily competes in Victoria's club circuit and state grade competitions. Members are able to compete in a wide range of grades from A-F, and several MCC members have competed at national and international level.

MCC Squash Section conducts two annual championships.



128 PARTICIPANTS

COMMITTEE REPRESENTATIVE: ADRIAN ANDERSON
MCC.ORG.AU/SQUASH



TARGET SHOOTING EST. 1900

The MCC rifle club, which quickly was renamed the Shooting Section in 1973 to recognise the establishment of the Small-bore Rifle Club, and with the addition of clay target discipline in 2006, it is now known as the Target Shooting Section.

The Full-bore Rifle Club and Small-bore Rifle Club compete in the Victorian Rifle Association and the Target Rifle Victoria pennant competitions respectively, with members also entering individual and team state and national competitions at all age levels.

The Clay Target Club hosts interclub days at various ranges, in addition to entering teams in the Victorian Clay Target Association Zone Competition.



141 PARTICIPANTS

COMMITTEE REP: CHRISTIAN JOHNSTON
MCC.ORG.AU/TARGETSHOOTING



TENNIS

EST. 1879

After a merger with the Glen Iris Valley Tennis Club in 2016, MCC tennis now plays under the name of MCC Glen Iris Valley Tennis Club. The main centre is at the Glen Iris Valley Recreation Club in Mount Waverley. The secondary base is at the corner of Roy St and St Kilda Rd in Melbourne.

The club fields teams for men and women in the Tennis Victoria winter pennant competition. MCC teams also compete in Tennis Victoria's summer Premier League.



462 PARTICIPANTS

COMMITTEE REPRESENTATIVE: MARK SMITH
MCCGLENIRISVALLEY.ORG.AU

SPECIAL INTEREST GROUPS

Melbourne Cricket Club has many special interest groups and facilities for members to enjoy.



BRIDGE CLUB

The MCC Bridge Club holds regular sessions of the world's most famous card game at the MCG. Duplicate bridge is played in the Hans Ebeling Room on Thursday afternoons, while the club also plays regular matches against other bridge clubs. All MCC members are welcome to apply for membership of the MCC Bridge Club.

Our Thursday afternoon bridge sessions require an understanding of the fundamentals of the game of Bridge and in particular how Duplicate Bridge is played.

All members without significant prior playing experience need to have completed at least a beginner course in bridge.



LONG ROOM WINE AND FOOD SOCIETY

The Long Room Wine and Food Society holds monthly luncheons in the Long Room on the last Wednesday of each month and has been doing so since its inception in 1987.

Other special events such as the annual dinner held in April and the November luncheon, which is devoted to international wines, are conducted through the year.

The society has established a substantial cellar beneath the Members Pavilion and draws occasionally from this resource for "cellar days", which are held two or three times each year. Winemakers are invited to show their wines at all other functions. Outstanding cuisine is provided by a rotating band of high-class chefs.

Most luncheons attract more than 180 members and guests, which is the capacity for the Long Room, meaning some functions are held in the Members Dining Room.



MILITARY VETERANS GROUP

To be a member of the MCC War Veterans Group, an applicant must be an MCC member and be an eligible ex-service person.

The group holds three lunches a year generally during March, June and October (also the date of the Annual General Meeting). Luncheons generally take place in the Members Dining Room.

On Anzac Day, MCC makes available the Hans Ebeling Room for refreshments before and during the AFL match between Collingwood and Essendon.



WOMEN OF MCC

The Women of MCC special interest group was created in 2006.

The aims of the group are to encourage the use of MCC facilities by women members; to create and enhance opportunities to network and build friendships; to profile and promote the achievements of women in sport; and to provide support to groups using sport to improve the confidence and skills of women and girls.

A number of functions are held each year including Women in Cricket Test Breakfast, Women in Wine and Women in Football to which we invite both female and male members as well as their guests.

Women of the MCC membership is free and is available to all MCC members.



XXIX CLUB

The XXIX Club was formed in 1956 by a group of MCC senior players of the day who wanted to play pleasant social cricket.

The club is still flourishing, with a fixture list of 15-20 games each year and, every two years or so, an overseas tour.

Mid-week games, usually played at the Albert Ground, are a great opportunity to play in the best conditions in Australia.

XXIX Club teams have visited England, south-east Asia, Canada, Singapore and Thailand.

MCC members and Playing members on the waiting list are eligible for XXIX Club membership.



YOUNG MEMBERS CLUB

The MCC Young Members is an active group of more than 10,000 members who are aged between 18 and 40 years.

Run by a committee of young professionals, events are designed to cater for the interests of all young members.

In addition to regular football and cricket functions, events include the ever popular Anzac Ball, the Scotch Malt Whiskey Appreciation Night, champagne and wine appreciation functions and lawn bowls events.

The Young Members Club presents a great opportunity to develop new friendships and meet people from diverse backgrounds, careers and sporting knowledge. These events are your chance to network, socialise and enjoy the MCG.

As home to Australia's greatest sporting treasures, the National Sports Museum (NSM) is embarking on an exciting venture to bring that history to life through modern technology.

Since its opening in March 2008, the NSM has become one of Victoria's key tourist attractions, bringing in around 150,000 visitors annually.

The NSM is poised to enter a new phase in its existence with the Club committed to a major refresh project to ensure it not only continues to celebrate the significant role sport has played in Australia's rich history, but also engages and inspires the next generation of athletes.

The \$17.1 million upgrade to the NSM is scheduled to be completed ahead of the 2020 ICC Women's T20 World Cup Final being played at the MCG on Sunday 8 March – International Women's Day.

The Club is delighted to have the support of the Victorian State Government to complete this significant project to create a more interactive experience for visitors.

The Hon Martin Pakula MP, Tourism, Sport and Major Events Minister, joined former MCC President Steven Smith, Olympic gold medalist Shane Gould AM MBE and VFL/AFL Hall of Fame Legend Kevin Bartlett AM in February to formally announce the project.

The State Government has contributed \$5 million towards the development.

The NSM upgrade will embrace the latest technology and transform it into a leading-edge venue in the sporting and cultural landscape.

Highlights of the redeveloped NSM will include:

- A full revamp of the interactive 'Game On' gallery;
- New Australian football and cricket sections with more interactive Halls of Fame;
- New characters introduced to the popular "Pepper's Ghost" hologram theatre;
- An education space for school groups;
- An increase in the breadth and diversity of sports featured inside the museum, boosting the representation of disability sports, Aboriginal and Torres Strait Islander athletes and other under-represented groups;
- An enhanced celebration of Australia's reputation as a sporting nation from grassroots levels through to the elite.

During the NSM closure, visitors to the MCG will still be able to undertake tours of the ground, the MCC Museum will remain open and school groups will be able to participate in other activities.

Visitor numbers, while again strong, were slightly down on the previous year. However, this was largely due to forced closures over key visitation periods when the ground hosted the WWE during the September-October school holidays along with the Bon Jovi and Eminem concerts in December and February.

The 'My Match Day at the 'G' school holiday program continues to prove popular, offering participants a first-hand account how our elite footballers and cricketers go about preparing to step foot onto the MCG.

One of the highlights of the program over the last 12 months saw us host local wrestler Alex 'Kracker Jak' Mann during WWE's visit, who took visitors through an energetic workshop on creating their own wrestling personalities.

The triumphant tour of the Indian cricket team over the summer ensured strong visitation to the MCG by their fellow countrymen as more than 15,000 Indian tourists came to explore the ground or visit the NSM over the November-January period.

The history of contests between Australia and India was a focus of the Frank Grey Smith Bar showcase in the lead-up to the Boxing Day Test before being replaced with a vast collection of cricketing curios donated to the Club by Tony Baer.

Among the highlights of the year's exhibitions were the Peter Norman: A Stand for Humanity display, which marked the 50th anniversary since Australian athlete Peter Norman stood in support of the protest statement performed by Tommie Smith and John Carlos at the 1968 Olympic Games in Mexico City.

We were also delighted to display two uniforms worn by members of the men's and women's Aboriginal XI that toured England last year to mark the 150th anniversary of the first team to tour England back in 1868.

The MCC Library continues to produce the Yorker publication three times a year, which is available to read online, via the MCC website, at no cost.

The Yorker promotes the history of sport and events involving the MCC and MCG and also supports and celebrates our extensive heritage collections.

The NSM is proud to be the home to the Sport Australia Hall of Fame, Australian Cricket Hall of Fame, Australian Football Hall of Fame and the Australian Racing Hall of Fame.

These help to celebrate and showcase the history of Australian sport and we look forward to unveiling their new look and amazing new features in the first part of 2020.



Olympian Shane Gould shows Australian Football Hall of Fame legend Kevin Bartlett and Sports Minister Martin Pakula MP her collection of Olympic medals on show in the National Sports Museum



OUR PARTNERS

The Club is grateful for the support of our key commercial partners, stakeholders and suppliers.

ICON PARTNERS



MAJOR STAKEHOLDERS



HOME TEAMS



OFFICIAL PARTNERS

ENERGY AUSTRALIA

CADBURY

HERALD SUN

TREASURY WINE ESTATES

FOUR N' TWENTY

TELSTRA

EPICURE

TICKETEK

PLAYBILL

PREFERRED SUPPLIERS

SIMPLOT

PETERS ICE CREAM

GEORGE WESTON FOODS

MASTERFOODS

ISS

LAVAZZA

THE SMITH'S SNACKFOOD COMPANY

DIAGEO

MELBOURNE CRICKET CLUB AND CONTROLLED ENTITIES

Annual Concise Financial Report For The Year Ending 31 March 2019.

Important Information For Members

The Committee Report, Concise Financial Report and Auditor's Report contained within this document represent a Concise Report.

Members wishing to receive the full financial report and Auditor's Report may arrange delivery by calling the Melbourne Cricket Club office on (+61 3) 9657 8888.

The Concise Report contained within this document has been derived from the full financial report of the Melbourne Cricket Club & Controlled Entities for the financial year ended 31 March 2019 and cannot be expected to provide as full an understanding of the financial performance, financial position and operating, financing and investing cash flows of the consolidated entity as the full financial report.



COMMITTEE REPORT

Your Committee submit their report for the year ended 31 March 2019.

Committee Members

The names of the Committee Members of the Melbourne Cricket Club (“the Club”) in office during the financial year and until the date of this report are as follows. Committee members were in office for the entire period unless otherwise stated.

Michael J. Happell, Sally G. Macindoe, Frederick H. Oldfield, Karen J. Wood, Christian W. Johnston, Adrian C.R. Anderson, Edward N. Baillieu, James D. Bennett, Clare V. Cannon, Peter D. King, Mark G. Smith, Michael J. Andrew AO (deceased 23 June 2019), Charles T. Sitch (resigned 19 March 2019), Steven J. Smith (resigned 19 March 2019), Annabel J. Brebner (appointed 19 March 2019) and Geoffrey I. Roberts (appointed 19 March 2019).

Nature of Operations and Principal Activities

The principal activities of the Club during the year were the ground management of the Melbourne Cricket Ground (“MCG”) and the encouragement and promotion of sport. The Club also performs the role of the Reserve Manager of Yarra Park.

There was no significant change in the nature of these activities during the period.

Results and Review of Operations

The consolidated net profit of the Club amounted to \$16.917 million compared with the previous year's net profit of \$8.996 million.

During the 2018/19 financial year, more than 3.6 million patrons attended events held at the MCG. The MCG hosted 41 home and away matches plus six finals matches for the 2018 AFL season, plus five matches for the commencement of the 2019 AFL season, with a total attendance of approximately 3 million patrons. The 2018 AFL Grand Final between West Coast and Collingwood was attended by 100,022 people, just two shy of the official MCG capacity. The Boxing Day Test between Australia and India drew 176,000 people while the one-day and Twenty20 internationals against India provided a further 117,000 people. The MCG hosted five matches of the domestic T20 Big Bash League tournament, with approximately 136,000 attendees attending these events. The Club continues to attract major international events, with 4 being held during the 2018/19 financial year. Combining for a total attendance of approximately 300,000 people, the NRL State of Origin, Bon Jovi's ‘This House is Not For Sale Tour’, WWE Super Show Down and Eminem's ‘Rapture 2019 Tour’ were a huge success. The Club will continue to try and lure high quality events to the MCG every year in our quest for continued excellence and to be considered Australia's most innovative stadium.

During the year, the Club, alongside the MCG Trust, renegotiated and formalised a new AFL agreement to ensure the AFL Grand Final remains at the MCG until 2057, as well as guaranteeing long-term football content at the ground. This agreement will secure the MCC's tenure as ground manager of the MCG for generations to come, whilst allowing the Club to continue to invest in capital expenditure and stadium improvements.

The success of the Club operations is underpinned by a robust business model, which for the year generated revenues of more than \$155 million. The MCC membership model, unique to stadia globally, provides approximately 40 per cent of consolidated revenues. Membership revenues to the Club include annual subscriptions, entrance fees, MCC reserved seats and nomination fees. The two other major revenue sources for the Club are event-related revenue and commercial operations revenues.

Event-related revenue includes revenue generated through catering and venue hire, whilst commercial revenues comprise the income derived from corporate suites, advertising and commercial relationships with MCC/MCG stakeholders.

Offsetting the key revenues of the Club are major expenditure items such as contributions payable to our key venue hire stakeholders, being the Australian Football League (AFL), AFL clubs and Cricket Australia, as well as the considerable cost of maintaining, upgrading, securing and preserving the MCG.

The Club continues to generate positive cash flows from its operating activities and cash flow management remains an important strategic focus for the Club. The Club's objectives regarding cash flow management include: continued investment in the latest technology programs; commitment to longer-term MCG and Yarra Park capital projects; the ongoing Asset Replacement Program required to keep the MCG as a world-class venue and providing sufficient cash reserves to allow for the repayment of debt.

Significant Changes in the State of Affairs

There have been no significant changes in the Club's state of affairs during the financial year.

Significant Events after the Balance Date

There have been no significant events occurring after balance date, which may affect either the Club's operations or results of those operations or the Club's state of affairs.

Likely Developments and Expected Results

The Committee does not expect any significant changes to the operations of the Club.



COMMITTEE REPORT

Environmental Regulation and Performance

The Club has continued to display its positive commitment to the environment through its continued investment in environmental initiatives, with the MCG now recognised as a leader in sporting venues worldwide for environment sustainability. This is highlighted through the Clubs achievements in winning various awards during the year, including the Green Sports Alliance “Innovative Stadium of the Year” and the Melbourne Awards “Melbourne Corporation of the Year in Sustainability”.

Following the introduction of an onsite organics dehydrator which turns food and turf waste into organic soil food that is helping nourish Yarra Park, the Club was able to process 154 tonnes of organic matter through the dehydrator, which produced 42 tonnes of soil food. Recycling continues to be a key focus, with the patron to waste ratio reducing year on year and, with total waste reducing by 259 tonnes despite attendance being significantly higher during the year.

Security

Given the MCG’s status as an iconic event venue in Australia, the Club has placed high importance upon the management and mitigation of security risk issues. Accordingly, several strategic security management initiatives are ongoing. These measures have enhanced the safety of ground users on event and non-event days. The Committee and Club management will continue to develop, implement and assess security risk reduction strategies.

Safety

The Club provides a strong focus on Occupational Health and Safety at the MCG. This is evidenced by the Club maintaining its Australian Standard 4801 accreditation.

Australian Standard 4801 applies to Committee, staff, contractors and MCG tenants and is continuously under audit and review.

The review of policies and procedures occurs regularly through reporting to the Committee and its Sub-Committees, in addition to management and staff and the Health and Safety Committee.

Indemnification and Insurance of Committee Members

The Club provided and paid premiums for Directors and Officers Liability and Legal Expenses insurance contracts, covering members of the Committee, and the Directors, Executives and Statutory Officers of the Club.

The insurance is in respect of legal liability for damages and legal costs arising from claims made by reason of any omission or acts (other than dishonesty) by them, whilst acting in their individual or collective capacity as members of the Committee or officers of the Club.

The total amount of insurance contract premiums paid during the period was \$64,000 (2018: \$57,000).

Rounding

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$’000) (where rounding is applicable) pursuant to the option available to the Club under ASIC Corporations Instrument 2016/191.

Signed in accordance with a resolution of the Committee.



Michael J. Happell
President



Christian W. Johnston
Treasurer

Melbourne, 3 July 2019

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

Year Ended 31 March 2019	NOTES	CONSOLIDATED	
		2019	2018
		\$000	\$000
Revenue	3(a)	155,155	146,394
Other income	3(b)	10,225	8,982
TOTAL INCOME		165,380	155,376
Arena expenses		(6,512)	(6,260)
Facilities expenses		(14,929)	(13,917)
Commercial Operations expenses		(8,680)	(8,892)
Member contributions to the gate		(17,329)	(15,696)
Membership and Customer Services expenses		(6,217)	(5,253)
Events Administration expenses		(21,685)	(18,260)
Security and Safety expenses		(3,758)	(3,516)
Administration expenses		(16,957)	(14,959)
Depreciation expenses		(37,585)	(37,472)
National Sports Museum Limited ("NSM") expenses		(3,551)	(3,522)
Yarra Park expenses		(3,020)	(2,907)
Finance costs		(8,240)	(15,726)
TOTAL EXPENSES		(148,463)	(146,380)
NET PROFIT		16,917	8,996
OTHER COMPREHENSIVE INCOME		-	-
TOTAL OTHER COMPREHENSIVE INCOME FOR THE PERIOD		-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		16,917	8,996

DISCUSSION AND ANALYSIS CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

TRENDS IN REVENUES & EXPENDITURES

Income

Total consolidated income increased by \$10.004 million, from \$155.376 million in 2018 to \$165.380 million in 2019 (see note 3 for further details). The major items contributing to the increase in consolidated income were:

- Event Related revenue increased by \$4.829 million, predominantly driven by increased crowd attendances throughout the 2019 AFL Season.
- Commercial Operations revenue has increased by \$1.282 million, predominantly due to CPI increases on contractual arrangements and revenue increases in contract renewals.
- Other Revenue has increased by \$2.038 million, due to successful special events held at the Ground, including the WWE, NRL State of Origin, and Bon Jovi and Eminem concerts.
- Contributions from Related Parties has increased by \$2.213 million. This is due to funding received for the operations of Melbourne Cricket Club Sports Limited.

Expenses

Total consolidated expenses increased by \$2.083 million, from \$146.380 million in 2018 to \$148.463 million in 2019. The key movements in material expense categories were:

- Facilities expenses increased by \$1.012 million, predominantly due to increased maintenance and improvement works required at the Ground.
- Member contributions to the gate expense has increased by \$1.633 million, due to increased Member attendance over the 2019 AFL Season. Member contributions relate to contributions payable to the Australia Football League and Cricket Australia for member attendance.
- Events Administration expenditure has increased by \$3.425 million, in line with the increased Event Related revenue above – with stronger crowds driving higher costs.
- Administration expenditure has increased by \$1.998 million due to expenditure incurred by Melbourne Cricket Club Sports Limited, which had its first full year of operation.
- Finance costs have decreased by \$7.486 million; due to prior year break costs incurred from early repayment of debt.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

At 31 March 2019	CONSOLIDATED	
	2019	2018
	\$000	\$000
CURRENT ASSETS		
Cash and cash equivalents	62,402	43,497
Trade and other receivables	40,747	19,334
Other assets	1,679	1,286
TOTAL CURRENT ASSETS	104,828	64,117
NON-CURRENT ASSETS		
Property, plant and equipment		
MCG building improvements	381,176	411,825
Plant and equipment	34,476	22,013
Work in progress	10,845	2,809
Yarra Park assets	12,267	13,278
NSM Collection assets	484	473
Other assets	9,737	-
TOTAL NON-CURRENT ASSETS	448,985	450,398
TOTAL ASSETS	553,813	514,515
CURRENT LIABILITIES		
Trade and other payables	33,334	20,686
Income in advance	35,829	32,279
Interest bearing loans and borrowings	13,702	13,702
Provisions	4,074	3,865
TOTAL CURRENT LIABILITIES	86,939	70,532
NON-CURRENT LIABILITIES		
Income in advance	11,750	5,389
Interest bearing loans and borrowings	110,107	123,809
Provisions	227	279
TOTAL NON-CURRENT LIABILITIES	122,084	129,477
TOTAL LIABILITIES	209,023	200,009
NET ASSETS	344,790	314,506
EQUITY		
Accumulated funds	331,773	314,183
Reserves	13,017	323
TOTAL EQUITY	344,790	314,506



DISCUSSION & ANALYSIS CONSOLIDATED STATEMENT OF FINANCIAL POSITION

CHANGES IN THE COMPOSITION OF ASSETS AND LIABILITIES

Consolidated Net Assets increased from \$314.506 million to \$344.790 million.

Changes in Assets

The major changes were:

Current Assets

- Cash and Cash Equivalents has increased by \$18.905 million, detailed in our Consolidated Statement of Cash Flows.
- Trade and Other Receivables has increased by \$21.413 million, mainly due to a contract renewal with an existing supplier.

Non-Current Assets

- MCG Building Improvements has decreased by \$30.649 million, due to the annual depreciation charges for the MCG asset base.
- Plant and Equipment has increased \$12.463 million, primarily due to the transfer of the Beaumaris Secondary College Sporting Facility from a related party.
- Other Assets has increased by \$9.737 million, as a result of a renewed agreement with one of the Club's major stakeholders.

Changes in Liabilities

The major changes were:

Current Liabilities

- Trade and Other Payables has increased \$11.620 million, as a result of the renewed agreement with one of the Club's major stakeholders.

Non-Current Liabilities

- Interest bearing liabilities has decreased by \$13.702 million, due to scheduled loan repayments.
- Income in Advance has increased by \$6.361 million, a result of an up-front payment from an existing supplier.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

Year Ended 31 March 2019	CONSOLIDATED				
	Accumulated Funds	Asset Revaluation Reserve	Yarra Park Reserve	Contributed Assets Reserve	Total Equity
	\$000	\$000	\$000	\$000	\$000
Balance at 31 March 2017	304,619	26	865	-	305,510
Profit for the year	8,996	-	-	-	8,996
Transfer to Yarra Park reserve	551	-	(551)	-	-
Transfer of amounts for capital expenditure	17	-	(17)	-	-
Other Comprehensive Income for the year	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	9,564	-	(568)	-	8,996
BALANCE AT 31 MARCH 2018	314,183	26	297	-	314,506
Profit for the year	16,917	-	-	-	16,917
Transfer to Yarra Park reserve	673	-	(673)	-	-
Capital contributions	-	-	-	13,367	13,367
Other Comprehensive Income for the year	-	-	-	-	-
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	17,590	-	(673)	13,367	30,284
BALANCE AT 31 MARCH 2019	331,773	26	(376)	13,367	344,790

DISCUSSION AND ANALYSIS - CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

CHANGES IN THE COMPOSITION OF TOTAL EQUITY

Consolidated total equity in the current year increased from \$314.506 million to \$344.790 million.

The major equity movements during the year were:

- The reported net profit of \$16.917 million.
- Contributed Asset Reserves have increased \$13.367 million as a result of the transfer of the Beaumaris Secondary College Sporting Facility from related party.

CONSOLIDATED STATEMENT OF CASH FLOWS

Year Ended 31 March 2019	NOTES	CONSOLIDATED	
		2019	2018
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from members and customers (inclusive of GST)		146,425	139,287
Payments to suppliers and employees (inclusive of GST)		(99,696)	(90,531)
Interest received		1,105	1,194
Interest paid		(8,628)	(15,470)
NET CASH FLOWS FROM OPERATING ACTIVITIES		39,206	34,480
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(15,047)	(7,897)
Contributions relating to MCG contractual arrangements		1,500	2,346
NET CASH FLOWS (USED IN) INVESTING ACTIVITIES		(13,547)	(5,551)
CASH FLOWS FROM FINANCING ACTIVITIES			
Contributions from related party	3(b)	6,948	4,365
Repayments of borrowings		(13,702)	(39,041)
NET CASH FLOWS (USED IN) FINANCING ACTIVITIES		(6,754)	(34,676)
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS		18,905	(5,747)
Cash and Cash equivalents at beginning of the year		43,497	49,244
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		62,402	43,497

DISCUSSION AND ANALYSIS - CONSOLIDATED STATEMENT OF CASH FLOWS

CHANGES IN CASH FLOWS

There was a net increase in consolidated cash holdings during the year totalling \$18.905 million, with the Club reporting a closing cash position of \$62.402 million.

The major changes in cash movements during the year included the following:

- Increased receipts from members and customers of \$7.138 million, mainly driven by increased crowd attendance throughout the 2019 AFL Season, and successful special events occurring during the financial year.
- Increase in payments to suppliers and employees of \$9.165 million, predominantly as a result of renewed agreement with one of the Club's major stakeholders.
- Decrease in Repayment of Borrowings of \$25.339 million, with no early debt repayment occurring in the current financial year.



NOTES TO THE CONCISE FINANCIAL STATEMENTS

31 MARCH 2019

1. Basis of Preparation of Accounts of the Concise Financial Report

The consolidated concise financial report has been prepared in accordance with the requirements of Accounting Standard AASB 1039 *Concise Financial Reports*. The financial report is presented in Australian dollars.

2. Summary of Significant Accounting Policies

(a) Basis of consolidation

The consolidated financial statements are those of the consolidated entity, comprising the Club, the National Sports Museum Limited ("NSM") and Melbourne Cricket Club Sports Limited ("Sports") (controlled entities). The ultimate parent is the Club.

The Club has determined it controls the NSM and Sports. The principal activities of the NSM are the operation of a sports museum at the MCG. Amounts relating to the construction and fit out of NSM are recorded in the Club's financial report as they are considered part of the MCG.

Sports was incorporated during the 2018 financial year to assume management responsibility of the encouragement and promotion of sport. The 12 MCC sporting sections are not consolidated, as these entities are separately managed incorporated associations with independent Committees who have entered into an affiliation agreement with the Club.

In preparing the consolidated financial statements, all intergroup balances and transactions, income and expenses and profit and losses resulting from intra-group transactions have been eliminated in full.

The subsidiary and controlled entities are fully consolidated from the date on which control is transferred and cease to be consolidated from the date on which control is transferred out of the consolidated Group.

The Melbourne Cricket Club Foundation Limited ("Foundation"), a company limited by guarantee, is categorised as a director related entity and is not consolidated into the Club's accounts, on the basis that the Club does not control the Foundation.

(b) Yarra Park

Effective 15 March 2010, the Melbourne Cricket Ground and Yarra Park Amendment Act 2009 ("Yarra Park Amendment Act") appointed the Melbourne Cricket Ground Trust ("MCG Trust") as the Committee of Management for Yarra Park, thereby expanding the functions of the MCG Trust and specifying the management arrangements and the implementation of an improvements plan for Yarra Park.

Under the Yarra Park Amendment Act, the MCG Trust assumed responsibility for car parking arrangements, receiving advice from the Yarra Park Advisory Committee on the operation and management of Yarra Park, and the management of licences and contracts. Further, any money received by or on behalf of the MCG Trust in relation to Yarra Park may only be spent on the operation, management, maintenance and improvement of Yarra Park, and such monies received and spent must be separately accounted for in the financial report.

The Yarra Park Amendment Act allowed the MCG Trust to delegate its functions and responsibilities for Yarra Park to the Club and it has done so via the execution by the MCG Trust, the Club and the relevant Ministers of the State Government of Victoria through a formal *Instrument of Delegation and Second Deed of Amendment to the MCG Management and Indemnity Deed*. These agreements appoint and allow the Club to fulfil all of the responsibilities assigned to the MCG Trust under the Yarra Park Amendment Act as the Reserve Manager of Yarra Park.

The Club has agreed a separate accounting policy with the MCG Trust that details those revenue and expense items that are received or incurred by the Club in the performance of their role as the Reserve Manager of Yarra Park. These amounts are included in the totals in the Statement of Comprehensive Income of the Club.

The net surplus / (deficit) of these identified items is then transferred to a separate reserve as a sub-component of equity so that these amounts can be identified and spent on the operation, management, maintenance and improvement of Yarra Park.

The Club has also recorded a number of Yarra Park plant and equipment assets that were contributed by the MCG Trust for nil consideration.

(c) Significant accounting judgements, estimates and assumptions

Other than the Basis of Consolidation detailed in Note 2(a), the determination of appropriate depreciation periods and the useful life of assets, the Club's accounting policies do not contain significant accounting judgements or significant accounting estimates and assumptions that would have a significant risk of causing a material adjustment to the carrying amounts of certain assets and liabilities within the next annual reporting period.

NOTES TO THE CONCISE FINANCIAL STATEMENTS (CONTINUED)

31 MARCH 2019

	CONSOLIDATED	
	2019	2018
	\$000	\$000
3. INCOME		
(A) REVENUE		
Membership and Customer Services related revenue	59,668	59,214
Event related revenue	39,624	34,795
Commercial Operations revenue	33,633	32,351
NSM revenues	3,950	3,911
Yarra Park revenues	2,327	2,368
AFL revenues	9,527	9,322
Interest income	1,105	1,194
Revenue from sales	617	573
Other revenues	4,704	2,666
	155,155	146,394
(B) OTHER INCOME		
Distribution from the MCG Trust for repayment of debt	4,325	4,365
MCG contractual arrangement contributions	3,052	4,207
State Government of Victoria contribution	225	-
Contributions from related parties	2,623	410
	10,225	8,982
TOTAL INCOME	165,380	155,376

NOTES TO THE CONCISE FINANCIAL STATEMENTS (CONTINUED)

31 MARCH 2019

4. Subsequent Events

There have been no significant events occurring after balance date, which may affect either the Club's operations, or results of those operations, or the Club's state of affairs.

5. Related Party Disclosures

(a) The Committee Members of the Melbourne Cricket Club and Controlled Entities during the financial year were:

Michael J. Happell (appointed President 19 March 2019)	James D. Bennett Clare V. Cannon
Sally G. Macindoe (appointed Vice-President 19 March 2019)	Peter D. King Mark G. Smith
Frederick H. Oldfield (Vice-President)	Michael J. Andrew AO (deceased 23 June 2019)
Karen J. Wood (Vice-President)	Charles T. Sitch (resigned 19 March 2019)
Christian W. Johnston (appointed Treasurer 26 June 2019)	Steven J. Smith (resigned 19 March 2019)
Adrian C. R. Anderson	Annabel J. Brebner (appointed 19 March 2019)
Edward N. Baillieu	Geoffrey I. Roberts (appointed 19 March 2019)

No remuneration was paid to the Committee Members during the year (2018: nil)

(b) The following related party transactions occurred during the financial year:

(i) Transactions with other related parties

a) MCG Trust

The Club is party to a "Deed of Variation of Lease" with the MCG Trust pursuant to which, the Club's existing tenancy of the MCG was extended until 31 October 2057 with an option to extend its lease over the members' reserve for a further 25 years.

Under a separate management agreement with the MCG Trust and the State of Victoria, the Club's role as ground manager of the MCG has also been extended until 31 October 2057.

During the year, the Club paid the MCG Trust \$4.640 million (2018: \$4.539 million) in respect of its lease rental of the MCG.

The MCG Trust distributed \$4.325 million to the Club for the repayment of term loans (2018: \$4.365 million).

From time to time, the Club undertakes transactions on behalf of the MCG Trust. As at year-end, amounts receivable by the Club from the MCG Trust were nil (2018: nil). Any amounts owing to the Club are settled on 30 day terms and are non-interest bearing.

The MCG Trust has delegated its functions and responsibilities for the management of Yarra Park to the Club. It has done so via the execution by the MCG Trust, the Club and the relevant State Government of Victoria Ministers through a formal *Instrument of Delegation and Second Deed of Amendment to the MCG Management and Indemnity Deed*. These agreements appoint and allow the Club to fulfil all of the responsibilities assigned to the MCG Trust under the Yarra Park

Amendment Act as the Reserve Manager of Yarra Park.

b) National Sports Museum Limited

From time to time, the Club undertakes transactions on behalf of NSM. As at year-end, amounts receivable by the Club from NSM were \$0.313 million (2018: \$0.095 million). Amounts payable by the Club to NSM were nil (2018: nil). Any amounts owing between the Club and NSM are settled on 30 day terms and are non-interest bearing. These amounts are eliminated in the consolidated financial report.

c) Melbourne Cricket Club Sports Limited

From time to time, the Club undertakes transactions on behalf of Melbourne Cricket Club Sports Limited. As at year-end, amounts receivable by the Club from Sports were nil (2018: nil). Amounts payable by the Club to Sports were nil (2018: nil). Any amounts owing between the Club and Sports are settled on 30 day terms and are non-interest bearing. These amounts are eliminated in the consolidated financial report.

d) Other

Key management personnel are determined to be the Chief Executive Officer, General Managers and Executive Managers of the Club. During the year, a total annual remuneration of \$3,678,485 (2018: \$3,578,872) was paid to these personnel for the services provided to the Club.

(ii) Transactions with director-related entities

The Foundation is a director related entity of the Club.

During the year, the Club remitted to the Foundation \$12.503 million (2018: \$9.502 million) pursuant with the provisions of the amended Indemnity Deed between the MCG Trust and the Club, for the purposes of promoting and encouraging sport and managing the MCC Museum and Library.

From time to time, the Club undertakes transactions on behalf of the Foundation. As at year-end, amounts receivable by the Club from the Foundation were \$0.247 million (2018: \$0.282 million). Amounts payable by the Club to the Foundation were \$0.327 million (2018: \$0.050 million). Amounts receivable by NSM from the Foundation at year end were nil (2018: nil). Amounts payable by the Foundation to NSM at year end were nil (2018: nil). Amounts receivable by Sports from the Foundation at year end were nil (2018: \$0.413 million). Amounts payable by Sports to the Foundation at year end were \$0.092 million (2018: \$0.413 million).

During the year, sporting facility assets were transferred from the Foundation to Sports at a value of \$13.367 million, which represents the book value of the assets at the time of transfer.

A number of the Club's Committee members held directorships with other entities during the current year. Names of Committee members and details of the relevant director related entities entering into business transactions with the Club on normal commercial terms and conditions during the year were:

Mr Christian W. Johnston

- Director of Goldman Sachs Australia Pty Ltd

These Committee members did not participate in decisions to enter into business transactions with the Club.


STATEMENT BY THE COMMITTEE

In accordance with a resolution of the Committee of the Melbourne Cricket Club, we state that:

In the opinion of the Committee members:

- (a) the concise financial report of the consolidated entity for the year ended 31 March 2019 is in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*; and
- (b) the financial statements and specific disclosures included in this concise report have been derived from the full financial report for the year ended 31 March 2019.

On behalf of the Committee



Michael J. Happell
President



Christian W. Johnston
Treasurer

Melbourne, 3 July 2019

31 MARCH 2019

Independent auditor's report to the members of the Melbourne Cricket Club.

REPORT ON THE CONCISE FINANCIAL REPORT

Opinion.

We report on the *Concise Financial Report* of the Melbourne Cricket Club and its controlled entities (the *Club*) as at and for the year ended 31 March 2019. The Concise Financial Report is derived from the audited financial report of the *Club* (the Audited Financial Report).

In our opinion, the accompanying Financial Report of the Melbourne Cricket Club is consistent, in all material respects, with the Audited Financial Report, in accordance with the basis of preparation described in Note 1 to the Concise Financial Report

The *Concise Financial Report* comprise:

- Consolidated statement of financial position as at 31 March 2019;
- Consolidated statement of comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended; and
- Related notes.

The Concise Financial Report is contained in the *MCC Annual Report* on pages 21 to 34.

The *Club* consists of the Melbourne Cricket Club and the entities it controlled at the year-end or from time to time during the financial year.

Scope of the concise financial report.

The Concise Financial Report does not contain all the disclosures required by the *Australian Accounting Standards – Reduced Disclosure Requirements* applied in the preparation of the Audited Financial Report. Reading the Concise Financial Report and this Auditor's Report thereon, therefore, is not a substitute for reading the Audited Financial Report and our auditor's report thereon.

The Concise Financial Report and the Audited Financial Report do not reflect the effects of events that occurred subsequent to the date of our auditor's report on the Audited Financial Report

The audited financial report and our auditor's report thereon.

We expressed an unmodified audit opinion on the Audited Financial Report in our auditor's report dated 3 July 2019.

Emphasis of matter – basis of preparation and restriction on use.

We draw attention to Note 1 to the Concise Financial Report, which describes the basis of preparation.

The Concise Financial Report has been prepared for the members of the Melbourne Cricket Club to provide a summary of a financial results of the Club for the year ended 31 March 2019. As a result, the Concise Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

This Auditor's Report is intended solely for the members of the

Melbourne Cricket Club and should not be used by parties other than the members of the Melbourne Cricket Club. We disclaim any assumption of responsibility for any reliance on this Auditor's Report, or on the Concise Financial Report to which it relates, to any person other than the members of the Melbourne Cricket Club or for any other purpose than that for which it was prepared.

Other information.

Other Information is financial and non-financial information in the Melbourne Cricket Club's MCC Annual Report which is provided in addition to the Concise Financial Report and the Auditor's Report.

The Committee is responsible for the Other Information.

Our opinion on the Concise Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Concise Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Concise Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibility of the committee for the concise financial report.

The Committee are responsible for the preparation of the Concise Financial Report in accordance with the basis of preparation described in Note 1 to the Concise Financial Report, including their derivation from the Audited Financial Report of the Club as at and for the year ended 31 March 2019.

Auditor's responsibility for the concise financial report.

Our responsibility is to express an opinion on whether the Concise Financial Report is consistent, in all material respects, with the Audited Financial Report based on our procedures, which were conducted in accordance with Australian Auditing Standard ASA 810 Engagements to Report on Summary Financial Statements.



KPMG



B W Szentirmay
Partner

Melbourne
3 July 2019

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