



RICHMOND
EST 1885

2016

CONCISE FINANCIAL REPORT

ACN 005 563 011

**A STRONG & BOLD
PREMIERSHIP CLUB**

AWARE. DISCIPLINED. RELENTLESS. UNITED.



TABLE OF CONTENTS

President's Report	3
Finance Report	5
Directors' Report	7
Concise Financial Report	
Statement of Comprehensive Income	15
Statement of Financial Position	16
Statement of Changes in Equity	17
Statement of Cash Flow	18
Notes to Financial Statements	19
Directors' Declaration	20
Independent Auditor's Report	21

Relationship of the Concise Financial Report to the Full Financial Report

The concise financial report is an extract from the full financial report for the year ended 31 October 2016. The financial statements and specific disclosures included in the concise financial report have been derived from the full financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of Richmond Football Club as the full financial report. Further financial information can be obtained from the full financial report.

The full financial report and auditor's report will be sent to members on request, free of charge. Please email sgordon@richmondfc.com.au and a copy will be forwarded to you.



PRESIDENT'S REPORT

The 2016 season was a challenging one for the Richmond Football Club.

On-field our performance did not match anyone's expectation. Consequently, a thorough review of football operations was undertaken and, as has been shared with members and supporters, significant change has been made as a result of that review.

Off-field the Club will report a deficit of \$80,257 for the financial year ended 31 October.

The Club generated an operating surplus of \$1.2 million but after amortisation and depreciation, a small loss will be reported.

The Club generated revenue of \$47.5 million, an increase of \$825,000 year-on-year.

On-field performance saw match day attendances drop 14.6% across the season and this had a significant impact on the final result, as did bad debts related to two club sponsors which totalled more than \$300,000.

Despite recording a loss for the first time in more than a decade, members can be assured the Club remains in a sound financial position. We remain debt free, have cash reserves of more than \$2 million and a strong net asset position of \$24.1 million.

I can guarantee members that our hard-earned financial stability will never be taken for granted. The Board will continue to carefully manage finances while looking for opportunities to grow and diversify the Club's revenue base to enable us to continue investing in our core business of football.

With this in mind, the Board made significant decisions this year to establish Aligned Leisure and the Richmond Institute of Sports Leadership. These were well-considered business decisions that will help underpin our financial stability long-term.

I am also pleased to say that while football is our core business, and always our number one priority, we continue to invest in the community. Our charity partnership with the Alannah and Madeline Foundation, and our work with Indigenous youth in the Korin Gamadji Institute (which includes our partnership with the Melbourne Indigenous Transition School) are industry leading. I know that members and supporters are proud of the Club's sincere contribution to the community.

2016 Highlights

- Sixth consecutive record membership 72,410 (AFL 3rd)
- Home and away TV audience in excess of 15 million (AFL 4th)
- Home and away match day crowds in excess of 900,000 (AFL 2nd)



Appreciation

- As always, members are the key to our financial stability. We thank all of you for your loyalty. Everyone at the Club appreciates your enormous contribution and we will continue to work hard to deliver what we all want – premiership glory.
- Thank you to our joint major partners Jeep and Bingle – we look forward to working with you into the future and your support is greatly appreciated.
- Thanks also to our Platinum and Gold partners BLK, Hostplus, Décor, AG Coombs and AGL.
- The Club has wonderful Coterie support – thanks to our Coaches Coterie, Jack's Club, Legends Club, Richmond Executive, Inner Sanctum, 3121 and Player Sponsors.
- Our cheer squad does an outstanding job and we also acknowledge the hard work of our other supporter groups around the country as well as the Tommy Hafey Club, the Former Players and Officials Association and Club 80.
- Thank you to the many volunteers who help with the operations of the Club. We appreciate the countless hours you devote to making our Club a success.
- And finally thanks to my fellow Board members, CEO Brendon Gale, management, staff, coaches and players.

There is a real sense of renewal and enthusiasm around the Club and we look forward to delivering improved on-field performance in 2017.

I would also like to take this opportunity to wish all our members and supporters an enjoyable and safe holiday season and look forward to seeing you in 2017.

A handwritten signature in black ink, appearing to read 'Peggy O'Neal'.

Peggy O'Neal



FINANCE REPORT

On behalf of the board and management I have great pleasure in presenting the financial report of the Club for the year ended 31 October 2016.

Financial Results

The Club has reported an overall net loss of \$80,257 for the year ended 31 October 2016 (2015: \$458,586 surplus). As is highlighted in the financial statements, whilst the Club reports an overall net loss for the period, the AFL's key financial measure amongst all Clubs, operating result prior to depreciation and amortisation (\$1,280,610), shows that the club records an operating surplus of \$1,200,353 (2015 : \$1,909,076).

Whilst the Club has recorded an operating surplus prior to depreciation and amortisation, the net loss of \$80,257, ends a run of 11 consecutive net profits for the Club, which the board and management are extremely disappointed with. However, I am pleased to advise that despite reporting a net accounting loss, our cash balance continues to be strong at \$4,511,520, and has increased by \$130,743 from 2015. The Directors most important balance sheet measure, free cash (accounts for short term liabilities) reflects a \$1.839 million surplus, and the Club continues to remain free of any external debt, indicating a very strong financial position.

Our disappointing on-field performance adversely impacted on revenues during the second half of our financial year. Attendances were down 15% on the 2016 season and our revenue generated from sponsorship, fundraising, and the corporate sector reduced significantly in 2016. This reduction was further compounded by two commercial partners being unable to pay their sponsorship contributions when due.

In an attempt to strengthen the financial position of the Club going forward, our health and fitness business was formally launched in 2016. As previously communicated to members and supporters, on 1 July 2016 we commenced management of the Cardinia Shire's health and fitness centres. In the four months to 31 October 2016, the operation has met financial and logistical expectations. Furthermore, the venture has provided further links with the community, assisting with further growth in membership numbers. The board and management are excited about the opportunity to expand and grow this non-football part of our business in the short, medium and long term.

Financial Position

In an environment where debt levels across the AFL clubs continues to remain high, the Club remains debt free and holds significant cash reserves.

As at 31 October 2016:

- The Club has a net asset position of \$24,091,071 (2015: \$24,171,328). In 2005 our financial statements reflected a net asset deficiency of \$704,000. This represents a significant improvement in the Club's financial standing. The board remains resolute in continuing to build a liquid asset base and to forever protect the Club from entering into an operating debt position in the future, an ambitious but critical issue given our past.



- It is also important to note that our short term payables and creditors continue to be covered by our liquid assets such as cash and receivables, demonstrating that our working capital management is strong.

I would like to acknowledge the dedication of our finance team comprising Michael Stahl, Shannon Gordon, Hayley Bell, Angela Booth, Dom La Fontaine, Wendy Plowman and Alexa Ward who continue to uphold the highest of standards in the operation of a financial function. I would also like to acknowledge the selflessness of Tina De Young, Nichola Buchanan, Luke Littlefield and Ian Lancaster who continue to dedicate significant time in making an outstanding contribution to our finance, audit and risk functions.

To John O'Donaghue, Rob Baddeley and the PwC team, thank you for again providing us with outstanding services and guidance on the complexities of Accounting Standards and Corporations Act requirements. We value the contribution and honesty that PwC brings to our organisation.

Finally, I would like to thank everyone who continues to contribute to our Club through membership, merchandise, sponsorships, donations, coterie packages, and corporate hospitality offerings. We look forward to continuing the journey together as we strive to make further advancements on and off the field.

A handwritten signature in black ink, appearing to read 'Rob Dalton'.

Rob Dalton
Financial Director



RICHMOND FOOTBALL CLUB FOR THE YEAR ENDED 31 OCTOBER 2016

DIRECTORS' REPORT

The Directors present their report on the Richmond Football Club ("the Company") for the year ended 31 October 2016.

1. DIRECTORS

The names and details of the Company's Directors in office during all or part of the financial year of this report are as follows.

PEGGY O'NEAL

PRESIDENT

Peggy was appointed President of the Richmond Football Club in October 2013, having served on the board since November 2005.

Peggy is a consultant to Lander & Rogers and has specialised in superannuation and financial services law for more than 20 years. She was a partner at Herbert Smith Freehills until July 2009.

In August 2014 Peggy was appointed to chair the Victorian Minister for Sport's year-long Inquiry into Women and Girls in Sport and Active Recreation.

Peggy is presently a non-executive director on the board of Commonwealth Superannuation Corporation as well as three subsidiaries of National Australia Bank. In the not-for-profit sector, she is on the board of Women's Housing, on the investment advisory panel of Home for Homes (an initiative of the Big Issue) and an ambassador for micro-finance organisation, Opportunity International.

In September 2014 Peggy was named as one of the Financial Review/Westpac 100 Women of Influence and as one of the Women's Weekly 50 Most Powerful Women in Australia.

Peggy became a Life Member of the Club in 2015.

Qualifications

Bachelor of Arts
Juris Doctor
Fellow of the Australian Institute of Company Directors

Tenure

Director for 11 years
President for 3 years

Other Responsibilities

Member of all board committees



MAURICE O'SHANNASSY

VICE PRESIDENT

Maurice was appointed to the board in December 2004.

Maurice has previously worked in the Australian Commonwealth Treasury and for BlackRock Investment Management (and its antecedents), where he held a number of positions in Europe and Asia, and finally as Managing Director of BlackRock Investment Management (Australia) Ltd.

Maurice is currently the Chairman of a financial services company, a bio-tech company, and sits on a number of other company boards in the for profit and not-for-profit sectors. He is also writing a book on the global monetary system.

Maurice became a Life Member of the Club in 2014.

Qualifications	Bachelor of Science
Tenure	Director for 12 years Vice President for 11 years
Other Responsibilities	Chair of Risk, Compliance & Integrity Committee

REX CHADWICK

DIRECTOR

Rex was appointed to the board in December 2009.

Rex is a graduate of RMIT where he completed a Diploma of Advertising. He worked in advertising for many years culminating as Managing Director of a leading agency in Asia. His career in advertising provides a strong background in advertising and marketing.

Rex is now Managing Director of Chadwick Merchandising Services Pty Ltd.

Qualifications	Diploma of Advertising
Tenure	Director for 7 years
Other Responsibilities	Member of History and Tradition Committee



ROB DALTON

DIRECTOR

Rob was appointed to the board in November 2004.

Rob is a Senior Audit Partner at Ernst & Young Chartered Accountants, a position he has held for 23 years. Rob is Chairman of Hockey Victoria as well as a member of the Australian Sports Commission's Finance, Audit and Risk Committee. He also holds a number of other board positions in not-for-profit organisations, including Monash University.

Rob became a Life Member of the Club in 2014.

Qualifications	Bachelor of Business (Accounting) Fellow of CPA Australia Chartered Accountant
Tenure	Director for 12 years
Other Responsibilities	Chair of Finance Committee Member of Audit Committee Member of Nominations Committee Member of Risk, Compliance & Integrity Committee Chair of Aligned Leisure

EMMETT DUNNE

DIRECTOR

Emmett was appointed to the board in September 2016.

Emmett was recruited to the Richmond Football Club as a 15 year old from its metropolitan zone. He played in premiership sides in the under 19s and reserves competitions, and was a member of the 1980 premiership team. After his playing career, he continued his involvement in football in various coaching positions and as a member of the VFL/AFL Tribunal for 20 years, until his appointment to the Club's board.

Emmett served in the Victoria Police for more than 39 years and retired in 2015 at the rank of Assistant Commissioner. During a varied policing career, he performed many roles including as the head of the Professional Standards Command and of the Eastern Region of Victoria, when he lead more than 4,500 staff.

Emmett is also on the board of Greyhound Racing Victoria.

Emmett became a Life Member of the Club in 1989.

Qualifications	Graduate Diploma of Business Management Diploma of Training and Assessment Systems
Tenure	Director for 2 months
Other Responsibilities	Chair of the History & Tradition Committee Member of the Governance Committee



TONY FREE

DIRECTOR

Tony was appointed to the board in June 2008.

Tony is a Life Member and former captain of the Richmond Football Club, and is also a dual Jack Dyer medallist and state representative.

Post his AFL career, Tony provided commercial representation to some of Australia's leading sporting talent in his role as General Manager, Athlete Representation for Octagon Worldwide.

Tony is currently employed as General Manager of Sales and Marketing at Egg Marketing Australia.

Tenure	Director for 9 years
Other Responsibilities	Member of Finance Committee Member of History & Tradition Committee

BRENDON GALE

EXECUTIVE DIRECTOR

Brendon was appointed as CEO of the Club in August 2009, and as Executive Director in December 2015.

Brendon practiced law with a leading Australian commercial law firm, prior to acting as a sporting administrator as CEO of the AFL Players Association.

Brendon is a Graduate of the Australian Institute of Company Directors, and served on the board of the Victorian Human Rights and Equal Opportunity Commission from 2009 to 2013. He is also an owner and director of several businesses in the hospitality and leisure sector.

Brendon played 244 AFL games with the Club from 1990 to 2001 and was awarded Life Membership in 2000.

Qualifications	Master of Arts Bachelor of Laws Graduate Australian Institute of Company Directors
Tenure	Director for 1 year
Other Responsibilities	Member of all board committees Director of Aligned Leisure

JOHN MATTHIES

DIRECTOR

John was appointed to the board in January 2004, and resigned 29 August 2016.

John is a lawyer as well as Chairman and Managing Director of Australian Aged Care Group Pty Ltd. Following the merger of his legal firm John Matthies & Co in 2011, he became a consultant to the legal firm of Aitken Partners. He is now a director of companies involved in the finance industry and agriculture.

Other Responsibilities	Former Chair of History & Tradition Committee Former Member of Governance Committee
------------------------	----------------------------------------------------------------------------------------



JOHN O'ROURKE

DIRECTOR

John was appointed to the board in November 2015.

John is the founder and Chairman of Plenary Group, a developer, investor and manager of infrastructure projects with businesses in Australia, Canada and the United States. Prior to establishing Plenary Group in 2004, John worked in investment banking with ABN AMRO and BZW Australia, and prior to that held corporate finance positions with Coles Myer Ltd and Caterpillar Inc.

John is also a Director and Honorary Treasurer of the Victoria Racing Club.

Tenure	Director for 1 year
Other Responsibilities	Chair of Nominations Committee
	Member of Finance Committee
	Director of Aligned Leisure

KERRY RYAN

DIRECTOR

Kerry was appointed to the board in October 2013.

Kerry is an experienced non-executive director across a range of industries and organisations, including listed and non-listed companies, not-for-profit, government and membership organisations. She currently serves on the boards of ASX listed Retail Food Group and CPA Australia, and is an advisory board member of Lexvoco.

Kerry is a former commercial partner of international law firm, Norton Rose Fulbright. Her professional experience also includes working across cultures and on-the-ground experience in a number of Asian countries.

Qualifications	Bachelor of Laws
	Bachelor of Arts
	Fellow of the Australian Institute of Company Directors
Tenure	Director for 3 years
Other Responsibilities	Member of Governance Committee
	Member of Nominations Committee
	Member of Risk, Compliance & Integrity Committee
	Director of Aligned Leisure



MALCOLM SPEED AO

DIRECTOR

Malcolm was appointed to the board in October 2011.

Malcolm is a former barrister and sports administrator. He was CEO of Cricket Australia (1997-2001) and the International Cricket Council (2001-2008), as well as holding senior positions in basketball during the 1980s and 1990s. In September 2014 he was appointed President of Cycling Australia.

Malcolm is now occupied in a range of sport-related activities as a university lecturer, consultant, and company director where his appointments include Golf Australia, Sports Environment Alliance and the Coalition of Major Professional and Participation Sports.

Qualifications	Bachelor of Laws
Tenure	Director for 5 years
Other Responsibilities	Chair of Governance Committee Member of Finance Committee

2. PRINCIPAL ACTIVITIES

The principal continuing activity during the year of the Company was the playing and promotion of Australian Rules Football. There has been no significant change in the nature of these activities during the financial year.

3. FINANCIAL RESULTS

The net loss of the Company for the year ended 31 October 2016 was \$80,257 (2015: profit \$458,586).

No provision for income tax was necessary, as the Company is an exempt sporting organisation in accordance with section 50-45 of the Income Tax Assessment Act 1997.

4. DIVIDENDS

The Constitution of the Company specifically prohibits the payment of any dividends to members.

5. REVIEW OF OPERATIONS

An outline of the key events and their impact on the Company's operations during 2016 is set out in the President and Finance reports.

6. MATTERS ARISING SUBSEQUENT TO YEAR END

No matter or circumstance has arisen since 31 October 2016 that has significantly affected, or may significantly affect:

- (a) the Company's operations in future financial years;
- (b) the results of those operations in future financial years; or
- (c) the Company's state of affairs in future financial years.



7. LIKELY DEVELOPMENTS AND EXPECTED RESULTS

Further information on likely developments in the operations of the Company and the expected results of operations have not been included in this annual financial report because the Directors believe it would be likely to result in unreasonable prejudice to the Company.

8. ENVIRONMENTAL REGULATION

The Company has assessed whether there are any particular or significant environmental regulations which apply to it and has determined that there are none.

9. INDEMNIFICATION AND INSURANCE OF DIRECTORS

The Company entered into insurance arrangements concerning all the Directors of the Company. The Company paid insurance premiums of \$8,891 in respect of a contract insuring each of the Directors against liabilities and expenses arising as a result of performing their duties to the extent permitted by law.

10. PROCEEDINGS ON BEHALF OF THE COMPANY

No person has applied to a court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the Company, or to intervene in any proceedings to which the Company is a party, for the purpose of taking responsibility on behalf of the Company for all or part of those proceedings.

11. BOARD MEETINGS

The number of board meetings convened and attended by each Director during the financial year were as follows:

	Meetings convened whilst in position of Director	Meetings attended
Peggy O'Neal	11	11
Maurice O'Shannassy	11	10
Rex Chadwick	11	10
Rob Dalton	11	11
Emmett Dunne (appointed 01/09/16)	2	2
Tony Free	11	11
Brendon Gale (appointed 09/12/15)	10	10
John Matthies (resigned 29/08/16)	9	9
John O'Rourke (appointed 23/11/15)	10	10
Kerry Ryan	11	10
Malcolm Speed	11	10



12. COMMITTEE MEMBERSHIP

At the date of this report, the Company has the following standing committees: Audit; Finance; Governance; History & Tradition; Nominations; and Risk, Compliance & Integrity.

13. AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration in relation to the audit for the financial year is provided with this report.

14. AUDITOR

PricewaterhouseCoopers continues in office in accordance with section 327 of the *Corporations Act 2001*.

Signed in Melbourne in accordance with a resolution of the Board of Directors.

A handwritten signature in black ink, appearing to read 'Peggy O'Neal'.

Peggy O'Neal
Director and President

A handwritten signature in black ink, appearing to read 'Rob Dalton'.

Rob Dalton
Director

Dated this 15th day of November 2016



STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 OCTOBER 2016

	Notes	2016 \$	2015 \$
INCOME			
Revenue from continuing activities	5	47,538,233	46,706,020
		47,538,233	46,706,020
EXPENSES			
Football operations		(22,794,109)	(22,365,779)
Gaming and hospitality		(6,241,029)	(6,122,552)
Sponsorship, fundraising and corporate products		(4,757,274)	(5,523,657)
Consumer products		(4,423,633)	(4,580,351)
Finance and administration		(3,234,299)	(3,614,869)
Health, fitness and community groups		(2,917,060)	(933,794)
Facilities and maintenance		(1,709,818)	(1,667,588)
Media, marketing and communications		(1,541,268)	(1,438,844)
		(47,618,490)	(46,247,434)
PROFIT / (LOSS)		(80,257)	458,586
Other comprehensive income		-	-
TOTAL COMPREHENSIVE INCOME		(80,257)	458,586

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.



STATEMENT OF FINANCIAL POSITION AS AT 31 OCTOBER 2016

	2016 \$	2015 \$
CURRENT ASSETS		
Cash and cash equivalents	4,511,520	4,380,777
Trade and other receivables	690,147	434,691
Prepayments	299,277	525,353
Inventories	244,234	156,892
TOTAL CURRENT ASSETS	5,745,178	5,497,713
NON CURRENT ASSETS		
Property, plant and equipment	22,726,055	23,071,652
Intangible assets	1,050,090	1,231,562
TOTAL NON CURRENT ASSETS	23,776,145	24,303,214
TOTAL ASSETS	29,521,323	29,800,927
CURRENT LIABILITIES		
Trade and other payables	2,612,186	3,013,179
Provisions	1,660,437	1,576,892
Income received in advance	1,049,656	716,738
TOTAL CURRENT LIABILITIES	5,322,279	5,306,809
NON CURRENT LIABILITIES		
Trade and other payables	-	293,440
Provisions	107,973	29,350
TOTAL NON CURRENT LIABILITIES	107,973	322,790
TOTAL LIABILITIES	5,430,252	5,629,599
NET ASSETS	24,091,071	24,171,328
EQUITY		
Retained profits	24,091,071	24,171,328
TOTAL EQUITY	24,091,071	24,171,328

The above Statement of Financial Position should be read in conjunction with the accompanying notes.



STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 OCTOBER 2016

	2016 \$	2015 \$
Total equity at the beginning of the year	24,171,328	23,712,742
Profit / (loss) for the year	(80,257)	458,586
Other comprehensive income	-	-
Total comprehensive income for the year	<u>(80,257)</u>	<u>458,586</u>
Total equity at the end of the year	<u>24,091,071</u>	<u>24,171,328</u>

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.



STATEMENT OF CASH FLOW FOR THE YEAR ENDED 31 OCTOBER 2016

	2016 \$	2015 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	51,619,323	49,877,697
Interest received	109,741	132,293
Payments to suppliers	(23,339,359)	(23,420,453)
Payments to employees	(27,174,404)	(24,728,613)
NET CASH FLOW FROM OPERATING ACTIVITIES	1,215,301	1,860,924
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant and equipment	(786,250)	(1,037,805)
Payments for gaming licences	(298,308)	(298,308)
NET CASH FLOW FROM INVESTING ACTIVITIES	(1,084,558)	(1,336,113)
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from commercial bills	-	-
Repayment of commercial bills	-	-
NET CASH FLOW FROM FINANCING ACTIVITIES	-	-
NET INCREASE IN CASH HELD	130,743	524,811
Cash at the beginning of the financial year	4,380,777	3,855,966
CASH AND CASH EQUIVALENTS AT THE END OF THE FINANCIAL YEAR	4,511,520	4,380,777

The above Statement of Cash Flow should be read in conjunction with the accompanying notes.



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2016

The concise financial report relates to the Richmond Football Club at the end of, and during, the year ended 31 October 2016. The accounting policies adopted have been consistently applied to all years presented, unless otherwise stated.

Richmond Football Club is a company limited by guarantee that is incorporated and domiciled in Australia. Members of the Club guarantee its liabilities to the extent of \$50 each. The Company holds a licence to play in the Australian Football League.

1. Presentation currency

The presentation currency used in this concise financial report is Australian dollars.

2. Segment information

The Company operates in the sporting and leisure industry in Australia and its predominant activity is to field a football team in the Australian Football League.

3. Dividends

The Articles of Association specifically prohibits the payment of any dividends to any members.

4. Income tax

Income tax has not been provided for in the accounts as the Company is an exempt sporting organisation in accordance with Section 50-45 of the *Income Tax Assessment Act 1997*.

5. Revenue

	2016 \$	2015 \$
Revenue from continuing activities		
AFL distributions and prize money	10,478,488	10,515,840
Gaming and hospitality	7,217,846	6,984,755
Stadium contributions and consumer products	16,609,164	16,364,591
Health, fitness and community groups	2,473,589	53,921
Sponsorship, fundraising and corporate products	10,575,059	12,533,527
Interest	109,741	106,700
Other	74,346	146,686
Total revenue from operating activities	47,538,233	46,706,020



6. Events occurring after the balance sheet date

No matter or circumstance has arisen since 31 October 2016 that has significantly affected, or may significantly affect:

- (a) the Company's operations in future financial years;
- (b) the results of those operations in future financial years; or
- (c) the Company's state of affairs in future financial years.

Directors' Declaration

The Directors declare that in their opinion, the concise financial report of the Company for the year ended 31 October 2016 as set out on pages 15 to 20 complies with Accounting Standard AASB 1039: Concise Financial Reports.

The concise financial report is an extract from the full financial report for the year ended 31 October 2016. The financial statements and specific disclosures included in the concise financial report have been derived from the full financial report.

The concise financial report cannot be expected to provide as full an understanding of the financial performance, financial position and financing and investing activities of the Company as the full financial report, which is available on request.

This declaration is made in accordance with a resolution of the Directors.

Peggy O'Neal
Director and President

Rob Dalton
Director

Melbourne
15 November 2016



Independent auditor's report to the members of Richmond Football Club

Report on the concise financial report

We have audited the accompanying concise financial report of the Richmond Football Club (the company) which comprises the balance sheet as at 31 October 2016, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and related notes derived from the audited financial report of the company for the year ended 31 October 2016 for both the Richmond Football club and the Richmond Football Club Group (the consolidated entity). The concise financial report does not contain all the disclosures required by the Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Directors' responsibility for the concise financial report

The directors are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports* and the Corporations Act 2001, and for such internal control as the directors determine is necessary to enable the preparation of the concise financial report.

Auditor's responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of the company for the year ended 31 October 2016. We expressed an unmodified audit opinion on that financial report in our report dated 15 November 2016. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

Our procedures include testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with AASB 1039.

PricewaterhouseCoopers, ABN 52 780 433 757

Freshwater Place, 2 Southbank Boulevard, SOUTHBANK VIC 3006, GPO Box 1331, MELBOURNE VIC 3001
T: 61 3 8603 1000, F: 61 3 8603 1999, www.pwc.com.au

Liability limited by a scheme approved under Professional Standards Legislation.



We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

Auditor's opinion

In our opinion, the concise financial report of Richmond Football Club for the year ended 31 October 2016 complies with Australian Accounting Standard AASB 1039 *Concise Financial Reports*.

A stylized, handwritten signature of PricewaterhouseCoopers.

PricewaterhouseCoopers

A handwritten signature of John O'Donoghue.

John O'Donoghue
Partner

15 November 2016