



**WESTERN  
BULLDOGS**



**2019  
FINANCIAL  
REPORT**





**Footscray Football Club Limited  
trading as Western Bulldogs  
and controlled entity**

ABN 68 005 226 595

Consolidated Financial Report

For the year ended 31 October 2019

This page has been left blank intentionally.



## TABLE OF CONTENTS

Directors' report	4 – 15
Auditor's independence declaration	16
Financial report	
Consolidated statement of comprehensive income	17
Consolidated statement of financial position	18
Consolidated statement of changes in equity	19
Consolidated statement of cash flows	20
Notes to financial statements	21– 40
Directors' declaration	41
Independent auditor's report	42 – 44



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Club Financial Performance**

In 2019, the Western Bulldogs reported a total profit for the year of \$2,980,693.

Since 2018, redevelopment activities at the VU Whitten Oval precinct have been separately identified in the financial report due to significant grants the club has obtained and/or planned for.

As the Club's redevelopment activities continue into 2019 and future years, the Club's financial report will continue to separately identify revenue and expenses arising from the redevelopment project.

In 2019, the net profit from redevelopment activities was \$1,713,326 mainly driven by receipt of government grant instalments during the year. Revenues from these grants have or will be applied towards capital works at the VU Whitten Oval precinct.

After deduction of the net profit from redevelopment activities of the club in 2019 (\$1,713,326;) the operating profit of the club in 2019 was \$1,267,367.

This is the Club's sixth consecutive year of total profits and its fourth consecutive year of total profits in excess of \$1 million.

The below table reconciles the Club's profit result:

Total Profit for the year	\$2,980,693
Less: Redevelopment activities	(\$1,713,326)
Club profit for the year	\$1,267,367
Profit from discontinued gaming operations	\$1,430,579
Loss from continuing operations	(\$163,212)
- Less one-off expenses related to the divestment of gaming operations	\$174,016
Normalised profit for the year from continuing Club operations	\$10,804

**Football**

Of the Club's four teams, three made the finals in 2019. Our AFL team made a strong finish to the season returning to finals action before bowing out in an interstate elimination final. In its inaugural season, our VFLW team put in an extraordinary performance, making it through to the grand final and maintaining competitiveness right through until the last quarter. Our VFL team under new coach Daniel Giansiracusa, also performed creditably to make finals.

It was a year of transition for our AFLW team and since the last game there has been considerable turnover both of the playing list and coaching ranks. The Club welcomed a new senior coach of AFLW, Nathan Burke to our club and has managed its list transition to go into the new season with a group of young and highly talented footballers.

Marcus Bontempelli won his third Charles Sutton Medal, with Josh Dunkley and Jackson Macrae finishing second and third respectively. The award capped off a wonderful season for Marcus following earning his second All-Australian and being awarded the 2019 AFL Coaches Association Leigh Mathews medal. Incredibly, Marcus' achievements come after completing only his sixth year with the Club.

During the home and away season, Players Tom Boyd, Dale Morris and Liam Picken announced their retirement from the game. Fletcher Roberts and Lucas Webb also departed following end of year list decisions. All players provided terrific service to our Club during their time with us, with Tom, Liam, Dale and Fletcher also playing enormous roles in our 2016 finals series and eventual Grand Final win.

We wish all of our departing players all the very best with their futures, including Dale Morris who has transitioned into our AFL program coaching group for 2020.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Football (continued)**

Josh Bruce from St Kilda and Alex Keath from Adelaide joined the Club during the 2019 Trade Period and we believe both will play important roles in our team over the coming years. We welcome both Josh and Alex.

Anthony Scott capped off a terrific VFL season by winning our VFL Best and Fairest following his first season with the Club. Our coach Daniel Giansiracusa and his support team will again play an important role in preparing and developing both our AFL and VFL listed players for the future.

Monique Conti won our AFLW Best and Fairest, with captain Ellie Blackburn second and Aisling Utri third.

Ellie Gavalas was awarded our inaugural 2019 VFLW Best and Fairest. In a great sign of the success of our program, Ellie was drafted to North Melbourne at the 2019 AFLW National Draft.

Focussed investment in our men's and women's football programs and activities throughout 2019 totalled a record \$25.89m million for the year, with the Club budgeting to further increase investment in 2020.

**Marketing and Fan Engagement**

The Club drove significant increases across its total database in 2019 through proactive lead generation, via both digital channels and brand activations delivered at over 150 community events in Melbourne and Ballarat. The total database increased by 17.5% to 163,844, while total email contacts grew by 19%, reflecting 55% of the total database.

In February, the Club introduced a new membership and fan develop platform 'Belong to the West' and evolved the brand's wider visual identity to better encapsulates and reflects the changing face of the modern west. A new hashtag #MightyWest was introduced to sit across the Club's social media communications and was positively received and immediately adopted by engaged users and fans.

The Club achieved strong year-on-year attendance growth at Marvel Stadium, VU Whitten Oval and Mars Stadium. AFLW crowds increased to 24,762 across the Club's three home games, while an average home crowd of 30,634 was achieved for AFL matches at Marvel Stadium. Match day satisfaction likewise increased from 7.8 to 8.4 year-on-year, to rate 1.9 points higher than the AFL industry average.

One of the year's biggest achievements was the development and delivery of the Fightback 30 campaign to commemorate and celebrate one of the most significant moment's in the Club's history. The campaign engaged both new and existing audiences through a four-week story-telling journey, exploring the different perspectives of the many participants of the 1989 Fightback including fans, players, coaches and administrators. The campaign culminated in a themed Round 17 match-day against Melbourne at Marvel Stadium.

**Communications and Digital**

The Club's website underwent significant change in 2019, with the first phase rollout of responsive design across the homepage, news articles, video instance, fixture and ladder pages. The design changes enabled a more consistent user experience across desktop and mobile devices on these priority content pages.

Strong growth was experienced in the consumption of video content, up 47% on club digital platforms and 69% on Facebook, while downloads of the Club's mobile app grew by 13% exceeding 90,000 downloads. Instagram also continued to show strong growth in followers, up 15% year-on-year.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Ballarat**

Ballarat hosted two very successful matches in 2019 with 9,039 in attendance for the Round 8 match against the Brisbane Lions, and the first sell-out at Mars Stadium for the Round 23 clash with the Adelaide Crows drawing a crowd of 9,560.

A number of new initiatives within the Ballarat community were conducted in our fan engagement strategy. These included being the naming rights sponsor of the new under 9 junior competition which had 360 new participants to football and school holiday activations at both Delacombe Town Centre and Stockland Wendouree shopping centres, mascot suit promotions in the lead up to game days that linked to AFL Goldfields school holidays camps, the Indigenous/Multicultural Primary School Carnival, the AFL Goldfields Female Football Grand Final Day and the Brown Hill Community Festival.

Our continued presence with activations at other big local events included the Begonia Festival, Ballarat Show, SpringFest Market and the City of Ballarat's 'Bull-Doggie-Do', with large crowds in attendance.

The Western Bulldogs provided school resources programs in the Managing Minds resource (39 schools) and Everyone Matters program (four schools with a greater roll-out planned in 2020) as well as colouring-in competitions to 20 schools and 515 students for the Round 23 competition.

The Bulldogs Read program, in the fourth year of a partnership with the City of Ballarat, was again able to engage students into reading and writing, with four schools and 91 students involved in a number of football related activities throughout the school year. This program operates alongside other Community Foundation programs delivered within the City of Ballarat, including Sons of the West, Daughters of the West and the Youth Leadership Project.

**Development of the Precinct of the Western Oval**

During the financial year, the Club worked with the State Government and the Maribyrnong City Council to complete its master plan for the redevelopment of the Whitten Oval precinct. Information on the master plan is available on the Club's website, and the Club has held stakeholder sessions to obtain feedback on the plan.

In the prior year the Andrews Government committed to fund the business case for State Government funding for the redevelopment of the VU Whitten Oval, and during this year this business case was submitted to the Minister for approval. The business case provides a robust case for the State Government to invest in the next stage of the redevelopment. In further support of this, the State Government has committed to a further \$1 million for the schematic design of the next stage of the redevelopment.

The Club has also committed to providing its own funding for the redevelopment via its own fundraising initiatives and the sale of its gaming operations.

During this financial year we completed the first stage of this redevelopment - the AFLW changeroom works - which provided new, state of the art changerooms for our AFLW team, as well as upgraded opposition and umpires rooms and a new videoboard/scoreboard. These works were completed at the start of the 2019 AFLW season.

We are excited to continue to bring this project to life in what is the most ambitious project in the Club's history.





**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Gaming Exit**

The Club executed an agreement to sell its two gaming businesses (in Peninsula Club, Dromana and Club Leeds, Footscray,) in early November 2019. The sale process is expected to complete in early calendar year 2020 upon finalisation of regulatory requirements. Part of the agreement to sell the Peninsula Club is that the Club retains ownership of the freehold land and buildings and enters into an initial 12 year rental agreement on the property.

Accounting Standards require that when a decision is made to dispose of assets or a significant part of business operations, and that sale is being actively marketed, those assets and related liabilities should be separately identified within the Statement of Financial Position and the net revenue and expenses of those operations be separately identified in the Statement of Financial Performance. As at year end, the sale of the gaming operations was well advanced and has been disclosed as assets held for sale and discontinued operations. The total profits made from the gaming businesses by the club in 2019 amounted to \$1,430,579.

The sale occurred at an amount well above the carrying value of the gaming operations assets and is expected to complete early in the calendar year 2020. Upon completion of the sale of the gaming businesses, the club will not earn gaming revenue beyond that time 2020.

The Club however, is confident that in the future it will earn new revenue from the following areas which are direct outcomes of departing from gaming operations;

- a) rental income from the freehold interest it holds in the Peninsula Club Hotel in Dromana.
- b) additional sponsorship monies as a result of its separation from the gaming industry;
- c) interest on the capital proceeds of the sale of the two businesses.

These factors will substantially reduce the net effect to the club's revenues of the decision to depart operation of the gaming businesses.

The timing of when transactions are recognised in the Club's financial statements are governed by Accounting Standards. In accordance with these guidelines, the capital proceeds and associated gain on sale of the gaming operations will be recognised at the time of the Club completing the sale process and control of the gaming operations passing over to the acquirer. Similarly, the rental and interest income streams will also begin at this time.

The sale of the gaming operations releases significant cash resources to the Club (in addition to the continuing Peninsula Club rental entitlement) which can be redeployed in other areas of operations and in the redevelopment of the VU Whitten Oval.

The Club has been preparing since 2016 for its exit from the gaming industry and directors believe the club is adequately positioned to continue to trade profitably without profits from gaming.

A key off-field focus for the Club over the next 2-5 years is to manage the transition in the profile of the club's revenue and cash flows without eroding the strong financial base the Club has built since 2013.

**Membership and Ticketing**

The Western Bulldogs finished the year with 44,373 members (+2.6% vs 2018). Over the year there was growth in some specific membership categories including full-season and three-game general admission memberships, along with significant growth in our Flexi suite of memberships, which helped drive overall membership revenue to \$8.01 million. We thank our loyal members for their continued support of the Club.



## FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY ABN 68 005 226 595

### DIRECTORS' REPORT

#### Membership and Ticketing (continued)

The Club's average attendance for home games at Marvel Stadium significantly increased to 30,634 in 2019, with stronger member show rates across reserved seats (58%) and general admission (16%).

Both home games in Ballarat experienced strong crowds in season 2019, with our Round 23 match being the second highest attendance at Mars Stadium. Tickets for this game were exhausted in the week leading into our clash against Adelaide, with a large cohort of members taking advantage of discounted upgrades to secure their access given the high demand. The introduction of free general admission access for our members to Mars Stadium, subject to capacity, was positively received and promoted more members attending outside of the region.

With a focus on member engagement in the lead up to the 2019 season, our new loyalty program 'Red, White and True' was launched through renewals before Christmas. Nearly 9,000 members were provided with additional member benefits attributed to a key member milestone as part of the program, with extremely encouraging feedback received throughout the season. Results from our Annual AFL Member Satisfaction Survey reflected this sentiment with overall member satisfaction increasing to 83% (+6% vs 2018). Key metrics that significantly impacted overall member satisfaction included customer service at 87% (+5% vs 2018), on-field expectations at 79% (+23% vs 2018) and net promoter score increasing to 26 (+17 vs 2018).

#### Commercial Partnerships

The Commercial Partnerships team finished the 2019 season with a net profit result of \$9.62 million, with revenue of \$12.64 million.

A major part of this record revenue can be contributed to the ongoing support of the Club's major partner Mission Foods and the Club's Principal Partner Mercedes-Benz Vans. Mission Foods has been the Club's longest serving major partner having commenced in 2009 and we would like to thank them for their incredible long-term support.

The Club thanks its other Premier Partners in EML, Asics and Victoria University, as well as other key partners in the State Government, the City of Ballarat, People's Choice, Powercor, Sherridon Homes, Mars and the TAC.

The Club would also like to thank its key AFLW partners in Priceline Pharmacy and Bob Jane T-Marts, as well as The Pancake Parlour, Victoria University, VicHealth, Powercor, Two Birds, Asics and Cotton On. The Club is proud that its three key inaugural AFLW partners in Priceline Pharmacy, Bob Jane T-Marts and The Pancake Parlour have renewed for 2020 and beyond.

The Club has worked with one of its longest-term partners in WorkSafe Victoria to become the naming rights partner of the Western Bulldogs Community Foundation. This long-term deal will provide much needed financial stability to the Foundation along with its other government related and corporate partners. These other key Community Foundation partners include the State Government, Victoria University, Powercor and VicHealth.

The Bulldogs' key coterie groups for both AFL and AFLW continue to go from strength to strength. With a strong prime-time AFL fixture in 2020, there is a great opportunity to continue to grow the Club's coterie groups - the Westerners, Player Sponsors, Top Dogs and our high-end supporter groups the Coaches Club and Locker Group.

In 2019, the Western Bulldogs had close to 10 million TV viewers across the season, and delivered \$38 million in media value for their partners. With four Friday night games, Good Friday and five Saturday night games all live on Channel 7, the Club expects to take its brand values for its commercial partners to another level compared to 2019, engaging with millions of new fans around the nation. The AFLW broadcast fixture also provides a great opportunity for the Club to extend its reach and scale, with five prime time Channel 7

**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Commercial Partnerships (continued)**

games and multiple themed games at the VU Whitten Oval, including the now annual Pride game against Carlton.

**Consumer Products**

After strong merchandise sale years in both 2016 and 2017, during and following the 2016 Premiership, the last two years of merchandise sales have declined. The Club saw strong customer response to the Thor-inspired Marvel Guernsey in Round 1 and the Club's 30-year anniversary Fightback campaign saw approximately 600 guernseys sold and the Club again achieved strong sales for its Indigenous Guernsey. With a vastly improved 2020 commercial fixture the Club is confident the Merchandise business will deliver much stronger profits to the club in 2020 and beyond. There is also a new fresh range of products that have been developed with both the Club's on field providers in Asics (AFL) and Cotton On (AFLW), as well as local manufacturers Playcorp, creating more targeted products.

**Events**

The Club's two book-end events (Season Launch and Charles Sutton Medal) for its AFL team achieved approximately 2500 guests between them, which is a very positive sign for the future. With four teams, the Club has had a significant increase in the number of events it holds week-to-week, and a big focus is on ensuring it continues to raise the bar and provide exceptional events to all members and fans. With VU Whitten Oval becoming a key event venue for the Club, it will be exciting to explore further opportunities to host events. The Club is also proud to run match-day events at Marvel Stadium throughout the year, as well as Mars Stadium in Ballarat.

**Western Bulldogs Community Foundation**

With a proud history of being the community club of the AFL, in 2019 the Western Bulldogs Community Foundation (WBCF) has continued to grow its footprint and innovate its program offerings within Victoria's West, with over 3000 people participating in its programs. Committed to our four streams of Health and Wellbeing, Youth Leadership, Diversity and Social Inclusion and Community Advocacy, the WBCF continues to create better outcomes for Western Victoria by creating experiences that connect and inspire our people and community.

With now over a third of Melbourne's west having been born overseas, our Diversity and Social Inclusion stream's role in building self-reliant and connected communities is now more pivotal than ever. We remain committed to leveraging the power of sport and the Western Bulldogs brand through our CALDplay program, where we were able to provide over 1,000 participants the opportunity to improve their literacy skills and social network by learning the fundamental skills of a variety of key Australian sports.

Building on the Club's development of an African Action Plan, the WBCF worked in collaboration with the African Community to launch GOAL – a mentoring program for young African Australians. The program's focus is on a mentoring approach through personal development and goal setting to help improve participants employment prospects, training outcome and to increase their capacity for community engagement. With over 30 participants, the pilot was incredibly well received in the community and also internally at the Club, with over 10 players from our AFL and AFLW team taking on the role as mentors.

The WBCF's Health and Wellbeing stream continues to go from strength to strength, with almost 1,100 participants partaking in our coveted Sons and Daughters of the West program in 2019. While the essence



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Western Bulldogs Community Foundation (continued)**

of these programs remains the same, our reach has continued to expand with our Daughters of the West programs now operating additional sites in both Maribyrnong and Hobsons Bay.

In 2019, The WBCF's Youth Leadership and Development stream has focused on creating more hands-on opportunities for participants to grow and emerge as social leaders through our flagship program the Youth Leadership Project and our multicultural and indigenous variants, the Leaders of the Pack and Nallei-Jerring programs. Several projects have delivered an immediate impact within their communities, with a mental health project from Ballarat taking out the main prize at the City of Ballarat Youth Awards.

The WBCF has been buoyed by the support of WorkSafe, who joined us as our inaugural major partner in 2019. We look forward to raising awareness on the importance of workplace health and safety through our programs and helping achieve their vision by enabling all Victorians to return home safely from work. The WBCF also acknowledges and thanks the Board of the Community Foundation and in particular, its Chair (and former Club Director) Gaye Hamilton for her tireless work in support of the broader Bulldogs community.

**After Balance Date Events**

On 11 November 2019 the Club executed sale and purchase agreements with the Victorian Amateur Turf Club (incorporating Melbourne Racing Club) to sell its gaming operations, being Club Leeds and the Peninsula Club. The current year financial statements do not include any financial effect of the executed agreements.

**Likely Developments**

The group expects to maintain the present status and level of operations.

**Environmental Regulations**

The group's operations are not regulated by any significant environmental regulation under a law of the Commonwealth or of a State or Territory.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Information on Directors**

**Peter Gordon - President**

Qualifications

Bachelor of Laws, Melbourne University  
Barrister and solicitor of the Supreme Court of Victoria  
Honorary Doctorate of Laws, Victoria University  
Adjunct Professor of Law, Victoria University  
Order of Australia (General Division)

Experience

Lawyer, Chairman, Deputy Chair and Senior Partner, Slater & Gordon (1980-2009)  
Director and Senior Partner, Gordon Legal (2009 to date)  
Director (and Deputy Chair) of VicHealth 2005-2012  
President of Footscray (Western Bulldogs) Football Club (1989-1996) and from 2012 to date  
Director, Australian Football League (1989-1993)  
Chair of Victoria Walks (2009-2011)  
Founding Co-Chair of the McCabe Centre for Law and Cancer  
Director of LADDER, (AFLPA charity for homeless youth)

**Kylie Watson-Wheeler - Vice President**

Qualifications:

Bachelor of Arts (Politics and English) Monash University  
Grad Dip (Marketing, Communications and Public Relations) University of Canberra

Experience

Senior Vice President and Managing Director, The Walt Disney Company Australia and New Zealand  
Vice President and General Manager, Disney Consumer Products & Retail, The Walt Disney Company Australia and New Zealand  
Vice President and Chief Marketing Officer, The Walt Disney Company Australia and New Zealand  
General Manager, Consumer Sales: Theatrical Distribution, In-Home Entertainment and Integrated Retail, The Walt Disney Company Australia and New Zealand  
Executive Director and General Manager, Licensing, The Walt Disney Company Australia and New Zealand  
Director of Publishing for Australasia ASEAN, India and Korea, The Walt Disney Company  
Director of Advertising and Brand Management, Hallmark Cards Inc., based in Kansas City, USA  
Various Marketing positions at Coca-Cola Amatil and Penguin Books

**Matthew Croft - Director**

Qualifications

Bachelor of Geomatics (Surveying and Geomatics)  
Masters of Geomatic Sciences (Surveying and Geomatics)

Experience

General Manager, SFI  
Footscray/Western Bulldogs player 1991 - 2004 (186 games, 72 goals)



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Information on Directors (continued)**

**Mark Evans – Director**

Qualifications

Bachelor of Business (Accounting) Swinburne Institute of Technology  
Bachelor of Business (Marketing) Swinburne Institute of Technology  
Graduate Diploma (Applied Finance) Securities Institute

Experience

Managing Director, Kids Campus Ltd (2003 to 2006)  
Director, Pental Ltd (2000 to 2010)  
Executive Chairman and Managing Director, Dental Corporation (2007 to 2016)  
Director, Dacland Pty Ltd (2013 to 2018)  
Director Normanby Capital Pty Ltd (2006 to current)  
Executive Chairman, Edge Early Learning Pty Ltd, (2017 to current)  
Director Tattoo Removal Partners Pty Ltd, (2018 to current)

**Lisa Fitzpatrick – Director**

Qualifications

Registered General Nurse training – Prince Henry's Hospital  
Graduate Diploma Health Education – La Trobe University  
Graduate Diploma Advanced Nursing – La Trobe University  
Australian Institute of Superannuation Trustees Graduate (2013)  
Centenary Medal for outstanding contribution to the Victorian union movement (2001)

Experience

State Secretary – ANMF (Vic Branch) (2001-present)  
State Assistant Secretary – ANF (Vic Branch) (2001)  
President – Victorian Trades Hall Council (2014-2016)  
Trustee Director – First State Super (2013-2018)  
Executive Member – ACTU (2007-2014)  
Executive Member – Victorian Trades Hall Council (2001-current)  
President – ANMF (Vic Branch) (1990-1996)

**Fiona McGauchie - Director**

Qualifications

Bachelor of Laws (Hons), Melbourne University  
Bachelor of Commerce, Melbourne University  
Masters of Business Administration, Melbourne Business School  
Previously admitted as a barrister and solicitor of the Supreme Court of Victoria  
Previously admitted as a barrister and solicitor to the High Court of Australia

Experience

Partner, Egon Zehnder (2009 – present)  
Senior Associate, Corrs Chambers Westgarth (2006-2009)  
Legal Counsel, Linfox (2003-2006)  
Solicitor, Minter Ellison (1999-2003)  
Chair, Malthouse Theatre (2016 – present)  
School Council Member of the Bayside Special Developmental School (2012-2016)  
Board Member, Melbourne Chamber Orchestra (2011-2015)  
Board Member, Centre for Contemporary Photography (2008-2011)  
Board Member, St Kilda Centre for Contemporary Arts (2007-2013)



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Information on Directors (continued)**

**Chris Nolan - Director**

Qualifications

Bachelor of Science, Monash University  
GAICD, Australian Institute of Company Directors

Experience

Director, Principle Media Group (Current)  
Director, Nolan Media (Current)  
Chairman, OSQO (Current)  
Dept Chairman Director, Melbourne Food and Wine Festival (Current)  
Chairman, The AMAA (Audited Media Association of Australia) (Current)  
Chief Operating Officer, Publicis Media ANZ (Previous)  
Director, Starcom Mediavest Group, Australia (Previous)  
Director, Media Federation of Australia (Previous)  
Board Member, The Alfred Hospital Foundation (Previous)

**Jerril Rechter – Director**

Qualifications

Master of Business Leadership, RMIT University  
Graduate Diploma of Business Leadership, RMIT University  
Strategic Perspectives Non-Profit Management Course, Harvard University  
Bachelor of Education (Dance and Theatre), Deakin University  
Fellow, Australian Institute of Company Director  
Fellow, Leadership Victoria

Experience

Chief Executive Officer, Basketball Australia (current)  
Chief Executive Officer, Victorian Health Promotion Foundation, VicHealth (2012 to 2019)  
Executive Director, Leadership Victoria (2009 to 2012)  
CEO, Footscray Community Arts Centre (2004 to 2008)  
Artistic Associate, Melbourne International Festival of the Arts (2001 to 2003)  
Chair, Justice Health Ministerial Advisory Council (2014 to date)  
Member, Liquor Control Advisory Ministerial Council (2014 to date)  
Advisor, World Health Organisation (2012 to 2019)  
Chair, International Network for Health Promotion Foundations (2015 to 2019)  
Member, Ministerial Advisory Panel for the Inquiry into Women and Girls in Sport and Active Recreation (2014 to 2015)

**Levent Shevki - Director**

Qualifications

Bachelor of Commerce  
Bachelor of Laws (Hons)

Experience

CEO, Cornwall Stodart (February 2000 to current)  
Director, AE Jarrah Capital Group (July 2013 to current)  
Director, Twenty3 Sport and Entertainment (2009 to current)



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Information on Directors (continued)**

**Ameet Bains – Chief Executive Officer**

Qualifications

Bachelor of Laws (Hons), Monash University  
Bachelor of Business (Banking and Finance), Monash University

Experience

Chief Operating Officer, St Kilda Football Club (2014 to 2017)  
GM Player List & Legal Affairs, St Kilda Football Club (2011 to 2014)  
Head of Legal Department, Toyota Australia (2006 to 2011)  
Director, T.E.S.T Pty Ltd (Toyota Super) (2008 to 2011)  
Solicitor, Minter Ellison (2001 to 2006)  
Director, The Old Melburnians Inc. (1996 to 1998 and 2005 to 2013)

**Meetings of Directors**

<b>Directors</b>	<b>Number Eligible to Attend</b>	<b>Number Attended</b>
Peter Gordon	11	11
Matthew Croft	11	11
Mark Evans	11	9
Lisa Fitzpatrick (ASIC Compliant 22nd May 2019)	5	4
Fiona McGauchie	11	10
Chris Nolan	11	8
Jerril Rechter	11	11
Levent Shevki	11	8
Kylie Watson-Wheeler	11	9
Ameet Bains	11	11

**Members Guarantee**

The group is incorporated under the Corporations Act 2001 and is a group limited by guarantee. If the group is wound up, the Constitution states that each member is required to contribute to a maximum of \$2 each towards meeting any outstanding and obligations of the group.

**Indemnification of Officers**

During or since the end of the year, the group has given indemnity or entered an agreement to indemnify, or paid or agreed to pay insurance premiums in order to indemnify the directors of the group against a liability incurred as such a director or employee to the extent permitted by the Corporations Act 2001. Further disclosure required under section 300(9) of the Corporations law is prohibited under the terms of the contract.

**Indemnification of Auditors**

To the extent permitted by law, Footscray Football Club Limited has agreed to indemnify its auditors, Ernst & Young, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the end of the financial year.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' REPORT**

**Auditor's independence declaration**

A copy of the auditor's independence declaration as required under section 307C of the Corporations Act 2001 is set out immediately after this Directors' Report.

This report is made in accordance with a resolution of directors, pursuant to section 298(2)(a) of the Corporations Act 2001.

Signed on behalf of the board of directors



Director: Peter Gordon



Director: Mark Evans

Dated this 26<sup>th</sup> day of November 2019



**Building a better  
working world**

Ernst & Young  
8 Exhibition Street  
Melbourne VIC 3000 Australia  
GPO Box 67 Melbourne VIC 3001

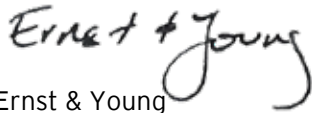
Tel: +61 3 9288 8000  
Fax: +61 3 8650 7777  
ey.com/au

## **Auditor's independence declaration to the Directors of Footscray Football Club Limited**

As lead auditor for the audit of the financial report of Footscray Football Club Limited for the financial year ended 31 October 2019, I declare to the best of my knowledge and belief, there have been:

- a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Footscray Football Club Limited and the entity it controlled during the financial year.



Ernst & Young



Ashley Butler  
Partner  
26 November 2019

A member firm of Ernst & Young Global Limited  
Liability limited by a scheme approved under Professional Standards Legislation



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME  
FOR THE YEAR ENDED 31 OCTOBER 2019

	Note	2019 \$	2018 \$
Revenue and other income	5	44,820,826	44,590,248
		<b>44,820,826</b>	<b>44,590,248</b>
Administration expenses		(5,986,106)	(6,283,812)
Commercial partnerships expenses		(3,015,156)	(3,175,005)
Membership expenses		(4,564,676)	(4,159,010)
Hospitality expenses		(868,606)	(918,624)
Event expenses		(1,074,065)	(1,019,866)
Consumer products expenses		(1,039,012)	(975,771)
Community expenses		(1,137,684)	(1,439,995)
Communication expenses		(1,174,398)	(954,090)
Football department expenses		(25,892,942)	(24,965,803)
Divestment expenses		(174,016)	-
Borrowing expenses		(57,377)	(84,785)
Profit/(loss) before Redevelopment Activities		(163,212)	613,487
Fair value of land contribution	3	-	16,085,000
Redevelopment grant income	3	2,000,000	2,000,000
Redevelopment expenses	3	(286,674)	(2,197,941)
<b>Total Redevelopment Activities</b>		<b>1,713,326</b>	<b>15,887,059</b>
<b>Profit for the year from continuing operations</b>		<b>1,550,114</b>	<b>16,500,546</b>
<b>Discontinued operations</b>			
Profit from discontinued operations	22	1,430,579	1,593,787
<b>Profit for the year</b>		<b>2,980,693</b>	<b>18,094,333</b>
<b>Total comprehensive income</b>		<b>2,980,693</b>	<b>18,094,333</b>

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



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

CONSOLIDATED STATEMENT OF FINANCIAL POSITION  
AS AT 31 OCTOBER 2019

	Note	2019 \$	2018 \$
<b>Current assets</b>			
Cash and cash equivalents	8	7,893,272	7,877,358
Receivables	9	1,970,928	1,374,797
Inventories	10	242,747	335,116
Other assets	11	222,129	222,622
Assets held for sale	22	1,731,399	-
<b>Total current assets</b>		<b>12,060,475</b>	<b>9,809,893</b>
<b>Non-current assets</b>			
Intangible assets	12	243,990	2,059,028
Property, plant and equipment	13	45,864,074	43,413,097
Other assets	11	-	71,202
<b>Total non-current assets</b>		<b>46,108,064</b>	<b>45,543,327</b>
<b>Total assets</b>		<b>58,168,539</b>	<b>55,353,220</b>
<b>Current liabilities</b>			
Payables	14	4,627,797	5,600,791
Provisions	16	1,100,077	1,074,567
Other liabilities	17	2,274,182	1,851,663
Liabilities associated with assets held for sale	22	397,073	-
<b>Total current liabilities</b>		<b>8,399,129</b>	<b>8,527,021</b>
<b>Non-current liabilities</b>			
Provisions	16	984,185	1,021,667
<b>Total non-current liabilities</b>		<b>984,185</b>	<b>1,021,667</b>
<b>Total liabilities</b>		<b>9,383,314</b>	<b>9,548,688</b>
<b>Net assets</b>		<b>48,785,225</b>	<b>45,804,532</b>
<b>Equity</b>			
Retained Earnings	18	48,785,225	45,804,532
<b>Total equity</b>		<b>48,785,225</b>	<b>45,804,532</b>

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



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 OCTOBER 2019**

	<b>Retained Earnings \$</b>	<b>Total Equity \$</b>
<b>Consolidated</b>		
<b>Balance as at 1 November 2017</b>	<b>27,710,199</b>	<b>27,710,199</b>
Profit for the year	18,094,333	18,094,333
<b>Total comprehensive income for the year</b>	<b>18,094,333</b>	<b>18,094,333</b>
<b>Balance as at 1 November 2018</b>	<b>45,804,532</b>	<b>45,804,532</b>
Profit for the year	2,980,693	2,980,693
<b>Total comprehensive income for the year</b>	<b>2,980,693</b>	<b>2,980,693</b>
<b>Balance as at 31 October 2019</b>	<b>48,785,225</b>	<b>48,785,225</b>

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



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED 31 OCTOBER 2019

	Note	2019 \$	2018 \$
<b>Cash flow from operating activities</b>			
Receipts from customers		51,278,815	51,915,025
Payments to suppliers and employees		(49,081,469)	(49,325,836)
Payments for Redevelopment Activities, uncapitalised		(286,674)	(172,658)
Interest received		67,141	52,138
Interest paid		(57,377)	(84,785)
<b>Net cash provided by operating activities</b>		<b>1,920,436</b>	<b>2,383,884</b>
<b>Cash flow from investing activities</b>			
Payment for property, plant and equipment		(3,904,522)	(433,632)
<b>Net cash (used in) investing activities</b>		<b>(3,904,522)</b>	<b>(433,632)</b>
<b>Cash flow from financing activities</b>			
Proceeds from redevelopment grant	3	2,000,000	2,000,000
<b>Net cash provided by financing activities</b>		<b>2,000,000</b>	<b>2,000,000</b>
Net increase in cash held		15,914	3,950,252
Cash at beginning of the financial year		7,877,358	3,927,106
<b>Cash at end of financial year</b>	8	<b>7,893,272</b>	<b>7,877,358</b>

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



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 1: CLUB INFORMATION**

Footscray Football Club Limited trading as Western Bulldogs (the “Western Bulldogs” or the “Club”) is incorporated in Australia and is a company limited by guarantee. Statutory members of the Club guarantee its liabilities to the extent of \$2 each (refer Note 23).

The principal activities of the Western Bulldogs are the playing and promotion of Australian Rules Football and the operation of related facilities. The Western Bulldogs are a member of the Australian Football League.

The consolidated financial report of the Western Bulldogs for the year ended 31 October 2019 was authorised for issue in accordance with a resolution of the Directors on 25 November 2019.

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The following is a summary of the material accounting policies adopted by the group in the preparation and presentation of the financial report. The accounting policies have been consistently applied, unless otherwise stated.

**(a) Basis of preparation**

The consolidated financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements, Interpretations and other applicable authoritative pronouncements of the Australian Accounting Standards Board and the Corporations Act 2001. The consolidated financial report has been prepared on a historical cost basis, unless otherwise stated

Both the functional currency and presentation currency of the Club is Australian dollars (\$). All amounts are rounded to the nearest dollar.

The financial report of the Club has been prepared on a going concern basis.

**(b) Statement of Compliance**

The consolidated financial report is a general purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001, Australian Accounting Standards – Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board. The Club is a not-for-profit, private sector entity which is not publicly accountable. Therefore, the consolidated financial statements for the Club are tier 2 general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements (AASB – RDRs).

***Changes in Accounting Policies and Disclosures***

The Club has adopted all of the new, revised or amending Accounting Standards and Interpretations issued by the Australian Accounting Standards Board (‘AASB’) that are mandatory for the current reporting period. The adoption of these Accounting Standards and Interpretations did not have a significant impact on the financial performance or position of the Company.

The following Standard is most relevant to the Club:

***AASB 9 Financial Instruments***

The Club has adopted AASB 9 from 1 November 2018. The adoption of AASB 9 did not have a significant impact on the financial performance or position of the Club other than a change related to the new impairment requirements of AASB 9 which apply an ‘expected credit loss’ (‘ECL’) model to recognise an allowance. Impairment is measured using a 12-month ECL method unless the credit risk on a financial instrument has increased significantly since initial recognition in which case the lifetime ECL method is



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(b) Statement of Compliance (continued)**

adopted. For receivables, a simplified approach to measuring expected credit losses using a lifetime expected loss allowance is available.

Other Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by the Club for the annual reporting period ended 31 October 2019.

**(c) Going concern**

The Club had a positive operating cash flow of \$1,920,436 during the 2019 year, net assets of \$48,785,225 and a net current asset surplus of \$3,661,346. This surplus has increased from 31 October 2018 by \$2,378,474 from \$1,282,872.

The Directors have assessed the financial performance and financial position of the Club at 31 October 2019, together with the Club's ongoing operating activities and anticipated future cash flows from operations, committed and planned AFL distributions and financing arrangements. The Directors have concluded that the going concern basis of accounting continues to be appropriate and that cash flows and financing activities are expected to be available to the Club for the purposes of capital and operational investment in the next 12 months.

Further, the Directors have based their conclusion of the going concern basis of accounting being appropriate on the assumption of the continued financial support of the AFL and the assumption by Club directors that the Club would continue to be considered one of the Clubs in the AFL's strategy for both the AFL and AFLW competitions. These assumptions are true for every current AFL Club and every current AFLW licence holder, and the AFL itself is a large financial contributor to all 18 AFL Clubs and all 14 AFLW licence holders through the distribution of competition wide revenues (for example the television and other media rights receipts). All 18 Clubs and all 14 AFLW licence holders operate on the assumption that they will continue to receive financial distributions and that they will continue to maintain their licence/s as one of the Clubs in the AFL's ongoing competition strategy.

Should the going concern basis be found to no longer be appropriate, the recoverable amount of assets shown in the Statement of Financial Position may be significantly less than the amounts disclosed, and the extent of liabilities may differ significantly from those reflected in the Statement of Financial Position.

**(d) Economic Dependence**

A significant portion of the income of the Club is derived from the holding of licences issued by the Australian Football League and the Victorian Commission for Gambling and Liquor Regulation.

**(e) Basis of consolidation**

The consolidated financial statements are those of the consolidated entity ("the group"), comprising the financial statements of the Club (the ultimate parent entity) and SpiritWest Foundation Limited trading as Western Bulldogs Community Foundation (a subsidiary). The Club controls an entity where it has the power, for which the parent has exposure or rights to variable returns from its involvement with the entity, and for which the parent has the ability to use its power over the entities to affect the amount of its returns.

The financial statements of the subsidiary are prepared for the same reporting period as the parent entity, using consistent accounting policies.

All inter-company balances and transactions, income and expenses and profits and losses, have been eliminated in full on consolidation. The subsidiary is consolidated from the date on which control is transferred to the group and is de-recognised from the date that control ceases.



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(f) Revenue**

***Sale of goods***

Revenue from sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer and the costs incurred or to be incurred in respect of the transaction can be measured reliably. Risks and rewards of ownership are considered passed to the buyer at the time of delivery of the goods to the customer.

***AFL Distribution and prize money***

AFL distributions and prize money revenue is recognised as it is received in the year to which it relates.

***Membership and match day revenue***

Membership income is recognised in the relevant AFL season to which it relates. Membership income received in advance that relates to future years is recorded as an income received in advance liability and recognised as revenue in the years to which it relates. Match day revenue is recognised at the conclusion of each AFL home game.

***Sponsorship***

Marketing and sponsorship income is recognised when amounts are due and payable in accordance with the terms and conditions of the sponsorship contract.

***Donations***

Revenue from donations is recognised when received.

***Gaming and function revenue***

Sales comprise revenue earned from gaming machines and provision of food and beverages.

Revenue from the provision of food and beverages is recognised at the point and time of sale.

Gaming machine revenue is recognised at a point in time and is recorded on a net basis after adjusting revenue earned for actual and estimated jackpot payments.

***Grants and contributions***

Income under non-reciprocal arrangements is recognised in the statement of comprehensive income when it is controlled, receipt is probable, and it is reliably measurable.

Where the arrangement is considered to be reciprocal, income is recognised in the statement of financial position as a liability until the related conditions are met or services provided.

For both reciprocal and non-reciprocal arrangements, where funds are designated for a specific purpose and are yet to be fully expended, the cash received is disclosed as a separate item within cash and cash equivalents.

***Rental***

Rent revenue is recognised on a straight-line basis over the rental term.

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

**(g) Income tax**

No income tax is payable by the Club as the directors consider it an exempt sporting organisation in accordance with Section 50-45 of the Income Tax Assessment Act 1997.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(h) Inventories**

Inventories held for sale are measured at the lower of cost and net realisable value. Net realisable value is the estimate selling price in the ordinary course of business less the estimated costs of completion and selling expenses.

**(i) Financial instruments**

**Recognition, initial measurement and derecognition**

Financial assets and financial liabilities are recognised when the Club becomes a party to the contractual provisions of the financial instrument, and are measured initially at fair value adjusted by transactions costs, except for those carried at fair value through profit or loss, which are measured initially at fair value. Subsequent measurement of financial assets and financial liabilities are described below.

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

**Classification and subsequent measurement of financial assets**

On initial recognition, a financial asset is classified as measured at: amortised cost, fair value through the profit & loss (FVTPL), or fair value through other comprehensive income (FVOCI).

Financial assets are not reclassified subsequent to their initial recognition unless the Club changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVTPL):

- They are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- The contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Club's cash and cash equivalents, trade and most other receivables fall into this category of financial instrument that were previously classified as loans and receivables under AASB 139.

On initial recognition of an equity investment that is not held for trading, the Club may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. On initial recognition, the Club may irrevocably designate a financial asset that otherwise meets the requirements to be at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(i) Financial instruments (continued)**

**Classification and measurement of financial liabilities**

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Club designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVTPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss.

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance expenses or finance income.

**Impairment of financial assets**

The Club recognises loss allowances equal to the lifetime expected credit loss (ECL) on financial assets measured at amortised cost. When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Club considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Club's historical experience and informed credit assessment and including forward-looking information.

ECLs are a probability-weighted estimate of credit losses. Credit losses are measured as the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and cash flows that the Club expects to receive).

ECLs are discounted at the effective interest rate of the financial asset. Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets. The gross carrying amount of a financial asset is written off when the Club has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

**(j) Property, plant and equipment**

**Cost**

Each class of property, plant and equipment is carried at historical cost less accumulated depreciation and any accumulated impairment losses. All acquisitions of property, plant and equipment are recorded at cost.

**Depreciation**

The depreciable amount of all property, plant and equipment is depreciated over their estimated useful lives commencing from the time the asset is held ready for use. Land and the land component of any class of property, plant and equipment is not depreciated.

Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(j) Property, plant and equipment (continued)**

<b>Class of fixed asset</b>	<b>Depreciation rates</b>	<b>Deprecation basis</b>
Buildings at cost	2.5%	Straight line
Leasehold improvements at cost	2.5%-20%	Straight line
Plant and equipment at cost	5%-40%	Straight line
Leased plant and equipment at cost	20%	Straight line

**Impairment**

The carrying amount of plant and equipment is reviewed at each reporting date, with the recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

Impairment exists when the carrying value of an asset or cash-generating unit exceeds its estimated recoverable amount. The asset or cash-generating unit is then written down to its recoverable amount.

**(k) Intangible assets**

**Goodwill**

Goodwill is recognised initially at the excess over the aggregate of the consideration transferred, the fair value of the non-controlling interest, and the acquisition date fair value of the acquirer's previously held equity interest (in case of step acquisition), less the fair value of the identifiable assets acquired and liabilities assumed.

**Gaming Entitlements**

Gaming entitlements acquired are recorded at cost less accumulated amortisation and impairment. Amortisation is charged on a straight line basis over their estimated useful economic lives. The remaining amortisation period of gaming entitlements is 4 years.

**Lease acquisition costs**

Lease acquisition costs are recognised at cost of acquisition. Lease acquisition costs have a finite useful life and are carried at cost less accumulated amortisation and impairment losses. Lease acquisition costs are amortised over the initial term of the lease.

**Impairment**

Goodwill and intangible assets not yet ready for use and intangible assets that have an indefinite useful life are not subject to amortisation and are therefore tested annually for impairment or more frequently if events or changes in circumstances indicate that they might be impaired.

Impairment exists when the carrying value of an asset or cash-generating unit exceeds its estimated recoverable amount. The asset or cash-generating unit is then written down to its recoverable amount. The recoverable amount of an asset is defined as the higher of its fair value less costs to dispose and value in use.

**(l) Provisions**

Provisions are recognised when the group has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(m) Leases**

Leases are classified at their inception as either operating or finance leases based on the economic substance of the agreement so as to reflect the risks and benefits incidental to ownership.

***Operating leases***

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are recognised as an expense on a straight-line basis over the term of the lease.

Lease incentives received under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

**(n) Employee benefits**

***(i) Short-term employee benefit obligations***

Liabilities arising in respect of wages and salaries, annual leave and any other employee benefits expected to be settled within twelve months of the reporting date are measured at their nominal amounts based on remuneration rates which are expected to be paid when the liability is settled. The expected cost of short-term employee benefits in the form of compensated absences such as annual leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

***(ii) Long-term employee benefit obligations***

Liabilities arising in respect of long service leave and annual leave which is not expected to be settled within twelve months of the reporting date are measured at the present value of the estimated future cash outflow to be made in respect of services provided by employees up to the reporting date.

Employee benefit obligations are presented as current liabilities in the Statement of Financial Position if the entity does not have an unconditional right to defer settlement for at least twelve months after the reporting date, regardless of when the actual settlement is expected to occur.

**(o) Goods and services tax (GST)**

Revenues, expenses and purchased assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the consolidated statement of financial position are shown inclusive of GST.

Cash flows are presented in the consolidated statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

**(p) Comparatives**

Comparative figures have been adjusted to conform to changes in presentation for the current financial year where applicable.

**(q) Non-current assets held for sale**

The Club classifies non-current assets as held for sale if their carrying amounts will be recovered principally through a sale transaction rather than through continuing use. Such non-current assets classified as held for sale are measured at the lower of their carrying amount and fair value less to dispose (recoverable amount).

The criteria for held for sale is regarded as met only when a sale transaction is highly probable, the asset is available for immediate sale and management of the Club are committed to a plan to sell the asset within a 12 month period.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 2: SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

**(r) Cash and cash equivalents**

Cash and cash equivalents in the statement of financial position comprise cash at banks and on hand, short-term deposits with a maturity of three months or less, which are subject to an insignificant risk of changes in value and cash designated for a specific purpose.

Grant income and contributions received in cash and designated for a specific purpose are disclosed as a separate line in Note 8.

**NOTE 3: REDEVELOPMENT ACTIVITIES: WHITTEN OVAL**

In 2018, the Club signed an agreement with the State of Victoria for the transfer of land at the Whitten Oval and immediate surrounds. The transfer was completed in October 2018.

In 2018, the Club also signed an agreement with the State of Victoria represented by the Department of Health and Human Services, to provide funding for the purposes of Whitten Oval AFL Women's capital upgrades valued at \$5.0 million.

In conjunction with external consultants, the Club has completed a masterplan encompassing the future development of the Whitten Oval precinct. The Club has incurred costs in developing the plan and has incurred expenditure in relation to the Whitten Oval capital upgrades.

For the purposes of this financial report, the capital upgrades along with the contribution of land and related masterplan are referred to as "Redevelopment Activities".

*Whitten Oval land contribution*

The Club measures the land at cost, being the fair value adopted upon initial recognition of \$16.085 million.

The Club continues to recognise non-current provisions related probable environmental remediation and demolition costs required to utilise the land for its intended purposes (redevelopment) – refer to Note 16.

*Whitten Oval AFL Women's upgrades*

The Club has recognised a further \$2.0 million of grant income (2018: \$2.0 million) during the year through the achievement of milestones set out in the agreement.

Expenditure directly attributable to Redevelopment Activities of \$3.8m has been capitalised and recognised within the Statement of Financial Position during the year (2018: nil). This expenditure primarily related to the development of AFLW change rooms and score board upgrades.

Further operational expenditure relating to Redevelopment Activities of \$0.3 million (including amounts accrued) has been recognised within the Statement of Profit or Loss for the year (2018: \$2.2 million).

At 31 October 2019, there is no unexpended cash relating to the grant (2018: \$1.8 million presented as part of 'cash designated for a specific purpose' within cash and cash equivalents – refer to Note 8).



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 4: SIGNIFICANT ACCOUNTING ESTIMATES AND JUDGEMENTS**

Certain accounting estimates include assumptions concerning the future, which, by definition, will seldom represent actual results. Estimates and assumptions based on future events have a significant inherent risk, and where future events are not as anticipated there could be a material impact on the carrying amounts of the assets and liabilities discussed below:

**(a) Impairment of intangible assets – Goodwill**

Assessments for impairment are based on:

- a) Value in use calculations, based on projected cash flows approved by management. Management's determination of cash flow projections are based on past performance and its expectation for the future; and
- b) Fair value less costs of disposal calculations, based on the anticipated contract value of arm's length sale transactions, in conjunction with actual and forecast costs of disposal.

***Key Assumptions used in discounted cash flows are:***

Inflation rate	2.5%
Discount rate	15%

**(b) Impairment of gaming entitlements**

All gaming entitlements are currently in use at the Club's gaming venues. The carrying values of gaming entitlements are included in fair value less costs of disposal assessments for these operations, as a result of which no impairment is required to be recorded in the current period.

**(c) Environmental remediation and demolition costs**

The Club has accounted for probable environmental remediation and demolition costs required to utilise the transferred land in Note 3 for its intended purposes (redevelopment). These costs have been recognised as non-current provisions in Note 16 based on estimates provided by external service providers.



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

NOTE 5: REVENUE AND OTHER INCOME

	2019 \$	2018 \$
AFL sourced income	16,532,640	16,271,119
Gate receipts/match returns	1,890,803	1,619,387
Commercial Partnerships	12,635,725	12,880,320
Membership	8,013,361	7,587,609
Hospitality	856,060	763,183
Events and fundraising	1,513,581	1,474,544
Consumer products	1,115,764	1,195,131
Community services	1,400,970	1,458,753
Other income	861,922	1,118,776
Other revenue	-	221,425
	<b>44,820,826</b>	<b>44,590,248</b>

NOTE 6: EXPENSES

The Consolidated Statement of Comprehensive Income includes the following specific expenses:

	2019 \$	2018 \$
Depreciation	1,399,447	1,390,487
Amortisation	300,439	300,439
Employee benefits	28,077,258	27,215,153
Rental expense on operating leases	509,560	475,170

NOTE 7: KEY MANAGEMENT PERSONNEL COMPENSATION

	2019 \$	2018 \$
Compensation received by key management personnel of the Club	1,621,954	1,235,606

Key management personnel are defined to include the Board of Directors, Chief Executive Officer, Chief Operating Officer, Chief Commercial Officer, and Director of Football.

The definition of the key management personnel of the Club has changed during the year to reflect the current structure of authority and responsibility. As a result the comparative figure has been adjusted to align with the revised definition. The comparative figure is not entirely comparable as certain members of key management personnel were not in place for the full financial year ended 31 October 2018 and accordingly were not remunerated as such.

Whilst defined as key management personnel, the Directors volunteer their time and services to the Club and are not remunerated.





FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 8: CASH AND CASH EQUIVALENTS**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Cash on hand	155,058	159,900
Cash at bank	6,445,020	5,147,500
Cash on deposit	919,304	542,770
Cash designated for a specific purpose	2(r), 8(a) 373,890	2,027,188
	<b>7,893,272</b>	<b>7,877,358</b>

**(a) Cash designated for a specific purpose**

Cash designated for a specific purpose includes unexpended grant income received in relation to community support programs conducted by the Club's subsidiary. In 2018, cash designated for a specific purpose also included unexpected grant income relating to Redevelopment Activities – refer to Note 3. At 31 October 2019, the Club holds no unexpected grant income in relation to Redevelopment Activities.

**NOTE 9: RECEIVABLES**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
<b>CURRENT</b>		
Trade debtors	1,906,400	1,292,577
Other receivables	64,528	82,220
	<b>1,970,928</b>	<b>1,374,797</b>

**Impairment of trade receivables**

Trade receivables are non-interest bearing with 30 day terms. No impairment loss has been recognised in the current period (2018: nil).

**NOTE 10: INVENTORIES**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
<b>CURRENT</b>		
Bulldogs Shop Merchandise	234,710	305,351
Food and liquor	8,037	29,765
	<b>242,747</b>	<b>335,116</b>

Write downs of inventories to net realisable value recognised as an expense during the year

-	-
---	---



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 11: OTHER ASSETS**

	<b>2019</b>	<b>2018</b>
<b>CURRENT</b>	<b>\$</b>	<b>\$</b>
Prepayments	222,129	222,622
<hr/>		
<b>NON CURRENT</b>		
Prepayments	-	71,202
<hr/>		
	<b>222,129</b>	<b>293,824</b>
<hr/>		

**NOTE 12: INTANGIBLE ASSETS**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Goodwill at cost	255,676	937,996
Accumulated impairment losses	(20,571)	(20,571)
<hr/>		
	<b>235,105</b>	<b>917,425</b>
<hr/>		
Gaming Entitlements at cost	-	2,717,022
Accumulated amortisation	-	(1,587,574)
<hr/>		
	<b>-</b>	<b>1,129,448</b>
<hr/>		
Lease acquisition costs	80,000	80,000
Accumulated amortisation	(71,115)	(67,845)
<hr/>		
	<b>8,885</b>	<b>12,155</b>
<hr/>		
<b>Total intangible assets</b>	<b>243,990</b>	<b>2,059,028</b>
<hr/>		

**(a) Reconciliations**

Reconciliation of the carrying amounts of intangible assets at the beginning and end of the current financial year

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
<i>Goodwill at cost</i>		
Opening balance	917,425	917,425
Reclassification as assets held for sale	(682,320)	-
<hr/>		
<b>Closing balance</b>	<b>235,105</b>	<b>917,425</b>
<hr/>		



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

NOTE 12: INTANGIBLE ASSETS (CONTINUED)

(a) Reconciliations (continued)

*Gaming Entitlements*

Opening balance	1,129,448	1,426,618
Amortisation expense	(297,168)	(297,170)
Reclassification as assets held for sale	(832,280)	-
<b>Closing balance</b>	<b>-</b>	<b>1,129,448</b>

*Lease acquisition costs*

Opening balance	12,155	15,424
Amortisation expense	(3,271)	(3,269)
<b>Closing balance</b>	<b>8,884</b>	<b>12,155</b>

NOTE 13: PROPERTY, PLANT AND EQUIPMENT

	2019	2018
	\$	\$
<i>Land</i>		
At cost	16,085,000	16,085,000
	<b>16,085,000</b>	<b>16,085,000</b>
<i>Buildings</i>		
At cost	542,695	542,695
Accumulated depreciation	(120,434)	(106,866)
	<b>422,261</b>	<b>435,829</b>
<i>Whitten Oval and Leasehold Improvements</i>		
At cost	35,938,181	32,970,921
Accumulated depreciation	(8,637,479)	(7,766,361)
	<b>27,300,702</b>	<b>25,204,560</b>
<i>Plant and equipment</i>		
At cost	6,574,699	5,810,458
Accumulated depreciation	(4,518,588)	(4,122,750)
	<b>2,056,111</b>	<b>1,687,708</b>
<b>Total property, plant and equipment</b>	<b>45,864,074</b>	<b>43,413,097</b>



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 13: PROPERTY, PLANT AND EQUIPMENT (CONTINUED)**

**(a) Reconciliations**

Reconciliation of the carrying amounts of property, plant and equipment at the beginning and end of the current financial year:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
<i>Land</i>		
Opening carrying amount	16,085,000	-
Additions	-	16,085,000
<b>Closing carrying amount</b>	<b>16,085,000</b>	<b>16,085,000</b>
<i>Buildings</i>		
Opening carrying amount	435,829	449,396
Additions	-	-
Depreciation expense	(13,565)	(13,567)
<b>Closing carrying amount</b>	<b>422,263</b>	<b>435,829</b>
<i>Whitten Oval and leasehold improvements</i>		
Opening carrying amount	25,204,560	26,886,971
Additions	3,073,214	103,209
Write-offs	-	(830,324)
Depreciation expense	(952,424)	(955,296)
Reclassification as assets held for sale	(24,650)	-
<b>Closing carrying amount</b>	<b>27,300,700</b>	<b>25,204,560</b>
<i>Plant and equipment</i>		
Opening carrying amount	1,687,709	1,840,338
Additions	831,308	330,423
Disposals	-	(61,429)
Depreciation expense	(433,458)	(421,624)
Reclassification as assets held for sale	(29,448)	-
<b>Closing carrying amount</b>	<b>2,056,111</b>	<b>1,687,708</b>
<i>Total property, plant and equipment</i>		
Carrying amount at 1 November	43,413,097	29,176,705
Additions	3,904,522	16,518,632
Write-offs	-	(830,324)
Disposals	-	(61,429)
Depreciation expense	(1,399,447)	(1,390,487)
Reclassification as assets held for sale	(54,098)	-
<b>Carrying amount at 31 October</b>	<b>45,864,074</b>	<b>43,413,097</b>



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 14: PAYABLES**

	2019 \$	2018 \$
<b>CURRENT</b>		
<i>Unsecured liabilities</i>		
Trade creditors	2,774,857	3,955,987
Other payables	119,171	98,483
Sundry creditors and accrued expenses	1,733,769	1,546,321
	<b>4,627,797</b>	<b>5,600,791</b>

**NOTE 15: BORROWINGS**

The club has an unused Multi-Option Credit Line facility of \$4,550,000 with Westpac Banking Corporation that is due to expire on 31 October 2021 and includes an overdraft facility, which is repayable on demand.

**NOTE 16: PROVISIONS**

	2019 \$	2018 \$
<b>CURRENT</b>		
Employee benefits	1,100,077	1,074,567
	1,100,077	1,074,567
<b>NON CURRENT</b>		
Employee benefits	278,915	316,397
Demolition and remediation	705,270	705,270
	984,185	1,021,667
	<b>2,084,262</b>	<b>2,096,234</b>

**NOTE 17: OTHER LIABILITIES**

	2018 \$	2018 \$
<b>CURRENT</b>		
Income in Advance	2,274,182	1,851,663

**NOTE 18: RETAINED EARNINGS**

	2018 \$	2018 \$
Retained earnings at beginning of year	45,804,532	27,710,199
Net profit – current year	2,980,693	18,094,333
	<b>48,785,225</b>	<b>45,804,532</b>



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 19: RELATED PARTY TRANSACTIONS**

The Club has related party relationships with its key management personnel and their associated entities.

Each key management personnel is a fully paid up member of the Club and from time to time may purchase tickets to Club matches, events and functions at normal member rates.

Key management personnel may also provide commercial services, sponsorships, donations and other financial or in-kind assistance to the Club. The following related party relationships existed during the year ended 31 October 2019:

***Jerril Rechter:***

- Director of VicHealth, a sponsor of the Club

The terms and conditions of all related party transactions were at commercial market rates, no more favourable than those available, or which might reasonably be expected to be available on an arm's length basis.

There have been no other related party transactions with key management personnel.

**NOTE 20: COMMITMENTS AND CONTINGENT ASSETS AND LIABILITIES**

**(a) Redevelopment Activities: Whitten Oval**

Total committed expenditure for Redevelopment Activities at 31 October 2019 amounted to \$0.4 million - refer to Note 3 for further details of the nature of these activities. Additional expenditure commitments are expected up to and including the value of further grant income anticipated to be received in the 2020 financial year, as well as amounts attributable to the overall redevelopment masterplan. There have been no further material commitments subsequent to balance date.

**(b) Whitten Oval: Arrangement with Victoria University**

In 2010, the Club entered into an agreement with Victoria University to occupy and use certain space at Whitten Oval on a long term arrangement. In the event of termination, this agreement provided for a refund of the fit-out contribution provided as part of the arrangement, starting at \$7,671,450 which included the upfront premises contribution of \$5,921,450 and an amount representing Victoria University's fit out costs of \$1,750,000. The potential refund of the fit-out contribution of \$1,750,000 reduces by \$175,000 per annum over a 10 year period, whilst the premises contribution reduces over a period of 18 years.

Total amounts payable in the event of termination at 31 October 2019 are \$3,289,694 for the premises contribution and \$350,000 for the fit-out contribution.

The directors consider possibility of termination to be remote at 31 October 2019, and at the date of this financial report. As such, no amount payable has been recognised in the financial report.



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 20: COMMITMENTS AND CONTINGENT ASSETS AND LIABILITIES (CONTINUED)**

**(c) Non-cancellable operating lease commitments contracted for but not capitalised in the financial statements**

Operating lease commitments include the lease of the property located at Whitten Oval, 417 Barkly Street, Footscray, venues operated by the club and plant and equipment used in the operations of the club.

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Not later than one year	332,501	360,077
Later than one year but not later than five years	473,082	1,026,892
Later than five years	675,000	750,000
	<b>1,480,583</b>	<b>2,136,969</b>

Following the disposal of the Club's gaming operations as outlined in Note 23, the Club will no longer hold operating lease commitments in relation Club Leeds, which total \$0.2 million at 31 October 2019.

**(d) Gaming Machine Commitments**

The Club has gaming machines in place at two venues; Club Leeds and The Peninsula Club.

In accordance with the Gaming Service Agreement with Tabcorp, the Club has commitments for the maintenance and operational support for each machine until 2022.

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Not later than one year	736,776	723,375
Later than one year but not later than five years	1,314,522	2,019,505
Later than five years	-	-
	<b>2,051,298</b>	<b>2,742,880</b>

Following the disposal of the Club's gaming operations as outlined in Note 23, the Club will no longer hold gaming machine commitments.

**(e) Player Payments**

The Club contracts playing personnel on an individual basis in maintaining its playing list in accordance with AFL rules and regulations. Due to the contract terms varying considerably amongst players, it is not practicable to reliably measure the future commitments under player contracts.



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 21: PARENT ENTITY DETAILS**

Summarised presentation of the parent entity, Footscray Football Club Limited trading as Western Bulldogs, financial statements:

**(a) Summarised statement of financial position**

	2019	2018
	\$	\$
<b>Assets</b>		
Current assets	10,661,692	9,140,864
Non-current assets	46,108,063	45,543,327
<b>Total assets</b>	<b>56,769,755</b>	<b>54,684,191</b>
<b>Liabilities</b>		
Current liabilities	7,742,713	8,173,353
Non-current liabilities	978,353	1,015,835
<b>Total liabilities</b>	<b>8,271,066</b>	<b>9,189,188</b>
<b>Net assets</b>	<b>48,048,689</b>	<b>45,495,003</b>
<b>Equity</b>		
Retained earnings	48,048,689	45,495,003
<b>Total equity</b>	<b>48,048,689</b>	<b>45,495,003</b>

**(b) Summarised statement of comprehensive income**

	2019	2018
	\$	\$
Profit for the year	2,553,686	18,065,671
<b>Total comprehensive income for the year</b>	<b>2,553,686</b>	<b>18,065,761</b>

**NOTE 22: DISCONTINUED OPERATIONS**

In October 2018, the Club publicly announced the intention of its Board of Directors to sell its gaming operations, consisting of the Peninsula Club and Club Leeds. On 11 November 2019 the Club executed sale and purchase agreements in relation to those operations and settlement is expected to be complete early in the 2020 calendar year following satisfaction of all relevant regulatory requirements. At 31 October 2019, the Club's gaming operations were classified as a disposal group held for sale and as a discontinued operation. The results of the gaming operations for the year are presented below:

	2019	2018
	\$	\$
Revenue	6,783,051	6,986,042
Expenses	(5,352,472)	(5,392,255)
<b>Profit from discontinued operations</b>	<b>1,430,579</b>	<b>1,593,787</b>





FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595

NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019

**NOTE 22: DISCONTINUED OPERATIONS (CONTINUED)**

**Cash Flow Information – Discontinued Operations:**

The cash flows from the discontinued operations contained in the cash flow statement are:

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
Net cash inflow from operating activities	1,716,340	1,989,289
Net cash outflow from investing activities	(9,213)	(14,051)
Net cash inflow from financing activities	-	-
<b>Net cash inflow</b>	<b>1,707,127</b>	<b>1,975,238</b>

The major classes of assets and liabilities classified as held for sale as at 31 October 2019 are as follows:

	<b>2019</b>
	<b>\$</b>
<i>Assets</i>	
Property, plant and equipment	54,098
Intangibles	1,514,600
Receivables	142,404
Inventory	20,297
Total Assets	<u>1,731,399</u>
<i>Liabilities</i>	
Payables	308,421
Provisions	88,652
Total Liabilities	<u>397,073</u>
Net Assets	<u>1,334,326</u>



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2019**

**NOTE 23: EVENTS SUBSEQUENT TO REPORTING DATE**

On 11 November 2019 the Club executed sale and purchase agreements with the Victorian Amateur Turf Club (incorporating Melbourne Racing Club) to sell its gaming operations, being Club Leeds and the Peninsula Club (each, a disposal group held for sale and a discontinued operation at balance date).

Refer to Note 22 for additional information relating to the disposal groups and for details of profits and cash flows relating to those discontinued operations.

The current year financial statements do not include any financial effect of the executed agreements. The financial statements for the 2020 year will continue to include the operating result as discontinued operations for the two gaming operation venues until the transfer of control to the Melbourne Racing Club is completed. In addition, the 2020 financial statements will include the gain on sale of gaming operations to Melbourne Racing Club with and an ongoing rental revenue stream in relation to the land and buildings, from which the Peninsula Club is currently managed, which will remain under Club ownership. The sale of the gaming operations has occurred at an amount in excess of their 31 October 2019 carrying values.

Other than detailed above, there have been no events or transactions subsequent to 31 October 2019 that impact these financial statements.

**NOTE 24: MEMBERS' GUARANTEE**

The group is incorporated under the Corporations Act 2001 and is a group limited by guarantee. If the group is wound up, the Constitution states that each member is required to contribute to a maximum of \$2 each towards meeting any outstanding's and obligations of the group.

**NOTE 25: ENTITY DETAILS**

The registered office of the group is:

Footscray Football Club Limited trading as Western Bulldogs  
417 Barkly Street  
Footscray VIC 3011

**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
ABN 68 005 226 595**

**DIRECTORS' DECLARATION**

The Directors of the Club declare that:

1. The financial statements and notes, as set out on pages 18 - 41, are in accordance with the Corporations Act 2001: and
  - (a) comply with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001; and
  - (b) give a true and fair view of the financial position of the consolidated entity as at 31 October 2019 and its performance for the year ended on that date.
2. In the Directors' opinion there are reasonable grounds to believe that the Club will be able to pay its debts as and when they become due and payable.

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



Director:

Peter Gordon



Director:

Mark Evans

Dated this 26<sup>th</sup> day of November 2019



**Building a better  
working world**

Ernst & Young  
8 Exhibition Street  
Melbourne VIC 3000 Australia  
GPO Box 67 Melbourne VIC 3001

Tel: +61 3 9288 8000  
Fax: +61 3 8650 7777  
ey.com/au

## **Independent auditor's report to the members of Footscray Football Club Limited**

### **Opinion**

We have audited the financial report of Footscray Football Club Limited (the Company) and its subsidiary (collectively the Group), which comprises the consolidated statement of financial position as at 31 October 2019, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the directors declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- a) giving a true and fair view of the consolidated financial position of the Group as at 31 October 2019 and of its consolidated financial performance for the year ended on that date; and
- b) complying with Australian Accounting Standards and the *Corporations Regulations 2001*.

### **Basis for Opinion**

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Group in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

### **Information Other than the Financial Report and Auditor's Report Thereon**

The directors are responsible for the other information. The other information is the directors' report accompanying the financial report.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

## Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.



**Building a better  
working world**

- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Ernst & Young

Ashley Butler

Partner

Melbourne

26 November 2019



WESTERN  
BULLDOGS



MAJOR PARTNER