



# 2018 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 2018

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

**DIRECTORS' REPORT**

**Club Performance**

In 2018, the Western Bulldogs reported a total profit of \$18,094,333.

The result comprises a Profit before Redevelopment Activities of \$2,207,274 (up from \$1,643,050 in 2017) and a Profit from Redevelopment Activities of \$15,887,059 (Nil in 2017).

Profit from Redevelopment Activities is derived from the recognition in the Club's accounts of the value of the freehold land assigned to the Club by the State of Victoria at the Western Oval precinct, income from redevelopment grant income received for the upgrade of the Whitten Oval facilities for AFLW and includes various items of expenditure relating to Redevelopment Activities as defined in the financial statements.

This is obviously the biggest profit in the history of the Club and elevates the net assets of the Club to a total of \$45,804,532, making the club by that measure (and again for the first time in its history) one of the wealthiest Clubs in the AFL.

The Club's Profit before Redevelopment Activities increased by 34% in 2018 and it is the fourth consecutive year the Club has posted a Profit (before Redevelopment Activities and asset write-offs) in excess of a million dollars. The Club has consolidated its position of no bank debt and finishes the year with cash at hand of \$7,877,358 (up from \$3,927,106 in 2017). On the thirtieth anniversary of the League declaring the Club had no future and wanting to place it in receivership, these are all very satisfying milestones.

These results have been achieved despite a reduction in competitive balance funding in 2018 from the AFL of \$500,000, a reduction agreed with the AFL which reflects the growing financial resilience of the Club. The Club emphasises the important role of competitive balance funding in helping the club over the past six years and looks forward to a future in which it can itself make more of a contribution to other growing clubs.

The business model of the Club is undergoing a period of change. In particular, the Club's Board has resolved to divest itself of its gaming machine operations and is pursuing opportunities for sale. This will ultimately result in a reduction of over \$7 million total revenue and \$1.6 million profit from gaming operations annually (based on results for the year ended 31 October 2018). It will be necessary for the Club to work hard to replace and build on these revenues. The Club's strategy is to leverage the redevelopment of the Western Oval precinct to create commercial opportunities which complement the healthy and community orientated use of our home ground.

The key movements in the 2018 revenue compared to 2017 are outlined below:

	<b>Movement \$m</b>	<b>Movement %</b>
<b>2017 Profit before Redevelopment Activities</b>	1.64	
<i>Key movements in revenue:</i>		
Business development	1.98	18%
Hospitality	0.56	8%
Membership	- 0.88	- 10%
Gate receipts and match returns	- 0.24	- 13%
Merchandise	- 1.33	- 53%
Other revenue movements	- 0.43	- 2%
<b>Total net movements in revenue</b>	<b>- 0.34</b>	<b>- 2%</b>
 <b>Net reduction in expenditure</b>	 <b>0.91</b>	
<b>2018 Profit before Redevelopment Activities</b>	<b>2.21</b>	



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**DIRECTORS' REPORT**

**Football**

It was disappointing to miss the AFL finals. 2018 nevertheless provided an opportunity to continue to develop our young and talented AFL list.

The loss of experienced players and team leaders to injury on a regular basis throughout the season, resulted in our team consistently being the youngest and most inexperienced team selected each round in the 18-team competition. For the third year in a row, the club was in the top quartile for games lost to injury and this area remains a focus for examination and improvement in 2018 and 2019.

While injuries impacted the ability of the team to perform consistently, their impact also provided many of our young emerging players with opportunities to gain valuable exposure and experience at AFL level. The performance of the team over the final month of the 2018 season provided some basis for encouragement that, with hard work and a growth mindset, significant improvement is possible in 2019.

During the season, Premiership player Clay Smith retired due to a debilitating knee injury. While it was disappointing Clay could not continue his playing career, he has left an indelible mark on our Club and his team-mates. At season's end, we also bid farewell to Shane Biggs. Shane provided great service to our Club, playing 55 games during his six years, including playing an important role in our 2016 Premiership campaign. Jack Redpath also retired after the season, with Tom Campbell, Mitch Honeychurch, Kieran Collins and rookie-listed player Nathan Mullenger-McHugh also departing.

Premiership players Jordan Roughead and Luke Dahlhaus, and mature age player Marcus Adams also departed during the 2018 Trade and Free Agency period, and we wish them all well on their football journey with Collingwood, Geelong and Brisbane respectively. The Board wishes to especially acknowledge the outstanding contribution to the club of Jordan Roughead, as a player, as an assistant coach in our AFLW team, as a member of the committee of our Reconciliation Action Plan, and as a volunteer in many of the Club's community outreach activities. We wish all of our departing players all the very best.

We acquired Sam Lloyd from Richmond and Taylor Duryea from Hawthorn. Both Sam and Taylor will provide important additional experience to our team, while also being capable of playing a variety of on-field positions. We welcome both Sam and Taylor to our Club. As part of our AFL list management strategy, we have prioritised selections in the 2018 National Draft and are delighted to bring in a number of talented young players into the Club including Bailey Smith, Rhylee West, Laitham Vandermeer, Ben Cavarra, Will Hayes, Lachlan Young, Buku Khamis and Jordon Sweet.

Our VFL team Footscray finished ninth after the home and away season, missing participation in the VFL finals series by just one match. While we aim for all of our teams to compete in finals on a regular basis, our VFL program continues to provide important development and support for our AFL team. With Will Hayes' drafting we are pleased to have had consecutive seasons of elevating one of our VFL players to our AFL list.

Our AFLW team achieved the ultimate success in 2018 by winning the 2018 AFLW Premiership. Considering injury and suspension to key players during the season, the efforts by the players, coaches and support team was enormous. The rapid growth of our AFLW players and program during the first two years of the national women's competition is testament to the work from all involved, and we look forward to the continued development of the program during 2019.

Following the team's Premiership success, Emma Kearney was awarded the 2018 AFLW Best and Fairest, among a number of individual accolades. It was another great sign of our program working hard to develop each individual within our team environment and structure. While it was disappointing to lose Emma to North Melbourne through the competition expansion rules, we wish Emma all the best and thank her for her service during her time with us.



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**Football (continued)**

Our alignment in 2018 with VU Western Spurs to support a women's team in the revamped state women's competition added to the vibrancy of the Club, with 20 players from our AFLW team signing with the team. While the team finished outside the top four, thereby missing the finals, the program provided an important opportunity to continue to monitor the development of our AFLW listed players in preparation for the 2019 AFLW season.

Lachie Hunter won his first Charles Sutton Medal, with Jackson Macrae finishing only one vote behind. Marcus Bontempelli finished third, with first year player Aaron Naughton capping an amazing debut season by finishing fourth. Another young emerging player, Josh Dunkley, achieved his first top five finish.

Emma Kearney won her second Western Bulldogs AFLW Best and Fairest, finishing ahead of Ellie Blackburn. Kirsty Lamb, Lauren Spark and Libby Birch rounded out the top five. Will Hayes capped another terrific VFL season by winning our VFL Best and Fairest, while young gun Naomi Ferres showcased her enormous potential by polling in every game she played during 2018 to win our inaugural VFLW Best and Fairest.

Focussed investment in our men's and women's football programs and activities throughout 2018 continued to be strong, with expenditure in Football totalling \$25.97 million for the year. The Club is budgeting for further increased investment in 2019.

**Marketing and Fan Engagement**

The Club remains committed to driving total supporter growth and engagement in both heartland and expansion markets. A key pillar of the marketing and fan engagement strategy is to broaden the appeal of the Bulldogs brand throughout the west of Melbourne and the Club delivered several new activations in 2018 at events including the Seddon Festival, Begonia Festival, Yarraville Festival, Victoria University Open Days, Chillout Festival, Werribee Mansion Fun Run, Mother's Day Classic Fun Run, Million Paws Walk Ballarat, Fitness Show Melbourne and Festival of Lights Ceremony.

The Bulldogs likewise continued its push to influence generational change across the supporter base by seeking to connect with young families and kids through schools, participation and event-led environments. New partnerships with Highpoint Shopping Centre and the Royal Melbourne Show enabled the Club to engage with kids across school holiday themed events, driving significant growth in the Pack Kids Club to well over 9000 contacts. Other key fan engagement initiatives included:

- The continuation of the Bulldogs Friendly Schools program into 12 schools across the west. A review of current schools program has been undertaken with plans to roll out a new curriculum aligned program for 2019.
- 24 Victoria University students facilitated the Bulldogs Friendly Schools Program.
- 72 Roadshows delivered throughout the western corridor.
- 25 SEDA students volunteered at several Western Bulldogs events and match days.
- Grassroots football support with a Western Region Football League sponsorship. Western Bulldogs branded Sporting Schools Program for Terms 2 and 3 with saw an increase in participation compared with 2017.
- Western Bulldogs junior member clinics ran at Victoria University Whitten Oval for over 1200 junior members.

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**Marketing and Fan Engagement (continued)**

Big crowds again flocked to Victoria University Whitten Oval for the AFLW season, as the Club set new benchmarks in both total attendance (25,000+) and match-day experience. The Club acquired more than 6500 AFLW contacts to its database and led several new match-day initiatives including:

- Introduction of Beats by Bob Jane DJ at each game.
- Introduction of 'The Garden Bar' and Two Birds integration at each game.
- Spurling Reserve fan zone taken to the next level with an incredible breadth of activations including a Disney high ropes course, Moama surfboard activation, Priceline handball activation, Bob Jane photo booth, free Bulla Ice creams, inflatables and more.
- Launch of the first Pride Game for AFLW against Carlton, including the first time for LGBTIQ Radio station Joy Radio to call the game, pride flags erected on the hill at VU Whitten Oval, rainbow umpire socks, a pride guernsey worn by the players plus pride merchandise range.

The Club also delivered several integrated campaigns to drive crowd build and fan engagement at AFL home matches, resulting in a total attendance of 280,000 across the course of the season. Highlights included:

- First mass Easter scavenger hunt on the ground post-game at Etihad Stadium for Round 2.
- Introduction of the new uCube Kids Zone at Etihad Stadium plus a revamp of the Footscray end fan zone.
- Launch of Harmony Game in Round 14 v North Melbourne celebrating cultural diversity and featuring a flag ceremony, Australian Children's Choir, food offerings from various cuisines and cultural performers.
- Enhancement of the Ballarat fan zone with Round 7 featuring a Ferris Wheel which was picked up in the TV broadcast and coverage via media.
- Introduction of Food Truck Fridays for Friday night games.
- Women in Sport focus for our Round 8 match v Brisbane.
- Integration of Mission Bobble Heads via a range of promotions plus a kick to win \$25k competition in Round 15.
- 1000 free pies offer sent to members to reward and encourage game-day attendance at Round 16 member recognition game.
- Executed approximately 30 ticketing promotions to drive crowd attendance (up from three the previous year).

**Communications and Digital**

Despite a season impacted by a 13th place finish, the Club made every endeavour to have the Western Bulldogs brand represented strongly in mainstream, local and community media. The Club effectively dealt with a number of significant media issues throughout the season, and focussed on ways to project positivity and trust in the Club's future.

The Club was able to facilitate numerous positive announcements throughout the year, including player milestones, contract extensions and sponsorship renewals, while promoting the efforts of the Community Foundation, the Club's activities in Ballarat, crowd build initiatives, themed games and women's football.

The 12% growth in club mobile app downloads was a strong result, surpassing 80,000 downloads. Audience growth on the Club's AFL social media channels slowed in 2018, consistent with an industry wide trend.

A holistic view of the Club's digital channels across the last four years has seen vast audience growth on Facebook, Twitter and Instagram. Relative audience growth has over-indexed the league average in this time, with a significant spike in 2016 obviously driven by the AFL Premiership.



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

### **DIRECTORS' REPORT**

#### **Ballarat**

The Club's commitment to and endeavours in Ballarat are continuing. The Ballarat initiative provides a cohesive and integrated approach to build our hold on the region to the west of Melbourne, our long-term strategy to build supporter base size and membership and our ability to contribute to the western region as a whole.

The Ballarat commitment has added many millions to our revenues since it began and it is a cornerstone to the productive and mutually beneficial relationship we enjoy with Daniel Andrews' Victorian Government, both as to Ballarat and to the Whitten Oval.

That said, we acknowledge that Mars Stadium needs development to cope with the days of inclement weather which will inevitably occur in the Ballarat winter.

We apologise to our members that arrangements were substandard for game days in 2018 and we thank the Andrews Government for its recent \$12,000,000 commitment to improving amenities for future match days.

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

The name of the Western Oval was changed to Whitten Oval in 1995 after the passing of the Club's greatest player E.J. Whitten.

Over the past eighteen months, the Club has worked assiduously with a number of its partners to develop a new vision and master plan not just for Whitten Oval but the Western Oval precinct as a whole.

The assignment to the Club by the Daniel Andrews' Victorian Government of the Cross Street land was a key component of this major project.

The current construction of new Women's change rooms and of an electronic scoreboard on the historic site of the old scoreboard are more early signs of development.

The additional commitment by the Andrews Government to fund the business case for Western Oval precinct master plan is another important component and the club has significant capital raising projects in train including the sale of its remaining poker machine licences.

Big time football matches and spectating are coming back to our historic Western Oval. We hope to share our initial master plan ideas with our members soon. The new Western Oval will be a mecca for AFLW football. It will provide a new, warm and very West Footscray way to come together with your fellow Bulldogs and support our teams. It will be exciting. It's the most ambitious project in our history.

#### **Membership and Ticketing**

The Western Bulldogs finished the year with 43,238 members (a 10% decrease from 2017). The majority of this decrease was due to the Club ceasing to issue around 5,000 complimentary memberships. We thank our loyal members for their continued support of the Club.

Over the year there was growth in some specific membership categories including a 42% increase in AFLW memberships and 14% increase in Ballarat memberships, which resulted in overall membership revenue of \$7.59 million.

New membership products launched in 2018 included our suite of innovative Flexi memberships, which focused on converting traditional membership offerings to flexible entitlements for members to increase utilisation. Digital membership cards were also launched to a sample of members who were encouraged to use their card within the Western Bulldogs Club app for mobile match-day entry, which encompasses our long-term strategy of moving towards a 'paperless venue' and increasing Club app downloads.



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**Membership and Ticketing (continued)**

The Club's average attendance for home games at Marvel Stadium decreased to 25,372 in 2018, with a decline in member show rates across reserved seats (down 9%) and general admission (down 8%). Ticket sales across the 2018 season followed a similar downward trend as the season progressed. Numerous crowd build initiatives were implemented across the season, with over 30 ticket offers being activated and widely promoted in order to boost home game attendance.

January saw the launch of the Bulldog Pride Supporter Group, which was established to create a welcoming social environment for Western Bulldogs supporters and players who identify as LGBTIQ or as an ally of the LGBTIQ community. The supporter group held inclusive events across the AFLW and AFL seasons, including our AFLW Pride Game in Round 4, and it will continue to collaborate with other LGBTIQ AFL Club supporter groups and the AFL to promote diversity in a safe and inclusive environment for football supporters and players.

**Commercial Partnerships**

The Commercial Partnerships team finished the 2018 season with revenue of \$12.88 million. It was the first time in the Club's history that Commercial Partnership revenue exceeded \$12 million.

The Western Bulldogs celebrated 10 years with Mission Foods as its major partner (longest serving major partner in the Club's history) and also welcomed Mercedes-Benz Vans as its Principal Partner. The Club would also like to thank its other Premier Partners in EML, Worksafe and Victoria University, as well as key Ballarat partners in the State Government, the City of Ballarat, Mars and the TAC.

With the Club winning its first ever AFLW premiership in 2018, we would like to thank Co-Major Partners Priceline Pharmacy and Bob Jane T-Marts, as well as The Pancake Parlour, Victoria University, VicHealth, Powercor, Two Birds, Asics and Cotton On.

Community partners are becoming more and more important, and the Club has developed numerous new partnerships to support the Western Bulldogs Community Foundation, including Gordon Legal, the State Government, Victoria University, Powercor and VicHealth.

The Bulldogs' coterie groups recorded record revenue across the board. The Club would like to give a special thank you to all of its coterie groups – the Westerners, Player Sponsors, Top Dogs and our high-end supporter groups the Coaches Club and Locker Group.

In 2018, the Western Bulldogs had 9.75 million TV viewers across the season, which included four Friday night games and one Thursday night prime time game. The 2019 AFL Fixture has some challenges from a commercial point of view, but with one Friday night game and five Saturday night prime time Channel 7 games, the Club will still be able to drive a strong commercial outcome for its partners. The AFLW broadcast fixture is stronger for the Club, on the back of the AFLW premiership.

The Club will again play two homes games at Mars Stadium in Ballarat. A key focus will be on driving tourism to the region for the Round 23 game against Adelaide, given the history which the Adelaide Football Club has had with the Ballarat region over the last 20 years.

**Consumer Products**

2018 was a challenging year for the merchandise area of the Club following strong results in 2016 and 2017. The focus in 2019 will be on creating new and exciting merchandise offerings to club members and fans throughout the year. A key reason for the decline in sales (aside from the premiership merchandise success) was the lack of major milestone games, and a high number of home games against interstate teams. With some milestone games likely in 2019 and the first ever AFL game at Marvel Stadium on Round 1, there are strong opportunities to create some special merchandise offerings above the Club's matchday apparel.



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**Consumer Products (continued)**

The Club is very thankful to its AFL apparel partner Asics and its AFLW apparel partner Cotton On. A number of new merchandise initiatives will be implemented for the 2019 season. VU Whitten Oval is likely to host AFLW, VFL & VFLW matches in 2019, giving the Club an ability to drive incremental merchandise sales above 2018, with an anticipated increase in fans attending the venue.

**Events**

The 2018 event year saw the Bulldogs host the AFLW Season Launch in Albert Park, which was quickly followed by approximately 1000 fans attending the Club's AFL Season Launch and Hall of Fame event at the Melbourne Convention and Exhibition Centre. The Club again hosted a large number of home games at VU Whitten Oval (three AFLW, eight VFL and two VFLW).

The events team's responsibilities have grown over the last 18 months with the introduction of the AFLW and VFLW teams. The team also managed nine home game functions at Marvel Stadium, hosting the Club's key partners and coterie members. The Bulldogs hosted two President's functions at Mars Stadium in Ballarat, which included key stakeholders from the State Government and Ballarat partners including the TAC, Mars, City of Ballarat, Selkirk Bricks, AFL Goldfields, Powercor and Sovereign Hill. The long-standing CBD business lunch moved to Crown Palladium in 2018 and over 350 guests were entertained, with the innovative key note speech by Managing Director of Mercedes Benz Vans Australia & NZ, Diane Tarr, a highlight. The pinnacle of the events calendar was the Charles Sutton Medal at Crown Palladium, which was attended by close to 1300 guests.

**Western Bulldogs Community Foundation**

The Western Bulldogs Community Foundation (WBCF) continues to provide people living in the western suburbs of Melbourne and the western region of Victoria with the tools to succeed within their community. We have a long, proud history of being the community club of the AFL, delivering capacity building programs with real outcomes. We believe in and work to promote community harmony, and to promote inclusiveness and equality for all, regardless of race, faith, gender or disability.

The WBCF facilitates inclusive health and wellbeing events, family days, VFL carnivals, and CALDPlay Gala events, as well as participating in other key community events in the west. Some of the key causes we championed in 2018 include the AFL Harmony Game, AFL Indigenous Round, AFLW Pride Round and VFL Welcome Ujamaa Festival carnival. In addition, the Club also launched its inaugural Reconciliation Action Plan.

The WBCF's Health and Wellbeing stream aims to address some of the predominant health concerns through co-designed health and wellbeing programs. Since 2014, the Sons of the West (SOTW) program has continued to act as a prime example of how the Western Bulldogs brand successfully engages a traditionally hard-to-reach cohort of men and encourages them to take a proactive approach to their health and wellbeing. In partnership with seven local councils and two community health services, the SOTW program was delivered in 16 locations across Victoria's west, to approximately 700 men. The Daughters of the West (DOTW) women's health program doubled in size from the 2017 pilot to reach around 450 women across eight sites.

The SOTW Leadership Academy was reshaped in 2018 to include women from the DOTW program and has the potential to become a Foundation-wide asset. The program was run in Footscray and Ballarat and engaged approximately 60 participants, with a specific focus on building participants' capacity to act as change-makers in their local community.

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**Western Bulldogs Community Foundation (continued)**

Our Diversity & Social Inclusion stream aims to build self-reliant and connected communities that participate in, and contribute back to, our diverse society. Within this, the Ready SETTLE Go program aims to facilitate a self-reliant and connected community participating in and contributing to society. In 2018, the program engaged over 2200 newly arrived migrants and refugees who came from 47 different countries of birth, and spoke 56 different languages at home. Participants were engaged in 476 sessions delivered across 48 locations throughout the cities of Wyndham, Hobson's Bay, Melton, Maribyrnong, and Brimbank, along with a pilot program in Ballarat.

In 2018 an African Action Plan was created in consultation with the African Australian community, in response to negative media coverage of the South Sudanese community. The African Action Plan articulates a commitment by the Club and the Foundation to work with and support the African Australian community of the west.

The Foundation's Youth Leadership and Development stream provides young people with hands-on opportunities to become engaged in a learning pathway and grow as social leaders. 120 emerging leaders were selected from a pool of nominees to participate in the seven-month program which consisted of personal development workshops delivered by WBCF staff, AFL and local community services. Participants also completed a Community Leadership Project (CLP), delivering a basic activity designed to have a positive social impact. In 2018, 34 projects were delivered with approximately 500,000 people being impacted.

The Club Board 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**

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the group, the results of those operations, or the state of affairs of the group in future financial years.

**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.



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**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, The Walt Disney Company Australia and New Zealand  
General Manager, Licensing, The Walt Disney Company Australia and New Zealand  
Director of Walt Disney Publishing Worldwide (DPW) for Australasia ASEAN, India and Korea  
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

Manager Customer Development, Geomatic Technologies  
Footscray/Western Bulldogs player 1991 - 2004 (186 games, 72 goals)



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**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

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

**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)

**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)



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**DIRECTORS' REPORT**

**Information on Directors (continued)**

**Chris Nolan - Director**

Qualifications

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

Experience

Director, Nolan Media (Current)  
Growth Partner, OSQO (Current)  
Board Member, The Alfred Hospital Foundation (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)  
Director, Melbourne Food and Wine Festival (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, Victorian Health Promotion Foundation, VicHealth (2012 to date)  
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 date)  
Chair, International Network for Health Promotion Foundations (2015 to date)  
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)**

**Gary Kent CEO (Resigned 10 December 2017)**

Qualifications

Bachelor of Economics  
 Harvard Business School Advanced Management Program  
 Graduate of the Institute of Company Directors  
 Associate of the Institute of Chartered Accountants

Experience

Chief Executive Officer Western Bulldogs (July 2016 to December 2017)  
 Chief Financial Officer Skilled Group (May 2012 to October 2015)  
 Chief Financial Officer Healthscope (August 2008 to November 2010)  
 Chief Financial Officer Coles Group (July 2007 to February 2008)  
 Deputy CFO and Group Financial Controller Coles Myer (December 2005 to June 2007)  
 General Manager Finance Kmart (April 2002 to December 2005)

**Meetings of Directors**

<b>Directors</b>	<b>Number Eligible to Attend</b>	<b>Number Attended</b>
Peter Gordon	11	11
Ameet Bains (appointed 28/2/18)	11	11
Matthew Croft	11	11
Mark Evans	11	9
Jerril Rechter (appointed 25/1/18)	10	10
Fiona McGaachie	11	11
Chris Nolan	11	10
Levent Shevki	11	8
Kylie Watson-Wheeler	11	10
Gary Kent (resigned 10/12/17)	-	-

**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 28<sup>th</sup> day of November 2018

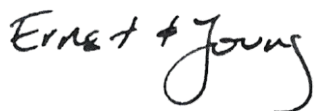


## Auditor's independence declaration to the Directors of Footscray Football Club Limited

As lead auditor for the audit of Footscray Football Club Limited for the financial year ended 31 October 2018, 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  
28 November 2018



**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 2018**

	Note	2018 \$	2017 \$
<b>Revenue and Other Income</b>			
Revenue from operating activities	5	51,576,289	51,925,772
		<b>51,576,289</b>	<b>51,925,772</b>
Administration expenses		(6,283,812)	(5,898,515)
Commercial partnerships expense		(3,175,005)	(3,478,249)
Membership expense		(4,159,010)	(4,286,368)
Hospitality expense		(6,310,878)	(5,670,238)
Event expenses		(1,019,866)	(1,080,425)
Consumer products expense		(975,771)	(1,778,700)
Community expense		(1,439,995)	(1,515,909)
Communication expense		(954,090)	(921,124)
Football department expense		(24,965,803)	(25,489,964)
Borrowing costs	6	(84,785)	(163,230)
<b>Profit before Redevelopment Activities</b>		<b>2,207,274</b>	<b>1,643,050</b>
Fair value of land contribution	3	16,085,000	–
Redevelopment grant income	3	2,000,000	–
Redevelopment expenses	3	(2,197,941)	–
<b>Total Redevelopment Activities</b>		<b>15,887,059</b>	<b>–</b>
<b>Profit for the year after Redevelopment Activities</b>		<b>18,094,333</b>	<b>1,643,050</b>
<b>Total comprehensive income</b>		<b>18,094,333</b>	<b>1,643,050</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 2018**

	Note	2018 \$	2017 \$
<b>Current assets</b>			
Cash and cash equivalents	8	7,877,358	3,927,106
Receivables	9	1,374,797	1,867,975
Inventories	10	335,116	230,410
Other assets	11	222,622	128,737
<b>Total current assets</b>		<b>9,809,893</b>	<b>6,154,228</b>
<b>Non-current assets</b>			
Intangible assets	12	2,059,028	2,359,467
Property, plant and equipment	13	43,413,097	29,176,705
Other assets	11	71,202	-
<b>Total non-current assets</b>		<b>45,543,327</b>	<b>31,536,172</b>
<b>Total assets</b>		<b>55,353,220</b>	<b>37,690,400</b>
<b>Current liabilities</b>			
Payables	14	5,600,791	6,906,277
Provisions	16	1,074,567	732,722
Other liabilities	17	1,851,663	1,953,967
<b>Total current liabilities</b>		<b>8,527,021</b>	<b>9,592,966</b>
<b>Non-current liabilities</b>			
Provisions	16	1,021,667	387,235
<b>Total non-current liabilities</b>		<b>1,021,667</b>	<b>387,235</b>
<b>Total liabilities</b>		<b>9,548,688</b>	<b>9,980,201</b>
<b>Net assets</b>		<b>45,804,532</b>	<b>27,710,199</b>
<b>Equity</b>			
Retained Earnings	18	45,804,532	27,710,199
<b>Total equity</b>		<b>45,804,532</b>	<b>27,710,199</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 2018**

	<b>Retained Earnings \$</b>	<b>Total Equity \$</b>
<b>Consolidated</b>		
<b>Balance as at 1 November 2016</b>	<b>26,067,149</b>	<b>26,067,149</b>
Profit for the year	1,643,050	1,643,050
<b>Total comprehensive income for the year</b>	<b>1,643,050</b>	<b>1,643,050</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 31 October 2018</b>	<b>45,804,532</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 CASHFLOWS**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

	Note	2018 \$	2017 \$
<b>Cash flow from operating activities</b>			
Receipts from customers		51,915,025	51,717,594
Payments to suppliers and employees		(49,325,836)	(49,020,405)
Payments for Redevelopment Activities, uncapitalised		(172,658)	-
Repayment of amounts owing for gaming entitlements		-	(824,740)
Interest received		52,138	36,872
Interest paid		(84,785)	(163,230)
<b>Net cash provided by operating activities</b>		<b><u>2,383,884</u></b>	<b><u>1,746,091</u></b>
<b>Cash flow from investing activities</b>			
Sale of gaming entitlements		-	348,905
Payment for property, plant and equipment		(433,632)	(794,684)
Purchase of Barkers Cafe		-	(250,106)
<b>Net cash (used in) investing activities</b>		<b><u>(433,632)</u></b>	<b><u>(695,885)</u></b>
<b>Cash flow from financing activities</b>			
Proceeds from redevelopment grant	3	2,000,000	-
(Repayment) of external borrowings		-	(4,096,153)
<b>Net cash (used in) / provided by financing activities</b>		<b><u>2,000,000</u></b>	<b><u>(4,096,153)</u></b>
Net increase / (decrease) in cash held		3,950,252	(3,045,947)
Cash at beginning of the financial year		3,927,106	6,973,053
<b>Cash at end of financial year</b>	8	<b><u><u>7,877,358</u></u></b>	<b><u><u>3,927,106</u></u></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 2018**

**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 2018 was authorised for issue in accordance with a resolution of the Directors on 26 November 2018.

**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 accounting policies adopted are consistent with those of the previous financial year.

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 2018.

**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 2018**

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

**(c) Going concern**

The Club had a positive operating cash flow of \$2,383,884 during the 2018 year, net assets of \$45,796,897 and a net current asset surplus of \$1,282,872. This surplus has increased from 31 October 2017 by \$4,721,610 from a net current asset deficit of \$3,438,738.

The surplus includes \$1,827,343 cash related to grant income received for specific redevelopment purposes.

The Directors have assessed the financial performance and financial position of the Club at 31 October 2018, 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 18 Clubs in the AFL's competition strategy. These assumptions are true for every current AFL Club, and the AFL itself is a large financial contributor to all 18 AFL Clubs through the distribution of competition wide revenues (for example the television and other media rights receipts). All 18 Clubs operate on the assumption that they will continue to receive financial distributions and that they will continue to maintain their license 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 licenses 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 2018**

**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 and is recognised on an accruals basis.

***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 2018**

**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**

***Classification***

The group classifies its financial assets into the following categories: financial assets at fair value through profit and loss, loans and receivables, held-to-maturity investments and available-for-sale financial assets. The classification depends on the purpose for which the instruments were acquired. Management determines the classification of its financial instruments at initial recognition.

***Non-derivative financial instruments***

Non-derivative financial instruments consist of investments in equity and debt securities, trade and other receivables, cash and cash equivalents, loans and borrowings and trade and other payables.

Non-derivative financial instruments are initially recognised at fair value, plus directly attributable transaction costs (if any), except for instruments recorded at fair value through profit or loss. After initial recognition, non-derivative financial instruments are measured as described below.

***Loans and receivables***

Loans and receivables are measured at fair value at inception and subsequently at amortised cost using the effective interest rate method.

***Financial liabilities***

Financial liabilities include trade payables, other creditors, loans from third parties and loans from or other amounts due to director-related entities. Non-derivative financial liabilities are recognised at amortised cost, comprising original debt less principal payments and amortisation. Financial liabilities are classified as current liabilities unless the group has an unconditional right to defer settlement of the liability for at least twelve months after the reporting period.

**(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 2018

**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 2018**

**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 2018**

**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 is in the process of developing a masterplan encompassing the future development of the Whitten Oval precinct as a result of the transfer of land. 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 has recognised the land contribution at a fair value of \$16.085 million – refer to Note 4 for details of the fair value measurement.

The Club has recognised 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 grant income of \$2.0 million during the year through the achievement of milestones set out in the agreement. Directly attributable expenditure of \$0.3 million (including amounts accrued) has been recognised within the Statement of Profit or Loss for the year. No related expenditure has been capitalised within the Statement of Financial Position for the year as it has not met the criteria for recognition.

Unexpended cash relating to the grant of \$1.8 million has been presented as part of 'cash designated for a specific purpose' within cash and cash equivalents – refer to Note 8.

Due to the AFL Women's capital upgrade program and planned refurbishments, the existing Whitten Oval change-rooms have been written off in the current year. As a result, a charge of \$0.8 million (refer to Note 13) has been included within redevelopment expenses of \$2.2 million.

**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 2018**

**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 of impairment are based on value in use calculations. These calculations are 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.

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

Inflation rate	2.5%
Discount rate	15%

The projected cash flows for the Club's gaming venues have been based on actual Net Machine Revenue ("NMR") for the year ended 31 October 2018 and incorporates management's assumptions for future growth.

**(b) Impairment of gaming entitlements**

All gaming entitlements are currently in use at the clubs gaming venues and no indicators of impairment are present. Therefore no impairment is required to be recorded for the current period.

**(c) Valuation of land contribution**

At initial recognition on 16 October 2018, the Club has recorded the land contribution received from the Victorian State Government outlined in Note 3 at fair value. The land will subsequently be measured at cost, being the fair value adopted upon initial recognition.

The Club engaged an independent valuation specialist firm, Herron Todd White, to assess the fair value of the land as at 11 July 2018. The valuers are Associates of the Australian Property Institute and are qualified to undertake this valuation. The fair value has been determined as \$16.085 million. The Club has recognised the transferred land as property, plant and equipment in Note 13 and associated income within the Consolidated Statement of Comprehensive Income.

Based on market factors as well as the short time period between valuation date and initial recognition, the fair value at initial recognition is not considered to have materially differed from that assessed at the valuation date.

The assessment of fair value is made utilising the direct comparison approach, an appropriate valuation methodology, however by its nature is subject to a number of assumption inputs that incorporate a significant degree of judgement, including the current and possible future zoning of the two parcels of land; the extent, size and nature of comparable sales evidence; and reference to the deemed highest and best use of the land.

**(d) 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 2018**

**NOTE 5: REVENUE AND OTHER INCOME**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Revenue from operating activities:		
AFL sourced income	16,271,119	16,575,940
Gate receipts/match returns	1,619,387	1,856,728
Commercial Partnerships	12,880,320	10,900,680
Membership	7,587,609	8,469,489
Hospitality	7,749,225	7,188,633
Events and fundraising	1,474,544	946,127
Consumer products	1,195,131	2,523,076
Community services	1,458,753	1,634,207
Other income	1,118,776	1,471,887
Other revenue	221,425	359,005
	<b>51,576,289</b>	<b>51,925,772</b>

**NOTE 6: EXPENSES**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Depreciation	1,390,487	1,473,522
Amortisation	300,439	300,444
Employee benefits	27,215,153	26,382,208
Interest expense	84,785	163,230
Rental expense on operating leases	475,170	425,591



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

**NOTE 7: KEY MANAGEMENT PERSONNEL COMPENSATION**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Compensation received by key management personnel of the Club	1,871,911	1,895,334

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

The person holding the position of Chief Executive Officer, Chief Operating Officer, and Chief Marketing Officer changed during the period

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

**NOTE 8: CASH AND CASH EQUIVALENTS**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Cash on hand	159,900	88,985
Cash at bank	5,147,500	3,546,860
Cash on deposit	542,770	291,261
Cash designated for a specific purpose	2,027,188	-
	<b>7,877,358</b>	<b>3,927,106</b>

**NOTE 9: RECEIVABLES**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
<b>CURRENT</b>		
Trade debtors	1,292,577	1,793,242
Other receivables	82,220	74,733
	<b>1,374,797</b>	<b>1,867,975</b>

***Impairment of trade receivables***

Trade receivables are non-interest bearing with 30 day terms. An impairment loss is recognised when there is objective evidence that an individual trade receivable is impaired. No impairment loss has been recognised in the current period (2017: nil).

**NOTE 10: INVENTORIES**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
<b>CURRENT</b>		
Bulldogs Shop Merchandise	305,351	202,985
Food and liquor	29,765	27,425
	<b>335,116</b>	<b>230,410</b>
Write downs of inventories to net realisable value recognised as an expense during the year	-	34,409



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

**NOTE 11: OTHER ASSETS**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
<b>CURRENT</b>		
Prepayments	222,622	128,737
	<hr/>	<hr/>
<b>NON CURRENT</b>		
Prepayments	71,202	-
	<hr/>	<hr/>
	<b>293,824</b>	<b>128,737</b>
	<hr/>	<hr/>

**NOTE 12: INTANGIBLE ASSETS**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Goodwill at cost	937,996	937,996
Accumulated impairment losses	(20,571)	(20,571)
	<hr/>	<hr/>
	<b>917,425</b>	<b>917,425</b>
	<hr/>	<hr/>
Gaming Entitlements at cost	2,717,022	2,717,022
Accumulated amortisation	(1,587,574)	(1,290,404)
	<hr/>	<hr/>
	<b>1,129,448</b>	<b>1,426,618</b>
	<hr/>	<hr/>
Lease acquisition costs	80,000	80,000
Accumulated amortisation	(67,845)	(64,576)
	<hr/>	<hr/>
	<b>12,155</b>	<b>15,424</b>
	<hr/>	<hr/>
<b>Total intangible assets</b>	<b>2,059,028</b>	<b>2,359,467</b>
	<hr/>	<hr/>

**(a) Reconciliations**

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

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
<i>Goodwill at cost</i>		
Opening balance	917,425	714,922
Acquisition of Barkers Cafe	-	202,503
	<hr/>	<hr/>
<b>Closing balance</b>	<b>917,425</b>	<b>917,425</b>
	<hr/>	<hr/>

FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018

NOTE 12: INTANGIBLE ASSETS (CONTINUED)

(a) Reconciliations (continued)

*Gaming Entitlements*

Opening balance	1,426,618	1,723,792
Amortisation expense	(297,170)	(297,174)
Reclassification as asset held for sale	-	-
<b>Closing balance</b>	<b>1,129,448</b>	<b>1,426,618</b>

*Lease acquisition costs*

Opening balance	15,424	18,694
Amortisation expense	(3,269)	(3,270)
<b>Closing balance</b>	<b>12,155</b>	<b>15,424</b>

NOTE 13: PROPERTY, PLANT AND EQUIPMENT

	2018 \$	2017 \$
<i>Land</i>		
At cost	16,085,000	-
	<b>16,085,000</b>	-
<i>Buildings</i>		
At cost	542,695	542,695
Accumulated depreciation	(106,866)	(93,299)
	<b>435,829</b>	<b>449,396</b>
<i>Whitten Oval and Leasehold Improvements</i>		
At cost	32,970,921	33,846,936
Accumulated depreciation	(7,766,361)	(6,959,965)
	<b>25,204,560</b>	<b>26,886,971</b>
<i>Plant and equipment</i>		
At cost	5,810,458	5,618,648
Accumulated depreciation	(4,122,750)	(3,778,310)
	<b>1,687,708</b>	<b>1,840,338</b>
<b>Total property, plant and equipment</b>	<b>43,413,097</b>	<b>29,176,705</b>



FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018

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:

	2018 \$	2017 \$
<i>Land</i>		
Opening carrying amount	–	–
Additions	16,085,000	–
<b>Closing carrying amount</b>	<b>16,085,000</b>	<b>–</b>
<i>Buildings</i>		
Opening carrying amount	449,396	462,964
Additions	–	–
Depreciation expense	(13,567)	(13,568)
<b>Closing carrying amount</b>	<b>435,829</b>	<b>449,396</b>
<i>Whitten Oval and leasehold improvements</i>		
Opening carrying amount	26,886,971	27,656,231
Additions	103,209	320,631
Write-offs	(830,324)	–
Depreciation expense	(955,296)	(1,089,891)
<b>Closing carrying amount</b>	<b>25,204,560</b>	<b>26,886,971</b>
<i>Plant and equipment</i>		
Opening carrying amount	1,840,338	1,696,348
Additions	330,423	514,053
Disposals	(61,429)	–
Depreciation expense	(421,624)	(370,063)
<b>Closing carrying amount</b>	<b>1,687,708</b>	<b>1,840,338</b>
<i>Total property, plant and equipment</i>		
Carrying amount at 1 November	29,176,705	29,815,543
Additions	16,518,632	834,684
Write-offs	(830,324)	–
Disposals	(61,429)	–
Depreciation expense	(1,390,487)	(1,473,522)
<b>Carrying amount at 31 October</b>	<b>43,413,097</b>	<b>29,176,705</b>

FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
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NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018

NOTE 14: PAYABLES

	2018 \$	2017 \$
<b>CURRENT</b>		
<i>Unsecured liabilities</i>		
Trade creditors	3,955,987	4,531,834
Other payable	98,483	707,625
Sundry creditors and accrued expenses	1,546,321	1,666,818
	<b>5,600,791</b>	<b>6,906,277</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 2019 and includes an overdraft facility, which is repayable on demand.

NOTE 16: PROVISIONS

	2018 \$	2017 \$
<b>CURRENT</b>		
Employee benefits	1,074,567	732,722
	<b>1,074,567</b>	<b>732,722</b>
<b>NON CURRENT</b>		
Employee benefits	316,397	387,235
Demolition and remediation	705,270	–
	<b>1,021,667</b>	<b>387,235</b>
	<b>2,096,234</b>	<b>1,119,957</b>

NOTE 17: OTHER LIABILITIES

	2018 \$	2017 \$
<b>CURRENT</b>		
Income in Advance	1,851,663	1,953,967

NOTE 18: RETAINED EARNINGS

	2018 \$	2017 \$
Retained earnings at beginning of year	27,710,199	26,067,149
Net profit – current year	18,094,333	1,643,050
	<b>45,804,532</b>	<b>27,710,199</b>





**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018**

**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 2018:

***Peter Gordon:***

- Director of Gordon Legal and Comprehensive Legal Funding
- Director of SpiritWest Foundation (resigned in November 2017)

***Mark Evans:***

- Director of Dacland (resigned 30 June 2018), 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.

The following related party transactions occurred during the year which were in addition to the normal commercial services, sponsorships or donations which occur from time to time.

- Gordon Legal, a company of which Peter Gordon is a Director and shareholder, provided donation funding to the Club's Daughters of the West program in the prior financial year for a total value of \$200,000. This funding applied to the FY18 Daughters of the West program (\$100,000).
- In 2017 Peter Gordon underwrote the production costs of a film regarding the Club's 2016 AFL premiership entitled 'Outsiders'. In 2018 an agreement was entered into that assigned all proceeds that Peter would have been entitled to from the sale and distribution of the film (after recovery of initial costs) to the Club into perpetuity. Sales of \$90,561 for the year were recognised within 'consumer products' as part of revenue from operating activities – refer to Note 4

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 2018 amounted to \$2.7 million relating to the State of Victoria – refer to Note 3 for further details. Additional expenditure commitments are expected up to and including the value of the grant in the 2019 financial year, as well as amounts attributable to the overall redevelopment masterplan. There have been no further material commitments subsequent to balance date.

**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
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**NOTE 20: COMMITMENTS AND CONTINGENT ASSETS AND LIABILITIES (CONTINUED)**

**(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 2018 are \$3,618,664 for the premises contribution and \$525,000 for the fit-out contribution.

The directors consider possibility of termination to be remote at 31 October 2018, and at the date of this financial report. As such, no amount payable has been recognised in the financial report.

**(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 West, venues operated by the club and plant and equipment used in the operations of the club.

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Not later than one year	360,077	339,738
Later than one year but not later than five years	1,026,891	1,359,204
Later than five years	750,000	825,000
	<b><u>2,136,969</u></b>	<b><u>2,523,942</u></b>

**(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>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Not later than one year	723,375	695,143
Later than one year but not later than five years	2,019,505	2,635,828
Later than five years	—	—
	<b><u>2,742,880</u></b>	<b><u>3,330,971</u></b>

**(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**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 OCTOBER 2018**

**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**

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
<b>Assets</b>		
Current assets	9,140,864	5,581,077
Non-current assets	45,543,327	31,536,172
<b>Total assets</b>	<b>54,684,191</b>	<b>37,117,249</b>
<b>Liabilities</b>		
Current liabilities	8,173,353	9,312,199
Non-current liabilities	1,015,835	381,403
<b>Total liabilities</b>	<b>9,189,188</b>	<b>9,693,602</b>
<b>Net assets</b>	<b>45,495,003</b>	<b>27,423,647</b>
<b>Equity</b>		
Retained earnings	45,495,003	27,423,647
<b>Total equity</b>	<b>45,495,003</b>	<b>27,423,647</b>

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

	<b>2018</b>	<b>2017</b>
	<b>\$</b>	<b>\$</b>
Profit for the year	18,065,671	1,637,798
<b>Total comprehensive income for the year</b>	<b>18,065,761</b>	<b>1,637,798</b>

**NOTE 22: EVENTS SUBSEQUENT TO REPORTING DATE**

There has been no matter or circumstance, which has arisen since 31 October 2018 that has significantly affected or may significantly affect:

- (a) The operations, in financial years subsequent to 31 October 2018, of the group, or
- (b) The results of those operations, or
- (c) The state of affairs, in financial years subsequent to 31 October 2018, of the group.

**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 OCTOBER 2018**

**NOTE 23: 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 24: ENTITY DETAILS**

The registered office of the group is:

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



**FOOTSCRAY FOOTBALL CLUB LIMITED TRADING AS WESTERN BULLDOGS AND CONTROLLED ENTITY  
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**DIRECTORS' DECLARATION**

The Directors of the Club declare that:

1. The financial statements and notes, as set out on pages 18 - 39, 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 2018 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 28<sup>th</sup> day of November 2018



## 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 2018, 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 2018 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.

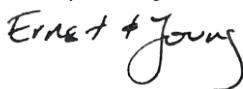
## Auditor's Responsibilities for the Audit of the Financial Report

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.
- 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

28 November 2018







WESTERN  
BULLDOGS



MAJOR PARTNER