

President's Report

PAUL SHEAHAN, PRESIDENT

It is my privilege to report to fellow club members on the events of 2012/13



The governance of complex organisations like the Melbourne Cricket Club is demanding and, in the current business climate, it calls for care and attention to detail. At the same time, though, we wish to advance what the club offers to its members, so we are constantly on the lookout for members who can bring well-honed skills, experience and a capacity to operate at the highest levels of business and government.

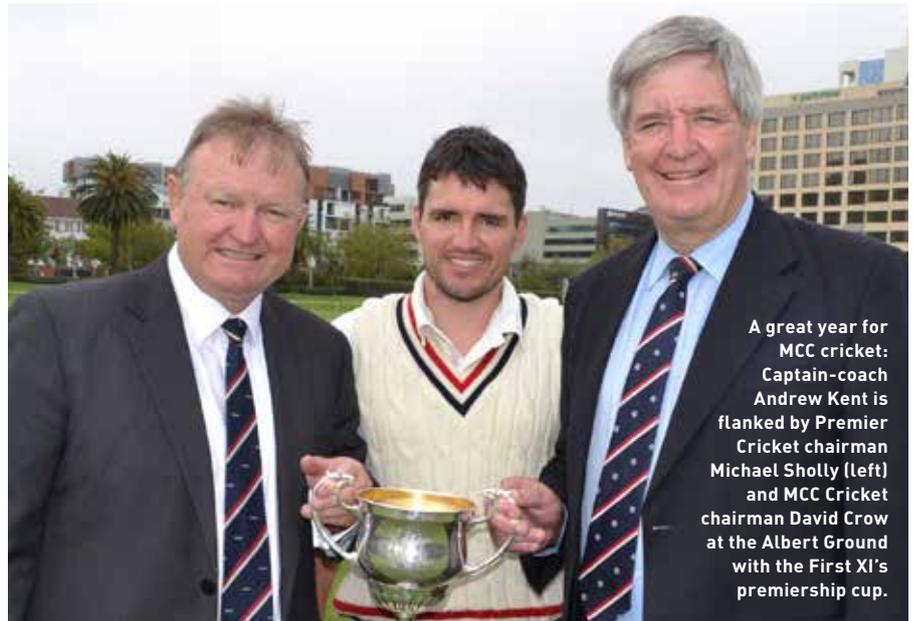
With the introduction in 2004 of a regulation that committee members could not serve more than three consecutive terms of three years ("grandfathered" for those already on the committee at that time), we have seen the departure of two extremely valuable members of the committee this year.

David Crawford served first as a committee member, then treasurer and finally as one of the three vice-presidents before stepping down in March this year. His understanding of business dealings and finance was invaluable when it came to negotiating contracts with tenant parties and during the redevelopment of the northern side of the ground. Chairing the Joint Steering Committees for the refurbishment of the Great Southern Stand and the Water Recycling Facility was no sinecure either, but David handled those tasks with consummate ease. He will be missed.

Jane Nathan was the club's first female committee member and she has set the bar high for those who follow. Her understanding of local government matters is unimpeachable and her advice on how to handle dealings with local government enabled us to chart a path through rocky waters. She was also a champion for women in the club and the fact we now boast two women's cricket teams is due in no small part to her sense of urgency that we embrace this initiative. In addition, she had an affinity with members that enabled her to bring to the committee table many issues that were important to our constituency. She, too, will be hard to replace.

We are taking our time to settle into the new regime of limited tenure, guided by the knowledge that we wish to get it as right as we can, rather than simply fill a vacancy as it occurs.

In addition, the chairman of the MCG Trust, John Wylie, stepped down after 14 years at the helm. During John's time a number of changes were instituted and reporting to the Trust by the MCC was formalised in a way that had not happened before, which was beneficial to both parties. As well, John was extremely helpful to the club in negotiations with our major tenants and a passionate advocate for the creation of



A great year for MCC cricket: Captain-coach Andrew Kent is flanked by Premier Cricket chairman Michael Sholly (left) and MCC Cricket chairman David Crow at the Albert Ground with the First XI's premiership cup.

the National Sports Museum. We take this opportunity to both thank him sincerely and wish him well in his new role.

Long-serving MCG Trustee, Hon. John Cain, also stepped down from the Trust after serving for almost 30 years. John has championed many matters on behalf of the public to ensure that the MCG remains the People's Ground and he has done so with much passion. He is an MCC 50-year member and was awarded Honorary Life membership to cap his contribution.

Three major projects dominated our activities in the past 12 months: refurbishment of the Great Southern Stand (GSS), installation of a water recycling facility (WRF) in Yarra Park and embarking on the "rebirth" of the Kew Heights Sports Club (KHSC).

The first two projects were handled superbly, completed on time and on budget and, given their complexity and the quality of the finished products, it was no surprise that the GSS and the WRF both won awards. The KHSC has been renamed the MCC-Kew Sports Club (MCCKSC) and work has begun to bring the Barkers Road facility into the MCC fold. It is hoped that, in time, the MCCKSC will be seen as a real home away from the 'G for members. We are delighted to now own the property.

The National Sports Museum has gone from strength to strength over the past year, too. A restructure of responsibilities within the MCC and some superlative work done by our Commercial Operations Department has seen the NSM become a major attraction for visitors to the city and establish itself on a much sounder financial footing. The NSM is still one of the best-kept secrets for Melburnians but gradually that is changing

for the good. It is, without doubt, one of the finest sporting museums in the world.

In terms of the major sports played at the ground during the year, football continues to attract large and enthusiastic crowds to the MCG. While cricket remains an appealing sport across the country, it must be said we lacked the volume of international cricket at the ground that we like but that was partly due to the uncompetitiveness of the touring Sri Lankan cricket team in the Test matches.

On the club front, we enjoyed the most successful Premier Cricket season of any club ... ever! Eight titles out of 13 on offer in the four grades, including the Club Championship and the First XI premiership, bore more than eloquent testimony to the quality and the commitment of the players, the performance of captain-coach Andrew Kent and determination of chairmen David Crow and Michael Sholly and their respective committees.

A significant slice of next year's report will be devoted to the events of the club's 175th anniversary. Suffice it to say that we plan celebrations this year that will be commensurate with the standard and the standing of this great club in our great city.

Finally, it behoves me to thank my fellow committee members for their endless and voluntary input, our remarkably talented CEO Stephen Gough and his hard-working senior management and staff, and the myriad volunteers who help to make a visit to the ground so memorable.

I conclude by restating my contention that it is a great privilege to be your president.

Paul Sheahan



MCC Committee 2012/13



PAUL SHEAHAN
PRESIDENT

Joined the committee in 1987. Elected vice-president in 2003 and president in 2011. Chairman of the Executive Sub-committee and ex-officio of all other sub-committees. A director of the MCC Foundation and National Sports Museum Ltd.



DAVID CROW
VICE-PRESIDENT

Joined the committee in 1993. Chairman of the Cricket Sub-committee and a member of the MCC Foundation and Executive sub-committees. A director of the MCC Foundation and National Sports Museum Limited.



STEVEN SMITH
VICE-PRESIDENT

Joined the committee in 1998. Elected vice-president in 2011. Chairman of the Club Sub-committee. Member of the Executive Sub-committee. A director of the MCC Foundation and National Sports Museum Ltd.



STEPHEN SPARGO
VICE-PRESIDENT

Joined the committee in 2000. Elected vice-president in 2011. Chairman of the MCC Foundation Sub-committee and a member of the Executive Sub-committee. Chairman of Property and Sporting Sections Sub-committee. A director of the MCC Foundation and National Sports Museum Ltd.



MICHAEL HAPPELL
TREASURER

Joined the committee in May 2011. Appointed treasurer in August 2011. Chairman of the Finance and Audit Sub-committee. A director of National Sports Museum Ltd. Member of the Executive, MCC Foundation and Property and Sporting Sections sub-committees.



PETER DAKIN

Joined the committee in 2003. Chairman of the Sporting Sections Sub-committee. A member of the Finance and Audit, Property and Sporting Sections, Club and Ground sub-committees. A director of the MCC Foundation. A member of the National Sports Museum Advisory Board.



FRED OLDFIELD

Joined the committee in 2012. A member of the Club and Finance & Audit sub-committees and a director of the MCC Foundation.



WILL FOWLES

Joined the committee in 2005. A member of the Finance and Audit, Property and Sporting Sections, Club and MCC Foundation sub-committees. A director of the MCC Foundation.



CHARLES SITCH

Joined the committee in 2011. A member of the Ground and MCC Foundation sub-committees. A director of the MCC Foundation.



MARK SMITH

Joined the committee in 2011. A member of the Finance & Audit and Ground sub-committees. A director of the MCC Foundation.



KAREN WOOD

Joined the committee in 2009. A member of the Club Sub-committee. A director of the MCC Foundation.



TED YENCKEN

Joined the committee in 2001. A member of the Ground Sub-committee and the Joint Steering Committee for Yarra Park and Great Southern Stand projects. A director of the MCC Foundation.

NOTES

DAVID CRAWFORD retired and vacated the committee on March 19, 2013.

FRED OLDFIELD was appointed to the committee in December, 2012 to fill a casual vacancy created by the retirement of Peter Mitchell in June, 2011.

JANE NATHAN retired and vacated the committee on June 3, 2013.

MCC Senior Leadership Team



STEPHEN GOUGH
CHIEF EXECUTIVE OFFICER

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



KATHRYN PILE
GENERAL MANAGER
PEOPLE AND CULTURE

Ensures MCC has a comprehensive and effective human resources system that supports achievement of its business plan objectives. Key areas include employee relations, safety management, recruitment, contract administration, policy development, remuneration, payroll and organisational development.



SCOTT BUTLER
GENERAL MANAGER
MEMBERSHIP AND HERITAGE

Responsible for all activities relating to MCC membership, including customer service, functions, database management, event delivery and the club's cricket, sporting sections and special interest groups. Manages heritage activities within the club, including the various collections and operation of the National Sports Museum, MCG tours and the MCC Library, Museum and Archives. Also responsible for the strategic direction and activities associated with the MCC Foundation.



REY SUMARU
GENERAL MANAGER
IT AND INNOVATION

Delivers and maintains IT systems and operational integrity of technology for the business. Responsible for identifying and evaluating new and emerging technologies, innovations, digital strategies and service delivery models. Provides strategic advice and support across the organisation, including to all major projects.



TREVOR DOHNT
GENERAL MANAGER
EVENT OPERATIONS

Responsible for the planning, delivery and security management of all major events staged at the MCG. Liaises and negotiates with the AFL, AFL clubs and Cricket Victoria/Cricket Australia as well as other venue hirers. Responsible for the Traffic Management Plan including key contracts associated with Yarra Park.



LISA TRAINOR
GENERAL MANAGER
COMMERCIAL OPERATIONS

Responsible for enhancing the reputation, branding and commercial return at the MCG. Her duties embrace customer engagement, communications, publicity, marketing, brand and intellectual property management, corporate sales and all commercial arrangements. Also manages the strategic partnership with Melbourne Football Club and leads the Destination MCG project group.



CLIVE DRISCOLL
GENERAL MANAGER
FINANCE AND BUSINESS DEVELOPMENT

Administers the finances of the club's entities, including reporting, financial performance management, investment, compliance, financial integrity and debt management. Additionally, focuses on business development strategies as a means of generating additional revenue, utilising MCC assets and intellectual property, including all major projects that the club undertakes.



PETER WEARNE
GENERAL MANAGER
FACILITIES

Responsible for the strategic and operational performance of the built assets at the MCG and other MCC-managed sites, including building services and turf management. Leads the Environmental Project strategy group for the MCG.



GERARD GRIFFIN
GENERAL MANAGER
PROJECTS, STRATEGY AND GOVERNANCE

Responsible for the management of major building projects, strategic and business planning and a range of governance activities such as risk management, internal auditing, contract management, business resilience and legislative compliance. Manages in-house legal resources, turf research and development, environment management system and implementation of the Yarra Park master plan.



Chief Executive's Report

STEPHEN GOUGH, CEO

Completion of major building projects at the MCG and in Yarra Park, agreement to develop off-site club facilities for members and strong National Sports Museum visitation in an Olympic year were some of the many highlights of 2012/13

AFL

The MCG attracted 2,338,885 people to 47 home and away matches in the 2012 AFL season at an average of 49,763 per game.

In addition, the MCG hosted the 22 best-attended home and away matches, thanks to the strong form and large membership base of Collingwood, Hawthorn, Carlton, Essendon and Richmond.

The culmination to the season was a fitting affair with Sydney Swans and Hawthorn doing battle on the last Saturday in September in the grand final.

A near-capacity crowd of 99,683 saw the Swans defy the odds to defeat the Hawks by 10 points in a thrilling encounter.

This intense contest involved the lead changing several times. In the early stages of the final term, it was Hawthorn who appeared to be heading for glory.

Fittingly, it was Sydney's dual Brownlow medallist Adam Goodes who put his team into the lead with eight minutes to play, shrugging off injury to do so, before another veteran, Nick Malceski, put the win beyond doubt with seconds to play. We congratulate the Swans on a memorable victory.

The MCG hosted five finals (including the grand final), culminating in a total attendance for the season of 2,703,296. This was approximately 10 per cent fewer than the bumper 2011 season, which contained seven finals.

CRICKET

The MCG hosted the Boxing Day Test, a Twenty20 international, two one-day internationals and four T20 Big Bash League (BBL) matches in the 2012/13 cricket season.

These matches attracted 312,010 patrons, significantly fewer than the previous summer. The ground also hosted Victorian Bushrangers' matches in the Sheffield Shield and 50-over competitions.

While overall crowd numbers were down, the MCG hosted a record Australian domestic crowd of 46,581 for the BBL Melbourne derby between the Stars and Renegades on January 6, 2013.

Unfortunately the ground's marquee cricket event, the Boxing Day Test, finished well inside three days as Australia outplayed an undermanned Sri Lanka to win by an innings and 201 runs. Still, the match drew 137,455 people, including 67,138 on Boxing Day.

Australia also played Sri Lanka in a T20 International and one-day internationals

Highest AFL home and away attendances at the MCG in 2012

ATTENDANCE	MATCH	DATE
86,932	Collingwood v Essendon	April 25
84,259	Carlton v Collingwood	April 13
83,714	Collingwood v Hawthorn	July 21
80,900	Essendon v Richmond	May 19
78,466	Hawthorn v Collingwood	March 30
78,285	Richmond v Carlton	March 29
75,890	Collingwood v Carlton	July 6
75,650	Collingwood v Geelong Cats	May 18
73,172	Carlton v Essendon	April 21

against Sri Lanka and West Indies before disappointing crowds.

New curator David Sandurski, who arrived from Allan Border Field in Brisbane in September, is to be commended for the quality of the pitches he produced in his debut season. Together with Tony Gordon and the Arenas team, the MCG has been presented in outstanding condition.

OTHER MCG EVENTS

Part of the club's Destination MCG strategic objective is to deliver a wider variety of events and attractions. In 2013, the MCC helped to deliver two new and diverse events to the stadium.

On April 18, the MCG opened its doors for Melbourne City Mission's Sleep at the 'G event, raising \$300,000 for Victoria's most vulnerable individuals, families and communities.

Hundreds of participants braved the elements on a cold night on the internal concourse with little more than a cardboard box to sleep on, soup and bread rolls for dinner and the sounds of the night, albeit with some light entertainment within the secure environment of the MCG.

Many MCC members and staff took up the challenge and we acknowledge their contribution to the success of this important fundraising initiative.

Two months later, on June 16, more than 1500 people took part in the inaugural Stadium Stomp at the MCG.

The first of its type in Australia saw participants climb up and down more than 7000 steps over four kilometres on the top and bottom levels of the MCG grandstands, finishing on the arena. Again, charity groups were beneficiaries (in particular, Reclink) and feedback from all involved was very positive.

CUSTOMER EXPERIENCE

A key component of the year's activities surrounded improvement to the experience that public patrons, our members and corporate clients have at MCG events.

Great Southern Stand refurbishment

The first half of 2012 saw vast areas of the stadium under construction within the Great Southern Stand (GSS) refurbishment.

The \$55 million GSS upgrade, including a \$30 million contribution from the Victorian Government, involved significant upgrades to function rooms, gate entries, catering outlets and other dining facilities on the southern side of the stadium.

The majority of the project, including makeovers of the Wills, Legends and Miller rooms and a new AFL Dining Room, was completed before the AFL finals series.

Feedback from users has been very encouraging. In particular the Haydn Bunton Sports Bar, a vibrant space on Level B1 that allows patrons to gather in a social atmosphere while staying connected to the on-field action via large video screens, has been extremely popular.

This theme of "connection" is consistent throughout the new facilities. Further work on using technology to enable patrons to further engage with the events is under consideration.

Catering facilities

The club spent much of 2012/13 undertaking an overhaul of the stadium's food and beverage offering as part of a revamped retail catering strategy.

Significant upgrades to two cafes were completed prior to the 2012 AFL season, introducing a Melbourne-centric cafe culture into the MCG.

Paddock Cafe (opposite the National



The Sydney Swans celebrate their 2012 flag triumph.

Sports Museum) and Terrace Cafe (adjacent to the rear of the Members Dining Room) hover between typical retail fare and a dining room experience.

Also on the menu throughout the MCG are five CRUST pizza outlets and a bar, pizza and made-to-order steak area near Hugh Trumble Cafe – called Tower 6 – that was completed prior to the 2012 AFL finals.

Finally, the start of the 2013 football season saw the introduction of more than 20 new food outlets throughout the MCG.

The new menu includes hot dog creations from around the globe at The Dog Bar, fish and chip favourites with a modern twist from The Fish Shop, gourmet buns and baguettes from The Food Store and bakery treats from The Coffee Shop.

OPERATING RESULTS

The club recorded a net profit for the financial year ending March 31, 2013 of \$17.875m, which was strongly impacted by government grants of \$11.8 million for the Great Southern Stand and Yarra Park landscape projects.

We continue to meet our obligations with respect to the redevelopment debt, which stands at \$266 million (down from \$280 million in 2011/12) at year end.

YARRA PARK

A major milestone in the MCC's master

plan for Yarra Park was completed during the year with the installation of a water recycling facility (WRF) adjacent to the MCG.

The \$24m project has MCC (\$18m) funding the WRF and the State Government providing \$6m for landscaping work in Yarra Park. It is the cornerstone of our long-term vision for the health and wellbeing of Yarra Park as a multi-use park. The fourth and final stage of the revitalisation of Yarra Park will occur during the 2013/14 year.

More than 180 million litres of recycled water can be produced each year and reused primarily as irrigation in Yarra Park and at nearby Punt Road Oval, as well as for cleaning and toilet flushing at the MCG. Now in full operation, the facility will reduce the MCC's use of potable water by approximately 50 per cent.

Pleasingly, the WRF was recognised with the Infrastructure Project Innovation Award at the Australian Water Association Awards (Victorian Branch) in December. It was also recently nominated for a United Nations Association of Australia World Environment Day Award.

ENVIRONMENT

Along with the water recycling facility and other measures being adopted in Yarra Park, the MCC is participating in a Victorian

Government scheme that, when implemented, will significantly reduce the environmental impact of the club's activities.

The Greener Government Building (GGB) initiative aims to implement energy efficiency measures in government buildings.

Following a tender process, the MCC appointed Siemens as a GGB partner to deliver improved environmental performance. This involves conducting an energy audit to determine the appropriate infrastructure and methodology required to deliver the savings.

Should the project proceed in its entirety, implementation will take 18-24 months to complete. Under the GGB program, the savings are guaranteed for seven years which will underpin a key objective of our Environmental Management Plan as we move towards a more sustainable future.

AUSTRALIA POST AVENUE OF LEGENDS

Six-time premiership coach and Melbourne Football Club icon, the late Norm Smith, joined an illustrious group of sporting legends with a statue unveiled in his honour outside the MCG in September, 2012.

Norm's son, Peter, and VFL/AFL legend Ron Barassi were watched on by Norm's family, former teammates and football identities as he revealed the one-and-a-half-times life-size bronze sculpture of him in classic coaching pose.



The Melbourne derby between the Stars and the Renegades on January 6, 2013 attracted a record BBL crowd of 46,581.

The statue by sculptor Lis Johnson was the second in the Australia Post Avenue of Legends project, following cricketer Shane Warne in 2011.

The joint initiative between the MCC and Australia Post will see a minimum of five statues placed in Yarra Park, extending from the MCC members entrance up an avenue towards Wellington Parade.

Statues of champion Essendon full-forward John Coleman and Australian batsman Neil Harvey will be unveiled during the next 12 months.

We are delighted to partner Australia Post in this initiative to further preserve and celebrate our rich sporting heritage.

MCC MEMBERSHIP

Membership intake

The election of Full members in July 2012 comprised candidates on the waiting list nominated from May 1, 1989 to June 30, 1989.

Waiting list candidates nominated from September 1, 1995 to October 31, 1995 inclusive were offered Restricted or Restricted Junior membership.

A significant landmark in the MCC's long and distinguished history will occur on November 15, 2013 when the club celebrates its 175th birthday.

Very few Australian entities can boast such a lengthy pedigree. All members should be proud of this achievement.

There will be a number of opportunities for members and the public to join us in marking this milestone. Much of the focus will centre on the weekend of November

Members at August 31, 2012

Full	61,800
Restricted	41,000
Total	102,800
Waiting List	225,000

15-17, coinciding with the birth of the club.

MCC AND KEW HEIGHTS SPORTS CLUB

In August, 2012 the MCC commenced a long-term partnership with Kew Heights Sports Club (KHSC), including upgrading the KHSC facilities – lawn bowls, tennis and the clubhouse – located at 397 Barkers Road, Kew.

Through the MCC Foundation, the club is investing approximately \$3.5 million in upgrading the KHSC facilities.

KHSC has been renamed MCC-Kew Sports Club, with the newly named club being responsible for managing the improved facilities on a day-to-day basis.

Ownership of the Barkers Road site has been transferred to the MCC Foundation and a lease granted to the MCC-Kew Sports Club to formalise these arrangements.

Ireland Brown Constructions tendered successfully for the project and work has commenced on upgrading existing facilities. The MCC-Kew Sports Club is scheduled to open in October, 2013.

The new facilities, when completed, will be of great value to existing KHSC members and especially for MCC members and the

community, many of whom are on the waiting list for MCC membership.

OUR OLYMPIANS

The club's long-standing and strong connection to the Olympic movement was enhanced considerably by the performance of several MCC members at the 2012 Olympic and Paralympic Games in London.

Eleven MCC members donned the green and gold across six sports in London, with four athletes – Andrew Harrison (wheelchair rugby) and rowers Kim Crow, Will Lockwood and Drew Ginn among the medals. The club congratulates those athletes on their medal-winning performances as well as those members who competed for their country at this elite level.

FUNCTIONS

The club again held a number of entertaining functions for members and guests. These included The Bradman Luncheon, Members' Dinner, Football Season Launch Luncheon, Brownlow Medal dinner with the Coodabeen Champions, Test match breakfasts, golf days, induction functions for new members and luncheons for our volunteers and 50-year members.

The second incarnation of the Norm Smith Oration on June 5 was a highlight. Champion Essendon player and current coach James Hird proposed the toast to football, which was passionately responded to by AFL commissioner Bill Kelty. This event, about football and what it means to Australians, is a marquee event on the MCC function calendar, and promises to

become even more significant over time.

Members were also treated to the culinary delights offered by two of Melbourne's most prominent chefs – Shannon Bennett (April 19) and Jacques Reymond (July 19) – at highly successful Long Room dinners. The concept, featuring a menu chosen and prepared by the chef and his team followed by an on-stage interview, is sure to become a permanent feature.

Of special significance was a Long Room dinner held on Thanksgiving – November 22 – to mark the 70th anniversary of the ground's occupation by US forces during the Second World War.

Finally, it is with sadness that we record the passing in December of Tony Charlton, a masterful broadcaster and MC whose contribution to MCC functions since the club's 150th celebrations in 1988 is unmatched. His funeral was held at the MCG in December and he will be sorely missed.

MCC CRICKET

The 2012/13 cricket season will be recorded as one of the more significant in the club's history, as well as one of its most successful.

For the first time, the MCC fielded two representative sides in the Victorian Women's Cricket Association. Under the guidance of MCC Team of the Century wicketkeeper Robert Templeton as head coach, the ladies acquitted themselves admirably in their inaugural season and the future looks promising.

Our four men's teams had an outstanding season in Cricket Victoria's Premier Cricket competition, winning a remarkable eight of the 13 titles on offer. These included the JA Seitz Club Championship as the best performed club across all four grades, as well as a clean sweep by the First XI in all three formats of the game.

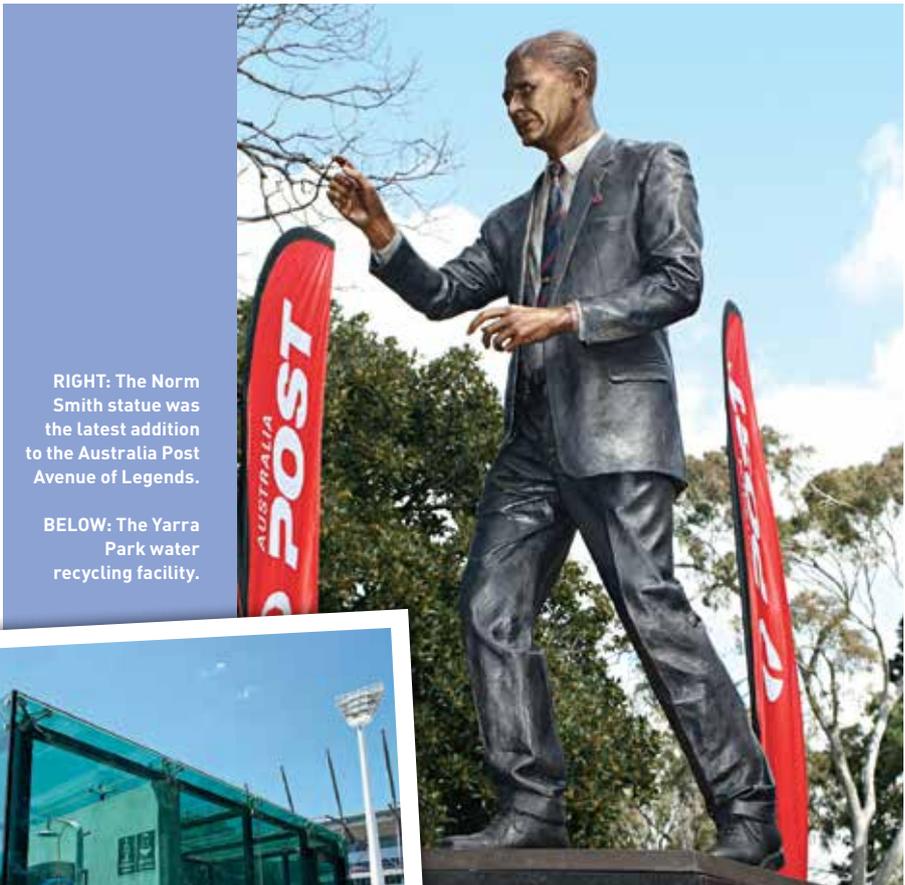
SPORTING SECTIONS/SPECIAL INTEREST GROUPS

The MCC continues to offer a vibrant and diverse range of sports and interest groups in which to participate.

Our Sporting Sections – baseball, bowls, croquet, football, golf, hockey, lacrosse, real tennis, target shooting, squash and tennis – represented the club with distinction again this year. The individual section websites record performances in detail.

At a facility level, we remain committed to finding new "homes" for both squash and tennis and will work to achieve this end with the two sections.

Congratulations to the Baseball Section's David Went, who was awarded the prestigious Hans Ebeling Award for outstanding service to the Sporting Sections in November. Among an extensive range of



RIGHT: The Norm Smith statue was the latest addition to the Australia Post Avenue of Legends.

BELOW: The Yarra Park water recycling facility.



playing, coaching and administrative accomplishments he was a committeeman for 21 years and as senior coach for 18 seasons he secured three flags and played in the first two. A very worthy recipient.

The club's special interest groups – Bridge Club, Long Room Wine and Food Society, Netball, War Veterans Group, Women of MCC, XXIX Club and Young Members Club – continue to prosper. We encourage our members to become involved with the activities of these groups.

HERITAGE

The National Sports Museum (NSM) is home to Australia's premier repository of sports-related collections, and is also manager of MCG Tours.

The fifth year of operation saw the museum and MCG Tours receive visitation in excess of 150,000 people, boosted by virtue of it being an Olympic Games year.

An important development during the year was the introduction of an online ticketing system for MCG Tour and museum patrons. Visitors now have the ability to pre-purchase admission tickets and gift vouchers from the Ticketek website.

In addition, the NSM also introduced a

new landmark, which aims to actively engage our visitors and the community.

The museum's temporary exhibitions and displays continued to provide additional attractions for visitors. In the ISS Exhibitions Gallery, the program highlight was an exhibition of Olympic posters organised by the Victoria and Albert Museum, London that was on display from June to September, 2012.

The touring exhibition, *A Call to the Games: Olympic Posters*, was drawn mainly from the Victoria and Albert Museum's permanent collection. These rare and beautiful posters, numbering more than 100, were a fascinating snapshot across more than a century of Olympic Games.

The ISS Exhibitions Gallery also hosted *Racing Style: 50 Years of Fashions on the Field*, an exhibition celebrating Australian racing fashion from October, 2012 until June, 2013.

The exhibition traced the evolution of Australian racewear worn by Fashions on the Field competitors and displayed key outfits that shaped both social and dress standards.

A range of themes was covered by focus case displays. Among them were the achievements of Australia's first Paralympic gold medallist and first female Paralympian, helmets belonging to F1 driver Mark Webber and garments designed by former Australian tennis player Judy Dalton.

Melbourne-based artist Louise Hearman was the latest recipient of the biennial NSM Basil Sellers Creative Arts Fellowship.

The Fellowship, which began in 2009,



TOP: Vue de Monde chef Shannon Bennett at the Long Room Dinner. **MIDDLE:** The National Sports Museum hosted *Racing Style: 50 Years of Fashions on the Field*, to celebrate Australian racing fashion. **BOTTOM:** One of the new food outlets at the MCG.

funds the presence of contemporary art practice within the NSM and the MCG and is designed to increase public appreciation of Australia's sporting heritage.

Hearman was selected from a small pool of applicants who were finalists in the acclaimed 2012 Basil Sellers Art Prize. The commitment of Mr Sellers to the program is much appreciated.

The MCC Library presents topical exhibitions and displays that draw on the collections of both the Library and the MCC Archives.

The main exhibition during the 2012/13 summer focused on cricket and was titled "Welcome to Sri Lanka", which looked at

Australia-Sri Lanka cricket since their first encounter in 1884. A major component of the exhibition was Sri Lanka's first Test on the MCG in 1996.

Our volunteer personnel continued to play a vital role in the ongoing delivery of the NSM, MCG Tours, MCC Library and MCC Archives. Their generosity of time and commitment is sincerely appreciated by the MCC and MCG Trust.

PARTNERS/SUPPLIERS

The club is very grateful for the support of the ground's key commercial Icon partners Coca-Cola Amatil, Herald & Weekly Times and Carlton & United Breweries. We are

also delighted to welcome Bank of Melbourne who joined us as a new Icon partner during the year.

We maintained strong commercial relationships with a number of licensees, partners, contractors and suppliers.

Among them are Spotless/Epicure, Ticketek, Stadia Media, The Promotions Factory, Patties Foods, Cadbury, Tabcorp Holdings, Treasury Wine Estates, Peters Ice Cream, Simplot Australia, Mars Food Australia (Masterfoods), The Smith's Snackfood Company, Douwe Egberts and George Weston Foods.

ACKNOWLEDGEMENTS

The year has been one of significant change for both the MCC and the MCG Trust.

MCC vice-president and former treasurer David Crawford stepped down this year after service that extended from 1997 to 2013. His contribution is significant and he deserves our appreciation accordingly.

Jane Nathan completed nine years on the committee and retires in accordance with the club's policy on tenure for committee members. Jane has actively involved herself in many of the club's activities, especially our Sporting Sections and Special Interest Groups.

A function to mark the retirement of MCG Trust chairman John Wylie was held in the Long Room to recognise John's role over the period 1999–2013. He played a pivotal role in the MCG redevelopment, AFL negotiations and was the flag bearer for the establishment of the National Sports Museum. We record our appreciation of his contribution to the MCG.

Long serving and passionate MCC manager, Peter French, retired after two separate stints at the club spanning 35 years in total. Peter's career involved him having responsibility for cricket, club life, marketing and most recently as assistant to the CEO. His knowledge of the MCC, the MCG and the people involved over many years was second to none.

Again, many thanks to MCC president Paul Sheahan and his fellow committee members for their willingness to provide advice and direction to management and staff. It is valued and acknowledged by all of us.

I also wish to acknowledge the MCG Trustees, the State Government of Victoria (through the Minister for Sport and Recreation, Hugh Delahunty) and our key sporting partners – AFL, Cricket Australia and Cricket Victoria – for their efforts over the past 12 months.

To the management team, staff and our volunteers, I thank you for your unstinting devotion to the challenges presented and the success of these efforts in making the club and the MCG what they are today.

As we approach our 175th birthday, I would also thank the members of this great club for their continued support for what is one of this country's finest institutions.

Melbourne Cricket Club & Controlled Entities

Annual Concise Financial Report for the year ended 31 March 2013

IMPORTANT INFORMATION FOR MEMBERS

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

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

The Concise Report contained within this document has been derived from the full financial report of the Melbourne Cricket Club & Controlled Entities for the financial year ended 31 March 2013 and cannot be expected to provide as full an understanding of the financial performance, financial position and operating, financing and investing cash flows of the consolidated entity as the full financial report.



Committee Report

Your Committee submit their report for the year ended 31 March 2013.

COMMITTEE MEMBERS

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

A. Paul Sheahan, David S. Crow, Steven J. Smith, Stephen C. Spargo, Michael J. Happell, Peter A. Dakin, William D. Fowles, Charles T. Sitch, Mark G. Smith, Karen J. Wood, Edward R. Yencken, David A. Crawford AO (resigned 19 March 2013), Jane L. Nathan (resigned 3 June 2013) and Frederick H. Oldfield (appointed 30 October 2012).

NATURE OF OPERATIONS AND PRINCIPAL ACTIVITIES

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

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

RESULTS AND REVIEW OF OPERATIONS

The consolidated net profit of the Club and its controlled entities amounted to \$17.875 million compared with a net profit of the previous year of \$24.575 million. This result has been enhanced by State Government grant income of \$11.800 million (2012: \$14.000 million) for the Great Southern Stand Improvement Project and Yarra Park Landscape Upgrade.

MCG events were again well patronised in 2012/13, although attendances did decline from the prior year. Football matches attracted over 2.6 million patrons in the financial year, including five finals. Two fewer finals, one less home and away match and the introduction of expansion clubs to the football fixture at the MCG, were major contributors to a fall in attendances. International cricket against Sri Lanka (including a shorter than expected Boxing Day Test) and West Indies was also less attended than the prior year. These seasonal and fixturing factors are not expected to repeat in the coming year, with most football tenant clubs performing well and a cricket Ashes series on the horizon.

The Club's management of Yarra Park resulted in a net surplus of \$0.883 million (2012: \$1.365 million), a good result considering car parking closures due to wet weather and landscaping works during the year. As required under legislation the surplus will be spent on the operation, maintenance and improvement of Yarra Park. These monies support the approved 'Master Plan' for Yarra Park which includes major improvements to irrigation, grasses, soils, landscaping and infrastructure works.

The Great Southern Stand Improvement Project was substantially completed during the year, and the significantly improved standard of facilities and amenities has been very well received by patrons. The Club's contribution after receipt and expenditure of Government grants is \$25.000 million.

Construction of the Water Recycling Facility in Yarra Park was completed during the year. Funded from Club operations and costing \$17.876 million, this major project is now delivering over 180 million litres of recycled water to Yarra Park and the MCG annually.

The Club has continued a program of stadium improvements designed to improve the experience for all MCG patrons. The replacement of both vision boards within the ground will occur, with at least one planned for completion in 2013/14.

The Club continued to generate positive cash flows from its operating activities and will continue to monitor the cash flows and the ability to further reduce the Club's debt.

The net operating result of the parent entity is materially in line with the results of the consolidated entity.

Committee Report (continued)

SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

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

SIGNIFICANT EVENTS AFTER THE BALANCE DATE

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

LIKELY DEVELOPMENTS AND EXPECTED RESULTS

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

ENVIRONMENTAL REGULATION AND PERFORMANCE

The Club has updated its Environmental Management Plan and system for the MCG to reflect objectives and targets for 2012/13 and beyond. The plan establishes guidelines for energy, water and waste management and the obligations associated with legislative compliance and meeting social expectations. The Club has completed an environmental detailed facility study as part of the Greener Government Buildings Program which has identified additional energy reduction strategies to be implemented during 2013/14.

Major undertakings during 2012/13 include the completion of the Water Recycling Facility, the landscape upgrade of Yarra Park, the third pipe water distribution system within the MCG, the updating of the Environmental Management system, the establishment of the MCC environmental committee, improvements to waste management processes and annual reporting to the Department of Climate Change through the National Greenhouse and Energy Reporting System.

SECURITY

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

SAFETY

The Club provides a strong focus on Occupational Health and Safety at the MCG. This is evidenced by the Club maintaining its Advanced SafetyMAP accreditation following the annual independent audit.

SafetyMAP covers Committee, staff, contractors and MCG tenants and is always under review.

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

INDEMNIFICATION AND INSURANCE OF COMMITTEE MEMBERS

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

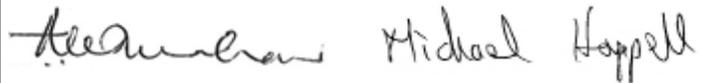
The insurance is in respect of legal liability for damages and legal costs arising from claims made by reason of any omission or acts (other than dishonesty) by them, whilst acting in their individual or collective capacity as members of the Committee or officers of the Club.

The total amount of insurance contract premiums paid during the period was \$46,500.

ROUNDING

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) (where rounding is applicable, with the exception of Auditors' Remuneration) under the option available to the Club under ASIC Class Order 98/0100. The Club is an entity to which the Class Order applies.

Signed in accordance with a resolution of the Committee.



Paul Sheahan
President

Michael J. Happell
Treasurer

Melbourne, 5 July 2013



Consolidated Statement of Comprehensive Income

YEAR ENDED 31 MARCH 2013	Notes	CONSOLIDATED	
		2013 \$000	2012 \$000
Revenue	3	120,548	123,982
Other income		21,760	23,985
TOTAL INCOME	3	142,308	147,967
Arena expenses		(5,841)	(5,619)
Facilities expenses		(15,582)	(13,932)
Commercial Operations expenses		(9,171)	(9,112)
Member contributions to the gate		(12,656)	(13,950)
Membership and Customer Services expenses		(5,730)	(5,787)
Events Administration expenses		(13,472)	(15,307)
Administration expenses		(10,211)	(10,241)
Depreciation expenses		(28,733)	(25,118)
National Sports Museum Limited (“NSM”) expenses		(2,970)	(3,016)
Yarra Park expenses		(1,797)	(1,845)
Finance costs expense		(18,270)	(19,465)
TOTAL EXPENSES		(124,433)	(123,392)
NET PROFIT FOR THE PERIOD		17,875	24,575
OTHER COMPREHENSIVE INCOME			
Changes in fair value of cash flow hedge		181	684
OTHER COMPREHENSIVE INCOME FOR THE PERIOD		181	684
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		18,056	25,259

Discussion and Analysis

– Consolidated Statement of Comprehensive Income

TRENDS IN REVENUES AND EXPENDITURES

Income

Total consolidated income decreased from \$147.967 million in 2012 to \$142.308 million in 2013 (see note 3 for further details). The major items contributing to this decrease were:

- Event-related revenue (including catering receipts) decreased by \$5.204 million due to a reduction in average MCG event attendances and two fewer AFL finals matches.
- Government grant income received from the State Government of Victoria for the Great Southern Stand Improvement Project was \$9.800 million (2012: \$12.000 million).

Expenses

Total consolidated expenses increased by \$1.041 million to \$124.433 million. The key movements in expense categories were:

- Event Administration expenses decreased by \$1.835 million in line with lower average event attendances.
- Facilities expenses increased due to rising utilities costs and continuing work on the Yarra Park Landscape Upgrade.
- Member contributions to the gate decreased by \$1.294 million, mainly due to reduced average event attendances, two fewer AFL finals matches and a shorter than expected cricket Test match.
- Depreciation expenses increased by \$3.615 million due to the capitalisation of major projects during the period and the effect of a full year's depreciation of projects capitalised at the end of the prior year.



Consolidated Statement of Financial Position

AT 31 MARCH 2013

	CONSOLIDATED	
	2013 \$000	2012 \$000
CURRENT ASSETS		
Cash and cash equivalents	30,125	50,788
Trade and other receivables	15,375	15,087
Other assets	934	1,376
TOTAL CURRENT ASSETS	46,434	67,251
NON-CURRENT ASSETS		
Property, plant and equipment		
MCG building improvements	497,170	463,907
Plant and equipment	13,286	13,881
Software assets	4,971	7,026
Work in progress	2,496	32,005
Yarra Park assets	18,337	954
NSM Collection assets	457	457
Derivative financial instruments	745	782
TOTAL NON-CURRENT ASSETS	537,462	519,012
TOTAL ASSETS	583,896	586,263
CURRENT LIABILITIES		
Trade and other payables	44,962	48,233
Interest bearing loans and borrowings	15,007	13,955
Provisions	2,859	2,875
TOTAL CURRENT LIABILITIES	62,828	65,063
NON-CURRENT LIABILITIES		
Trade and other payables	-	3,163
Interest bearing loans and borrowings	251,345	266,428
Provisions	375	317
TOTAL NON-CURRENT LIABILITIES	251,720	269,908
TOTAL LIABILITIES	314,548	334,971
NET ASSETS	269,348	251,292
EQUITY		
Accumulated funds	267,362	248,495
Reserves	1,986	2,797
TOTAL EQUITY	269,348	251,292

Discussion and Analysis

– Consolidated Statement of Financial Position

CHANGES IN THE COMPOSITION OF ASSETS AND LIABILITIES

Consolidated Net Assets increased by \$18.056 million to \$269.348 million.

Changes in Assets

The major changes were:

Current Assets

- A decrease in Cash assets of \$20.663 million. Refer to Discussion and Analysis – Consolidated Statement of Cash Flows.

Non-Current Assets

- An increase in MCG building improvements of \$33.263 million due to the capitalisation of the Great Southern Stand Improvement Project, partly offset by depreciation applied to an otherwise stable asset base.
- A decrease in capital work in progress of \$29.509 million, due to the completion of major projects, including the Great Southern Stand Improvement Project and the Water Recycling Facility in Yarra Park.
- The capitalisation of the Water Recycling Facility in Yarra Park.

Changes in Liabilities

The major changes were:

Current Liabilities

- A decrease in current liabilities due to a fall in income received in advance and other accrued charges.
- Due to the significant cash expenditure on the major capital projects during the year, total current liabilities are \$62.828 million which exceeds total current assets of \$46.434 million. However, total current liabilities include income received in advance of \$29.736 million which does not require cash settlement to a third party. Consequently, the Club has the ability to pay its debts as and when they become due and payable.

Non-Current Liabilities

- A decrease in interest bearing liabilities due to principal repaid on term loans associated with the MCG Redevelopment.
- A decrease in trade and other payables of \$3.163 million, representing a reduction in revenue received in advance.



Consolidated Statement of Changes in Equity

YEAR ENDED 31 MARCH 2013	CONSOLIDATED				
	Accumulated Funds \$'000	Asset Revaluation Reserve \$'000	Yarra Park Reserve \$'000	Cash Flow Hedge Reserve \$'000	Total Equity \$'000
Balance at 31 March 2011	225,285	10	1,045	(307)	226,033
Profit for the year	24,575	-	-	-	24,575
Transfer to Yarra Park reserve	(1,365)	-	1,365	-	-
Other Comprehensive Income for the year	-	-	-	684	684
Total Comprehensive Income for the period	23,210	-	1,365	684	25,259
Balance at 31 March 2012	248,495	10	2,410	377	251,292
Profit for the year	17,875	-	-	-	17,875
Transfer to Yarra Park reserve	(883)	-	883	-	-
Transfer from Yarra Park reserve	1,875	-	(1,875)	-	-
Other Comprehensive Income for the year	-	-	-	181	181
Total Comprehensive Income for the period	18,867	-	(992)	181	18,056
Balance at 31 March 2013	267,362	10	1,418	558	269,348



Discussion and Analysis

– Consolidated Statement of Changes in Equity

CHANGES IN THE COMPOSITION OF TOTAL EQUITY

Consolidated total equity in the current year increased by \$18.056 million to \$269.348 million.

The major equity movements during the year were:

- The reported net profit of \$17.875 million, and movement in the cash flow hedge reserve of \$0.181 million.

- Included in the total result is the transfer of the net surplus from Yarra Park activities of \$0.883 million to the Yarra Park Reserve and the transfer of \$1.875 million from the Yarra Park Reserve to Club Accumulated Funds. These amounts must be spent on the operation, management, maintenance and improvement of Yarra Park. Refer to Note 2(b) for the Yarra Park accounting policy.



Consolidated Statement of Cash Flows

YEAR ENDED 31 MARCH 2013

	CONSOLIDATED	
	2013 \$000	2012 \$000
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from operating activities (inclusive of GST)	114,548	120,036
Payments to suppliers and employees (inclusive of GST)	(79,126)	(77,967)
Interest received	1,482	2,781
Interest paid	(18,077)	(19,483)
NET CASH FLOWS FROM OPERATING ACTIVITIES	18,827	25,367
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(47,219)	(33,421)
Contributions relating to MCG contractual arrangements	6,000	6,100
Contributions relating to Great Southern Stand Improvement Project	9,800	12,000
Contributions relating to Yarra Park Landscape Upgrade	2,000	2,000
NET CASH FLOWS (USED IN) INVESTING ACTIVITIES	(29,419)	(13,321)
CASH FLOWS FROM FINANCING ACTIVITIES		
Contributions from related party	3,960	3,885
Repayments of borrowings	(14,031)	(12,631)
NET CASH FLOWS (USED IN) FINANCING ACTIVITIES	(10,071)	(8,746)
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(20,663)	3,300
Cash and cash equivalents at beginning of the year	50,788	47,488
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	30,125	50,788

Discussion and Analysis – Consolidated Statement of Cash Flows

CHANGES IN CASH FLOWS

There was a net decrease in consolidated cash holdings during the year totalling \$20.663 million.

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

- Expenditure on property, plant and equipment increased significantly in accordance with project work including the Great Southern Stand Improvement Project and the Water Recycling Facility in Yarra Park.
- Receipts from operating activities decreased in consequence of lower event-related revenues (including catering receipts). Refer to Discussion and Analysis – Consolidated Statement of Comprehensive Income.

- Grant funding received from the State Government of Victoria for the Great Southern Stand Improvement Project was \$9.800 million, compared with \$12.000 million in the prior year.

Notes to the Concise Financial Statements

31 MARCH 2013

1. BASIS OF PREPARATION OF ACCOUNTS OF THE CONCISE FINANCIAL REPORT

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

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of consolidation

The consolidated financial statements are those of the consolidated entity, comprising the Club, MCC Nominees Pty Ltd (a subsidiary) and NSM (a controlled entity). The ultimate parent is the Club. The Club recognises the operations of NSM within its financial statements, but the Australian Gallery of Sport and Olympic Museum ("AGOS-OM") Sporting Collection is an asset recorded in the financial statements of the Melbourne Cricket Ground Trust ("MCG Trust").

Amounts relating to the construction and fit out of NSM are recorded in the Club's financial report as they are considered part of the MCG. There are no equity investments included in the parent entity relating to NSM.

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

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

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

The Melbourne Cricket Club Foundation Limited ("Foundation"), a company limited by guarantee, is categorised as a director related entity and is not consolidated into the Club's accounts. Established as a vehicle to encourage and promote the playing of sports and preserve and manage the Foundation's Museum and Library, it has a distinctly separate purpose to the Club, which acts as the manager of the MCG under a management agreement with the MCG Trust and the State Government of Victoria.

(b) Yarra Park

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

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

The Yarra Park Amendment Act allowed the MCG Trust to delegate its functions and responsibilities for Yarra Park to the Club and it has done so via the execution by the MCG Trust, the Club and the relevant Ministers of the State Government of Victoria through a formal *Instrument of Delegation* and *Second Deed of Amendment to the MCG Management and Indemnity Deed*.

These agreements appoint and allow the Club to fulfil all of the responsibilities assigned to the MCG Trust under the Yarra Park Amendment Act as the Reserve Manager of Yarra Park.

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

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

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



Notes to the Concise Financial Statements (continued)

31 MARCH 2013	CONSOLIDATED	
	2013 \$000	2012 \$000
3. INCOME		
a) Revenue		
Membership and Customer Services related revenue	46,349	45,059
Event related revenue	28,248	33,452
Commercial Operations revenue	27,134	25,749
NSM revenues	3,653	3,517
Yarra Park revenues	2,680	3,210
AFL revenues	8,486	8,312
Interest income	1,482	2,781
Revenue from sales	562	607
Other revenues	1,954	1,295
	120,548	123,982
b) Other income		
Distribution from the MCG Trust for repayment of debt	3,960	3,885
MCG contractual arrangement contributions	6,000	6,100
State Government of Victoria contribution – Great Southern Stand Improvement Project	9,800	12,000
State Government of Victoria contribution – Yarra Park Landscape Upgrade	2,000	2,000
	21,760	23,985
Total income	142,308	147,967

Notes to the Concise Financial Statements (continued)

31 MARCH 2013

4. SUBSEQUENT EVENTS

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

5. RELATED PARTY DISCLOSURES

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

A. Paul Sheahan (President)
David S. Crow (appointed Vice-President 16 April 2013)
Steven J. Smith (Vice-President)
Stephen C. Spargo (Vice-President)
Michael J. Happell
Peter A. Dakin
William D. Fowles
Charles T. Sitch
Mark G. Smith
Karen J. Wood
Edward R. Yencken
David A. Crawford AO (resigned 19 March 2013)
Jane L. Nathan (resigned 3 June 2013)
Frederick H. Oldfield (appointed 30 October 2012)

No remuneration was paid to the Committee Members during the year.

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

(i) Transactions with other related parties

a) MCG Trust

The Club is party to a "Deed of Variation of Lease" with the MCG Trust pursuant to which, the Club's existing tenancy of the MCG was extended until 31 March 2042 with an option to extend its lease over the members' reserve for a further 25 years.

Under a separate management agreement with the MCG Trust and the State of Victoria, the Club's role as ground manager of the MCG has also been extended until 31 March 2042.

During the year, the Club paid the MCG Trust \$4.092 million (2012: \$4.036 million) in respect of its lease rental of the MCG.

The MCG Trust distributed \$3.960 million to the Club for the repayment of term loans and amortising inflation indexed bonds (2012: \$3.885 million).

From time to time, the Club undertakes transactions on behalf of the MCG Trust. As at year-end, amounts receivable by the Club from the MCG Trust were \$0.016 million (2012: \$0.003 million). Amounts owing to the Club are settled on 30 day terms and are non interest bearing.

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

b) National Sports Museum

From time to time, the Club undertakes transactions on behalf of NSM. As at year-end, amounts receivable by the Club from NSM were \$0.145 million (2012: \$0.209 million). Amounts payable by the Club to NSM were \$0.039 million (2012: \$0.011 million). Amounts owing to the Club and NSM are settled on 30 day terms and are non interest bearing. These amounts are eliminated in the consolidated financial report.

c) Other

Key management personnel are determined to be the Chief Executive Officer, General Managers and Executive Managers of the Club. During the year, a total annual remuneration of \$2,698,196 (2012: \$2,364,036) was paid to these personnel for the services provided to the Club.

(ii) Transactions with director-related entities

The Foundation is a director related entity of the Club as it shares common directorships.

During the year, the Club remitted to the Foundation \$4.108 million (2012: \$4.011 million) in line with the provisions of the amended Indemnity Deed between the MCG Trust and the Club.

From time to time, the Club undertakes transactions on behalf of the Foundation. As at year-end, amounts receivable by the Club from the Foundation were \$0.170 million (2012: \$0.147 million). Amounts payable by the Club to the Foundation were \$0.035 million (2012: nil). Amounts receivable by NSM from the Foundation at year end were nil (2012: nil).

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

Mr Michael J. Happell

- Chairman of PricewaterhouseCoopers Australia's Board of Partners

Mr Mark G. Smith

- Chairman of Patties Foods Limited
- Director of Toll Holdings Limited

Mr David A. Crawford AO

- Director of BHP Billiton Limited

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



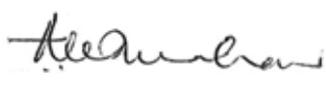
Statement by the Committee

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

In the opinion of the Committee members:

- (a) the concise financial report of the consolidated entity for the year ended 31 March 2013 is in accordance with Accounting Standard AASB 1039 *Concise Financial Reports*; and
- (b) the financial statements and specific disclosures included in this concise report have been derived from the full financial report for the year ended 31 March 2013.

On behalf of the Committee



Paul Sheahan
President

Michael J. Happell
Treasurer

Melbourne, 5 July 2013

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

REPORT ON THE CONCISE FINANCIAL REPORT

We have audited the accompanying concise financial report of the Melbourne Cricket Club which comprises the consolidated statement of financial position as at 31 March 2013, the consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended and related notes, derived from the audited financial report of the Melbourne Cricket Club for the year ended 31 March 2013. The concise financial report also includes discussion and analysis and the statement by the Committee. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

COMMITTEE'S RESPONSIBILITY FOR THE CONCISE FINANCIAL REPORT

The Committee are responsible for the preparation of the concise financial report in accordance with Accounting Standard AASB 1039 *Concise Financial Reports* and for such internal controls as the Committee determine are necessary to enable the preparation of the concise financial report.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the concise financial report based on our audit procedures which were conducted in accordance with ASA 810 *Engagements to Report on Summary Financial Statements*. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the financial report of the Melbourne Cricket Club for the year ended 31 March 2013. We expressed an unmodified audit opinion on the financial report in our report dated 5 July 2013. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal controls. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year.

These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with AASB 1039 *Concise Financial Reports* and whether the discussion and analysis complies with the requirements laid down in AASB 1039 *Concise Financial Reports*.

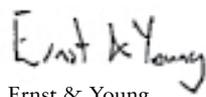
We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENCE

In conducting our audit, we have complied with the independence requirements of Australian professional accounting bodies.

AUDITOR'S OPINION

In our opinion, the concise financial report, including the discussion and analysis and the statement by the Committee of the Melbourne Cricket Club for the year ended 31 March 2013 complies with Accounting Standard AASB 1039 *Concise Financial Reports*.



Ernst & Young



Tim Wallace
Partner
Melbourne
5 July 2013



Governance statement

The Melbourne Cricket Club (“the Club”) is a body corporate incorporated under the Melbourne Cricket Club Act 1974 consisting of persons who under, and in accordance with, the provisions of the Club’s rules are members of the Club.

The business and affairs of the Club are overseen and controlled by a Committee (“the Committee”). The Committee comprises members of the Club elected to the following honorary office bearer positions, namely, a president, three vice-presidents and a treasurer, and up to nine other Club members elected to the Committee.

The Club will be governed with integrity and in a responsible and accountable manner. The Committee and management are dedicated in their approach to work continuously to improve strategies and structures in pursuit of excellence. This will be achieved by critically assessing performances while respecting the boundaries between the committee and management.

The Committee meets at least 10 times a year for the purposes of overseeing all aspects of the Club’s business plan and objectives. It also deliberates on its responsibilities as ground manager of the Melbourne Cricket Ground (“MCG”) and Yarra Park for the Melbourne Cricket Ground Trust (“MCG Trust”), under the Melbourne Cricket Ground and Yarra Park Amendment Act 2009.

Additionally, the Committee reviews the performance of the Club’s management team in consultation with the Club’s chief executive officer, measuring results against the business plan objectives, ensuring compliance with legal requirements and monitoring the strategic risk management plan.

Eleven meetings of the committee were held during the period April 1, 2012 to March 31, 2013 and the record of attendance of members of the Committee during the period is as follows:

A.P. Sheahan	11/11	W.D. Fowles	10/11
D.A. Crawford	10/11*	J.L. Nathan	9/11
S. Smith	11/11	F. Oldfield	3/4
S.C. Spargo	10/11	C.T. Sitch	11/11
M.J. Happell	8/11	M.G. Smith	10/11
D.S. Crow	10/11	K.J. Wood	8/11
P.A. Dakin	10/11	E.R. Yencken	8/11

* D.A. Crawford vacated the committee in March 2013

Because of inevitable Committee absences, the club rules have been amended to provide for attendance by technology. A brief description of the club’s approach to governance is outlined below.

MEMBERS’ ROLE

The Club’s rules require that a meeting of Full members of the Club be held annually (“the Annual General Meeting”). The purpose of the Annual General Meeting is to:

- Receive reports and audited financial statements from the Committee in respect of the immediately preceding financial year.
- Elect office bearers and other members of the Committee.

- Consider any other business for which notice has been given in accordance with the rules set out in the Club’s constitution.

All Full (voting) members of the Club are advised in the notice of the Annual General Meeting about Committee retirements and nominations for election or re-election. Full members are encouraged to attend the Annual General Meeting.

COMMITTEE COMPOSITION (as at March 31, 2013)

The names and details of the members of Committee in office at the date of this statement are set out elsewhere in this annual report.

The composition of the Committee reflects the broad range of experience, skills and knowledge required to oversee the management and control of the Club’s business and affairs.

SUB-COMMITTEES

To assist in the execution of its responsibilities, the Committee has established a number of sub-committees to which the president appoints committee members.

Sub-committees operate principally in a review or advisory capacity (except where powers are expressly conferred on or delegated to a sub-committee by the Committee).

Sub-committees meet as required either monthly or, in some cases, bi-monthly. The current composition and functions of the sub-committees are summarised below:

EXECUTIVE

Deals with specific Committee referrals, succession and urgent matters between Committee meetings. *A.P. Sheahan (Chairman, 9/9 meetings attended), D.A. Crawford (8/9), S.C. Spargo (9/9), S. Smith (8/9), M.J. Happell (6/9).*

CLUB

Monitors the Club’s membership policies and arrangements including nomination and admission procedures and membership benefits and services. It also oversees compliance with the rules set out in the Club’s constitution.

S. Smith (Chairman, 6/6), D.S. Crow (4/6), W.D. Fowles (6/6), P.A. Dakin (5/6), K.J. Wood (3/6), A.P. Sheahan (ex-officio 4/6).

CRICKET

Oversees all matters in relation to the cricket activities of the Club and its relationship with cricket authorities.

D.S. Crow (Chairman, 5/5), P.A. Dakin (4/5), A.P. Sheahan (ex-officio 1/5),

FINANCE AND AUDIT

Oversees the Club’s accounting and reporting practices including effectiveness of accounting and internal control systems, management reporting and compliance with policy, regulatory and legal requirements.

Also reviews risk and evaluates procedures, the scope and quality of audit practices and oversees and monitors IT performance.

M.J. Happell (Chairman, 6/7), D.S. Crow (7/7), P.A. Dakin (7/7), W.D. Fowles (5/7), M.G. Smith (6/7), F. Oldfield (1/1), A.P. Sheahan (ex-officio 4/7).

GROUND

Reviews and monitors the Club’s ground management operations including management of the MCG and outside grounds, commercial relationships, buildings, facilities, events, human resources and occupational health and safety matters.

D.A. Crawford (Chairman, 5/5), P.A. Dakin (5/5), J.L. Nathan (5/5), E.R. Yencken (3/5), A.P. Sheahan (ex-officio 3/5).

OTHER COMMITTEE RESPONSIBILITIES

In addition to the formal sub-committees established by the Committee, members of Committee are involved in the following additional sub-committees and related funds or corporate bodies which meet on an as needs basis: MCC Sporting Sections, Legal, AFL, Melbourne Cricket Club Foundation, Property and Sporting Sections, Melbourne Football Club and National Sports Museum Limited.

Members of the Committee who are appointed to cricket and the Club’s various Sporting Sections as Committee representatives are set out below:

Cricket:	D.A. Crawford
Baseball:	K.J. Wood
Bowls:	F.H. Oldfield
Croquet:	S. Smith
Football:	S.C. Spargo
Golf:	P.A. Dakin
Hockey:	J.L. Nathan
Lacrosse:	C.T. Sitch
Real Tennis:	M.J. Happell
Target Shooting:	W.D. Fowles
Squash:	S.C. Spargo
Tennis:	M.G. Smith

COMMUNICATION TO MEMBERS

The Committee aims to ensure that members are informed of all major developments affecting the Club. Information is communicated as follows:

- An annual report is made available to all members, either via post or electronically. It includes relevant information about the operations of the Club during the year, changes in the state of affairs of the Club and details of future developments, in addition to other disclosures required by the Club’s rules and policies or by law.
- The MCC News magazine is made available to members three times yearly.
- Regular emails are broadcast to those members who have submitted their email address to the Club.
- The MCC, MCG and NSM websites also are regularly updated.
- Club member information is published regularly in the sporting sections of the *Herald Sun* and *The Age* newspapers.
- The club also used social networking sites as a forum to engage with members.



MELBOURNE CRICKET CLUB

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