



ANNUAL REPORT 2014-15

MELBOURNE CRICKET CLUB



14
15



President's Report

STEVEN SMITH, PRESIDENT

In this my first report as president, it is my privilege to inform fellow club members on the fortunes of the club over the past 12 months and its future direction.

While 2014/15 saw the club make some significant steps forward on a number of strategic objectives and major projects, the undoubted highlight for the ground was our role in the ICC Cricket World Cup.

The World Cup is cricket's largest tournament, and when Australia and New Zealand won the right to host it for the first time in 23 years, it was only fitting that the MCG staged the final. It was also appropriate that we broke our own record for the largest crowd at an international cricket match (93,013), bettering the mark we set on Boxing Day two years ago.

We congratulate Australia on its victory in the final, and acknowledge the tremendous amount of work that went into making the tournament a success, from Local Organising Committee CEO John Harnden down to the hundreds of staff and volunteers.

As manager of the MCG, the club has always been mindful of the need to ensure the stadium can handle the demands of modern society and those of our patrons and stakeholders. With this in mind, much time and money has been spent developing a plan to equip the ground with a range of technology, such as a WiFi network, LED signage, exterior lighting and television screens.

This project is part of a \$45 million investment by the club that will enable patrons to better connect with devices and engage with the event they are attending. It will also provide us with a window into the behaviour and preferences of our patrons, which in turn will ensure we can operate the stadium more efficiently and give people a reason to return again and again. I look forward to reporting next year on the project's completion and some early learnings.

Another important development during the year was a decision by the Victorian Government to allow the MCG Trust and the MCC to jointly manage a study assessing the feasibility of building a deck over Brunton Avenue and the rail lines adjacent to the MCG and Melbourne Park.

There are many possibilities and, while it is very much a long-term project, we are excited by the prospect of further enhancing the sporting precinct around the MCG.



The MCG was in superb condition during the ICC Cricket World Cup in February and March, 2015.

The environment and our role in ensuring a sustainable future has been a topic high on our agenda for some time now. During the past year, we engaged global technology giant Siemens to undertake an energy performance audit of our operations. The recommendations and changes have now been implemented at a cost of almost \$8 million, and we expect savings from reduced energy consumption over the next 5-10 years will offset that cost.

At club level, the committee has been grappling for some time with the continued growth in the time people are required to wait to receive an offer of MCC membership.

It has become clear that if we continue down the current path it will take someone who joins the waiting list today between 40 and 50 years to join the club. This is not acceptable.

The committee's aim is to ensure the membership waiting time is no more than 20-25 years. To do this, we have looked at several solutions and put some of these to members for consideration.

The final proposal that the club will take to a vote at the Annual General Meeting in August involves the introduction of a third category of membership that provides fewer benefits and more limited access to the Reserve than Full and Restricted members have at present. We welcome the opportunity to hear from members on our proposal.

During the year we bid farewell to three committee members.

Paul Sheahan ended a 28-year involvement on the committee, during which time he made a significant contribution to the club as a committee member, vice-president and, finally, as an extremely successful and effective president. Paul worked tirelessly as president and led with much enthusiasm and wisdom and I thank him for all that he has done for our club.

Will Fowles and Ted Yencken each served their maximum term of nine years.

Will joined us as the youngest committee member in the club's history and was a very passionate and insightful contributor, always

with an eye out for the interests of our members.

Ted's expertise in building and construction projects was invaluable, particularly during the northern stand redevelopment and the refurbishment of the Great Southern Stand, as well as the installation of the water recycling facility in Yarra Park.

Pleasingly, the club has found outstanding replacements in the form of James Bennett, who filled a casual vacancy on the committee after Ted's departure in March, and former club treasurer Michael Andrew.

James is managing director of the Built Environment market for global engineering and technical services giant, Aurecon. He has almost 30 years' experience in the industry, including six years in London.

Michael, who had previously served on the committee and as treasurer before work commitments with KPMG led him to relocate overseas in 2011, was returned to the committee by members in a ballot last August. He has now been appointed vice-president after my elevation to the presidency.

The relationships we have with external stakeholders and partners are vital to the successful operation of the club and the MCG. To that end, I look forward to continuing to work productively with the MCG Trust, Victorian Government, AFL, Cricket Australia, Cricket Victoria, Victorian Major Events Company and our major sponsors and suppliers.

I would also like to acknowledge the efforts of the hundreds of people, including our members, who offer their services to the club as volunteers in one capacity or another. Volunteers are the lifeblood of any organization and your contribution is sincerely appreciated.

Finally, my thanks to both my committee colleagues and the MCC management team, led by CEO Stephen Gough on another busy, challenging but very productive year. I look forward to leading this great club into exciting times ahead.



MCC Committee 2014/15

**STEVEN SMITH
PRESIDENT**

Joined the committee in 1998. Elected vice-president in 2011 and president in 2015. Chairman of Executive and Club sub-committees and ex-officio of all other sub-committees. A director of MCC Foundation and National Sports Museum Ltd.

**STEPHEN SPARGO
VICE-PRESIDENT**

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

**DAVID CROW
VICE-PRESIDENT**

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

**MICHAEL ANDREW
VICE-PRESIDENT**

Joined the committee in 2007. Served as treasurer until 2011, at which time he resigned from the committee due to work commitments overseas. Re-elected at the 2014 Annual General Meeting in August. Member of Finance & Audit and Executive sub-committees. A director of MCC Foundation and National Sports Museum Limited.

**MICHAEL HAPPELL
TREASURER**

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

**JAMES BENNETT**

Joined the committee in 2015. A member of Ground Sub-committee.

**PETER KING**

Joined the committee in 2014. A member of Cricket and Club sub-committees. A director of MCC Foundation.

**SALLY MACINDOE**

Joined the committee in March 2014. A member of Ground Sub-committee and a director of MCC Foundation.

**FRED OLDFIELD**

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

**CHARLES SITCH**

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

**MARK SMITH**

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

**KAREN WOOD**

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

NOTES

WILL FOWLES retired and vacated the committee on August 13, 2014.

TED YENCKEN retired and vacated the committee on February 17, 2015.

JAMES BENNETT was appointed to the committee on February 17, 2015 to fill a casual vacancy created by the retirement of Ted Yencken.

PAUL SHEAHAN retired and vacated the committee on April 14, 2015.

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.



SCOTT BUTLER
GENERAL MANAGER
MEMBERSHIP AND HERITAGE

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



TREVOR DOHNT
GENERAL MANAGER
STRATEGIC AND INDUSTRY PARTNERSHIPS

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



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.



GERARD GRIFFIN
GENERAL MANAGER
VENUE AND EVENT SERVICES

Responsible for managing the operational elements of delivering MCG events, including catering, security and event operations, as well as emergency management and safety. Also responsible for 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, environment management system and implementation of the Yarra Park master plan.



DONNA PRICE
GENERAL MANAGER
PEOPLE AND CULTURE

Ensures MCC has a comprehensive and effective human resources framework that supports achievement of its business plan objectives. Key areas include employee engagement, organisational culture, recruitment and talent acquisition, learning and development, contract administration, policy development, reward and remuneration, payroll and employee relations.



REY SUMARU
GENERAL MANAGER
IT AND INNOVATION

Delivers and maintains IT, digital and broadcasting 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.



GAVIN CORCORAN
GENERAL MANAGER
COMMERCIAL OPERATIONS

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



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 and is responsible for key operational contracts associated with Yarra Park.



Chief Executive's Report

STEPHEN GOUGH, CEO

Improved stadium technology, record Cricket World Cup attendances, a significant commitment to the environment and lower food prices were just some of the many highlights of 2014/15.

AFL

The 2014 AFL season was a challenging one for the AFL, its clubs and stakeholders, as attendances did not keep pace with the levels we have experienced over many years.

The MCG attracted 2,111,768 people to 45 home and away matches in the 2014 AFL season. The average attendance was 46,928 per game compared to 52,153 from the previous season.

A number of factors contributed to this decline. Among them were a stilted start to the season that saw the opening round played over two weekends, a schedule that trialled timeslots at twilight and on Sunday night that did not meet with approval from fans and a new ticket pricing system.

Pleasingly, the AFL under CEO Gillon McLachlan has acknowledged that changes were needed and we have worked closely with the AFL and its clubs to give patrons more reasons to attend the football and to introduce more enjoyment while in the stadium.

The MCG hosted the 23 best-attended home and away matches, thanks to the strong form and large membership bases of many of our Victorian clubs. See the accompanying table for the top eight MCG home and away crowds for the season.

The season concluded with Hawthorn claiming its 12th premiership, and back-to-back flags, with a 63-point win over Sydney Swans on the last Saturday in September.

After the Swans kicked two of the game's opening three goals, Hawthorn completely dominated the game, winning 21.11 (137) to 11.8 (74). Hawks captain Luke Hodge claimed his second Norm Smith Medal.

CRICKET

The 2014/15 cricket season was headlined by Australia and New Zealand's joint hosting of the ICC Cricket World Cup, the first time 50-over cricket's feature tournament had been held on our shores since 1992.

The MCG staged five matches in February and March, including the final on March 29 between the two host nations that saw Australia comfortable victors by seven wickets.

The attendance of 93,013 at the final was the highest crowd recorded at any international cricket match in the history of the game, topping the MCG's own record of 91,112 at the 2013 Boxing Day Test between Australia and England.

The MCG attracted 345,789 patrons to its five matches, including 84,336 to Australia's

Highest AFL home and away attendances at the MCG in 2014

ATTENDANCE	MATCH	DATE
91,731	Collingwood v Essendon	April 25
80,222	Geelong Cats v Hawthorn	April 21
74,664	Essendon v Richmond	May 31
72,768	Hawthorn v Sydney Swans	July 26
72,216	Hawthorn v Geelong Cats	August 23
70,516	Hawthorn v Collingwood	June 21
68,251	Carlton v Collingwood	May 2
68,130	Melbourne v Collingwood	June 9

opener against England on February 14 and a remarkable 86,876 to a Pool match between South Africa and India.

The tournament was a resounding success, and we congratulate the International Cricket Council (ICC) and the Cricket World Cup Local Organising Committee, led by CEO John Harnden, on a well-run competition.

As the ICC required each venue to provide a clean stadium approach, we did not have the traditional Reserve for members. However, the exclusive use of the Long Room and Members Dining Room ensured that many members were able to make good use of the facilities during this World Cup.

The influx of tourists and new visitors to the MCG and National Sports Museum during this period was also most welcome. The tournament provided several learnings that, together with National Rugby League and Victorian Major Events Company, we have since applied to the planning of the major rugby league and soccer events in June and July of 2015 to ensure we capitalise on these major events being held in our city.

Elsewhere in the summer, the Boxing Day Test drew 194,481 people (and 70,000 on Boxing Day) as Australia and India fought out a draw in what was to be Indian captain MS Dhoni's final Test. More than 110,000 people watched Melbourne Stars' four MCG matches in the T20 Big Bash League, which continues to be an important summer product for Cricket Australia.

ARENA TRANSFORMATION

Our arenas team was set some enormous challenges during the year, which I am pleased to report they managed with their usual professional capability.

In preparation for the heavy schedule of major events that were to come in the following 12 months, the entire MCG arena surface was replaced immediately after the 2014 AFL Grand Final. The \$1.7 million turf resurfacing program was the most extensive we have conducted since the reconstruction of the field prior to the 2006 Commonwealth Games.

The entire turf surface was stripped and re-levelled, amounting to approximately 3000 cubic metres of material. At the same time, 10 portable pitches were installed in the centre before new turf was laid in time for the MCG's Sheffield Shield cricket season opener on October 31.

Immediately after the Cricket World Cup Final, we set about the monumental task of converting the arena (and the rest of the stadium) to AFL mode within a mere 96 hours. This task required the co-operation and input from many parties to deliver in a very short timeframe, and I am pleased to report it was completed to schedule.

OTHER MCG EVENTS

The 2014/15 year was significant for our success in securing hosting rights to a number of major events outside of the MCG's staple diet of AFL and cricket.

State of Origin rugby league returned to the MCG for the first time in 18 years when New South Wales played Queensland in Game II of the series on June 17, 2015.

The event was an outstanding success, as a State of Origin rugby league record crowd of 91,513 saw the Blues score an upset win over the Maroons.

Australia triumphed in the 2015 ICC Cricket World Cup Final at the MCG in front of a world record crowd.



Our international reputation as a versatile, world-class stadium and tourist attraction is set to be further enhanced in July 2015 when we host three soccer matches in the Australian leg of the International Champions Cup.

Some of the world game's biggest clubs – Real Madrid, Manchester City and AS Roma – will each play two matches as part of a club-based tournament now in its third year. Demand from fans across Australia will see some strong attendances, whilst we welcome the challenge of hosting three games in seven days and converting the stadium from AFL to soccer and back again in such a short space of time.

As part of our social responsibilities, MCC continued to provide substantial support to a wide range of events that benefit many across our community. These included Melbourne City Mission's Sleep at the 'G, Stadium Stomp, Breast Cancer Network Australia, Motor Neurone Disease as well as a number of similar causes. These smaller activities are heavily reliant upon our support to provide access to the MCG for many disadvantaged groups.

FAN BENEFITS – FOOD AND BEVERAGE

MCC invests heavily into facility and infrastructure upgrades at the MCG. This year, in a first for the sporting and entertainment industry, the club and its hospitality partner, EPICURE, significantly

reduced the prices of a number of key offerings.

To do this, we have invested \$2 million per year – and \$14 million over seven years – to bring fans these products at reduced prices. These items will only rise by CPI over the next seven years.

The agreement sets the MCG apart from every other Australian stadium and is part of a desire to deliver fans an affordable food and beverage offering at all MCG events. Prices of some products have dropped so considerably that they are consistent with what fans experienced at the stadium more than a decade ago.

The new prices applied from April 1, 2015 and early indications are that they have been very well received by the public and our members, along with the AFL and its clubs. I congratulate Ian Delmenico and his team at EPICURE for making this initiative become a reality.

FAN BENEFITS – STADIUM TECHNOLOGY

As mentioned earlier in this report, there has been an increased emphasis among stadium operators and sporting codes around the world on improving the match day experience for visitors. This has in part been driven by the rapid rise in demand by customers using technology as part of their visit.

In February 2015 the club announced, in conjunction with partners Cockram, IBM and Cisco, that it will progressively deliver a range of new and enhanced technology infrastructure at the MCG during this year. The solution will bring patrons closer to the action as it happens.

Among the new assets is a high-density WiFi network, an exterior LED lighting system that allows teams/clubs to theme the stadium and an Internet Protocol Television (IPTV) system that will deliver digital content to hundreds of screens throughout the stadium.

The works are the next phase in our \$45 million investment, which has already delivered the two largest, high-definition scoreboards in Australia and the next generation of high-definition television production facilities. The WiFi network will be available for use by patrons at this year's Boxing Day Test in December.

OPERATING RESULTS

The club recorded a net profit for the financial year ending March 31, 2015 of \$4.525m, which was aided by government grants of \$0.9 million for the Yarra Park landscape project.

We continue to meet our obligations with respect to the redevelopment debt, which stands at \$226 million (down from \$242 million in 2013/14) at year end.



Treasurer Michael Happell will report in more detail on the club's financial results at the Annual General Meeting in August.

ENVIRONMENT

The club's commitment to environmental sustainability was further strengthened during the past year by a number of important activities.

The water recycling plant in Yarra Park continues to be a valuable source of non-potable water and underpins our efforts to preserve the park's long-term health. Up to 180 million litres of recycled water is being produced each year, reducing the MCC's use of potable water by up to 50 per cent.

A major landscape upgrade in Yarra Park occurred during the year, while approximately 115 new trees have also been planted as part of our Tree Strategy, which will help maintain a high level of canopy coverage throughout the park. The species of tree chosen reflects the existing species, the Yarra Park Master Plan and the reinforcement of elms along the main avenues.

An energy efficiency upgrade at the MCG was completed with technology pioneer, Siemens. This work will significantly reduce the environmental impact of the club's operations and confirm the MCG's standing as one of the most environmentally sustainable stadia in the world.

Some of the work involved included replacing the existing lighting systems with low-energy lighting technologies, installing a new building management system, implementing changes to heating and ventilation systems and installing new chilled water systems and modernised room control systems. It is expected that the stadium will generate enough energy savings annually to power more than 800 houses.

In June 2015, MCC became one of the foundation members of the Sports Environment Alliance (SEA), demonstrating our commitment to be an industry and community leader on environment issues. We welcome the formation of the SEA and look forward to discussing the challenges and opportunities we face with other organisations.

AUSTRALIA POST AVENUE OF LEGENDS

Champion Melbourne ruckman, the late Jim Stynes, joined an esteemed group of sporting legends to have a statue unveiled in their honour outside the MCG.

In September 2014, Stynes' father Brian, brother David, and former Melbourne team mate Garry Lyon were watched on by Stynes' family, friends and football identities as they revealed the one-and-a-half times life-size bronzed sculpture of Stynes showcasing his athletic ability to run with the ball.

The statue, by sculptor Lis Johnson, was the fifth commissioned in the *Australia Post Avenue of Legends* project, following cricketer Shane Warne (2011) football legends Norm Smith (2012) and John Coleman (2013)

A statue of Melbourne ruckman Jim Stynes was unveiled outside the MCG as part of the Australia Post Avenue of Legends.



and cricketer Neil Harvey (2014). We are delighted to partner with 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 2014 comprised candidates on the waiting list nominated from January 1, 1990 to April 30, 1990.

Waiting list candidates nominated from April 1, 1996 to July 31, 1996 inclusive were offered Restricted membership.

Functions

The club again held a number of entertaining functions for members and guests throughout the year.

Among them were The Bradman Luncheon, Members' Dinner, Football

Members by category

Full	62,400
Restricted	41,000
Total	103,400
Waiting List	236,000

Season Launch Luncheon, Norm Smith Oration, Brownlow Medal dinner with the Coodabeen Champions, Test match breakfasts, comedy nights, golf days, induction functions for new members and luncheons for our volunteers and 50-year members.

A new event to the annual offering was a second Young Members' Ball held in October



Sam Mitchell (left) and Luke Hodge celebrate another Hawthorn premiership after defeating Sydney Swans in the 2014 AFL Grand Final.

with the theme “haunted masquerade”. The function was well received and the team look forward to providing young members with a second themed ball in 2015.

Members were also treated to the culinary delights of prominent chef Teage Ezard at a special Long Room dinner. The concept, featuring a menu chosen and prepared by the chef and his team followed by an on-stage interview, is set to continue in 2015 with Karen Martini in the kitchen.

MCC CRICKET

The 2014/15 cricket season was a frustrating one for the club, with several teams reaching the finals but unable to win their respective titles.

Our First XI reached the semi final before going down to Monash Tigers (formerly Richmond). The team was also defeated by the Tigers in the White Ball Final earlier in the season. The Second XI lost its quarter final, while the third and fourth elevens missed the finals.

We congratulate Ringwood on winning the First XI title and Carlton on securing the JA Seitz Club Championship as the best performed club across all four grades.

The two MCC teams in the Victorian Women’s Cricket Association continued their development in just their third season of competition. The first grade team reached the finals for the first time before being eliminated by Essendon Maribyrnong Park, while the seconds showed some encouraging signs during the season.

At season’s end there were a number of changes and appointments made. Andrew Kent elected to relinquish the captain-coach role and remain as a player, with Andrew Walton joining the club as men’s senior coach after stints at three other Premier clubs. Batsman Michael Hill returns from Tasmania to assume the captaincy.

Keith Jansz replaced Robert Templeton as women’s head coach, bringing with him a range of experience at club level in both men’s and women’s cricket. We thank Robert for his efforts as inaugural women’s coach and look forward to our teams building on the foundations he has set.

SPORTING SECTIONS AND SPECIAL INTEREST GROUPS

In addition to cricket, our Sporting Sections again represented the club with distinction. We now have 12 sections wearing the club colours – baseball, bowls, croquet, football, golf, hockey, lacrosse, netball, real tennis, target shooting, squash and tennis.

A highlight during the year was the awarding to Noel McMahan of the Hans Ebeling Award for outstanding service to the Sporting Sections in November. Noel was recognised for his lifelong contribution to the Melbourne Football Club, for whom he played 175 games for Melbourne (1946-1956).



Chef Teage Ezard developed a stunning menu for members and guests at a special Long Room dinner.



The entire MCG turf surface was replaced immediately after the 2014 AFL season.

Noel captained Melbourne in the 1955 and 1956 premierships, having already played in the victorious 1948 side. He won the club's best and fairest in 1951 and represented Victoria in 1952 and 1954. He was made a Life member of Melbourne FC in 1955. He is a worthy winner of a prestigious club award.

The club is also working to secure permanent facilities for our squash and tennis sections, the latter searching for a new home due to their pending relocation caused by the development of the State Cricket Centre at Junction Oval.

Our special interest groups – Bridge Club, Long Room Wine and Food Society, War Veterans Group, Women of MCC, XXIX Club and Young Members Club – continue to prosper and we encourage interested members to become involved with the activities of these groups.

HERITAGE

The seventh year of operation of the National Sports Museum and MCG Tours recorded in excess of 150,000 visitors, one of the highest ever outside a summer Olympic year.

Periods of strong visitation were witnessed around each of the MCG's five ICC Cricket World Cup matches, with especially strong interest from the Indian market, as well as on MCG Open Day when we attracted 1800 people into the museum. Around 27 per cent of the NSM's annual patronage came via school visits.

Our volunteer personnel, numbering more than 370, continued to play a vital role in the delivery of the NSM, MCG Tours, MCC Library and MCC Archives. Their generosity of time and commitment is sincerely appreciated.

The museum's temporary exhibitions and displays continued to provide additional

and timely attractions for visitors, as well as maintaining the museum's public profile.

Our staff curated a major temporary exhibition entitled *Gold For Australia! – Stories of Our Sporting Medals* that featured more than 500 sporting medals.

A range of themes was covered by focus case displays on subjects as diverse as Peter Thomson's British Open golf medals, women's Australian football, yachting's Stonehaven Cup, State of Origin rugby league and thoroughbred racing's Roy Higgins medal.

An immersive and state-of-the-art 'Oculus Rift' experience called *Shane Warne's 'King of Spin'* was also developed to engage audiences and boost visitation during the Cricket World Cup period. More than 2300 NSM patrons took the opportunity to face 12 balls from a virtual Shane Warne.

To coincide with the centenary of the commencement of World War I, MCC Library staff and volunteers produced a display to honour the 137 MCC members killed on active service during the Great War. *We Will Remember Them: Honouring the MCC members killed in the Great War* is on display until October 7 in the MCC Library foyer and the exhibition cases outside the Frank Grey Smith Bar.

PARTNERS/SUPPLIERS

The club is grateful for the support of the ground's key commercial Icon partners Coca-Cola Amatil, Carlton & United Breweries and Bank of Melbourne.

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

Among them are Spotless/EPICURE, Herald & Weekly Times, Treasury Wine Estates, Patties Foods, Ticketek, Team Epic, The Promotions Factory, Mondelez

Australia (Cadbury), Tabcorp Holdings, Peters Ice Cream, Simplot Australia, Mars Food Australia (Masterfoods), The Smith's Snackfood Company, Douwe Egberts and George Weston Foods.

ACKNOWLEDGEMENTS

The club works with a large number of stakeholders to whom we are indebted for their contribution and support.

I wish to acknowledge MCC president Steven Smith and his fellow committee members for their willingness to provide advice and direction to management and staff. It is valued and appreciated by all. In particular, I would like to thank outgoing president Paul Sheahan for his wonderful contribution to the club during his 28 years on the committee, the last four as president.

Will Fowles and Ted Yencken each completed nine years on the committee and retired in accordance with the club's policy on tenure for committee members. Both men actively involved themselves in the club's activities and served as valuable sounding boards during an extremely busy time in the history of the club and ground. Their contribution is very much appreciated.

The MCG Trust, led by chairman Bob Herbert, the State Government of Victoria and our sporting codes – AFL, Cricket Australia and Cricket Victoria – continued their support over the past 12 months, for which we are grateful.

To the management team, staff and our volunteers, I thank you for your dedication and commitment to consistently delivering on our objectives and dealing with the many challenges placed before you along the way.

Finally, to our members, I thank you for the role you play in ensuring we remain a sporting club of which we can be proud.

Melbourne Cricket Club & Controlled Entities

Annual Concise Financial Report for the year ended 31 March 2015

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 2015 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 2015.

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.

Steven J. Smith, David S. Crow, Stephen C. Spargo, Michael J. Happell, Peter D. King, Sally G. Macindoe, Frederick H. Oldfield, Charles T. Sitch, Mark G. Smith, Karen J. Wood, A. Paul Sheahan (resigned 14 April 2015), William D. Fowles (resigned 13 August 2014), Edward R. Yencken (resigned 17 February 2015), Michael J. Andrew (appointed 19 August 2014) and James D. Bennett (appointed 17 February 2015).

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 amounted to \$4.525 million compared with a net profit of the previous year of \$9.865 million. This result included State Government grant income of \$0.900 million (2014: \$1.206 million) for the Yarra Park Landscape Upgrade in the current year, as well as the Great Southern Stand Improvement Project in the prior year.

During 2014/15, more than 3.145 million patrons attended events held at the MCG, with the year coming to a spectacular close with the ICC Cricket World Cup Final between Australia and New Zealand hosting 93,013 attendees, with the five MCG matches attracting more than 346,000 patrons. The 2014 AFL season was attended by approximately 2.4 million patrons, which included 43 Home & Away matches and 5 finals. The Boxing Day Test and One Day International between Australia and India, as well as the T20 International against South Africa, gathered some 240,000 people, with the domestic T20 Big Bash League tournament drawing more than 110,000 attendees.

The Club’s management of Yarra Park resulted in a surplus of \$0.171 million (2014: \$0.284 million), a pleasing result considering a large number of paddock closures due to wet weather. As required under legislation, the surplus will be reinvested into 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 Club has continued a program of stadium improvements and initiatives designed to improve the match day experience for all MCG patrons. To further enhance this experience, the MCC, together with hospitality partner EPICURE, announced a \$14 million investment over the next seven years that will deliver to fans an affordable food and beverage offering at all MCG events. Following the replacement of both vision boards in December 2014, work has continued on technology upgrades to transform the MCG into one of Australia’s most technically advanced and connected stadiums for fans, members and stakeholders. These upgrades, continuing into 2015/16, will include a secure high-density WiFi Network throughout the stadium, state-of-the-art exterior LED lighting system and a best-of-breed Internet Protocol Television (IPTV).

The Club continues to generate positive cash flows from its operating activities and cash flow management remains an important strategic focus for the Club. The Club’s objectives regarding cash flow management include: providing sufficient cash reserves to provide for the payment of significant debt that falls due in 2024 (\$38.200 million); continued investment in the latest technology programs and short term working capital objectives; commitment to longer term MCG and Yarra Park capital projects and the ongoing Asset Replacement Program required to keep the Melbourne Cricket Ground as a world-class venue.

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 undertaken its annual review and update of its Environmental Management Plan for the MCG to reflect additional objectives and targets for 2015/16 and incorporate any legislative and regulative changes. The plan provides guidelines and targets for energy, water and waste management in addition to meeting the obligations associated with legislative and regulatory compliance and social expectations. The Club has implemented the energy minimising solutions identified in the Energy Performance Contract with final commissioning to be completed in July 2016. The Energy Performance contract works has identified energy and carbon reduction strategies of 20 percent at the MCG and early verification processes indicate this energy reduction goal is being realised.

Major environmental undertakings during 2015/16 include embedding the Environment Management System into venue operations with changes to purchasing policies and incident reporting systems, the completion of landscape upgrade and public lighting works in Yarra Park and the installation of a new efficient building management system at the MCG. The ongoing work of the MCC environmental committee includes undertaking waste management audits, setting of environmental objectives and targets, assisting subcontractors in developing environmental plans, provision of environmental training and awareness to MCC staff and contractors, 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, implement and assess security risk reduction strategies.

SAFETY

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

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

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

INDEMNIFICATION AND INSURANCE OF COMMITTEE MEMBERS

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

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

The total amount of insurance contract premiums paid during the period was \$46,500 (2014: \$46,500).

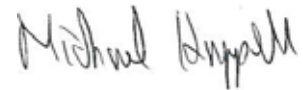
ROUNDING

The financial report is presented in Australian dollars and all values are rounded to the nearest thousand dollars (\$'000) (where rounding is applicable) 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.



Steven J. Smith
President



Michael J. Happell
Treasurer

Melbourne, 10 July 2015



Consolidated Statement of Comprehensive Income

Year Ended 31 March 2015	NOTES	CONSOLIDATED	
		2015	2014
		\$000	\$000
Revenue	3(a)	130,292	130,032
Other income	3(b)	7,231	10,937
TOTAL INCOME		137,523	140,969
Arena expenses		(7,578)	(6,128)
Facilities expenses		(14,135)	(12,311)
Commercial Operations expenses		(9,609)	(9,553)
Member contributions to the gate		(13,639)	(14,553)
Membership and Customer Services expenses		(4,623)	(4,534)
Events Administration expenses		(19,591)	(18,001)
Administration expenses		(10,832)	(10,584)
Depreciation expenses		(32,027)	(31,566)
National Sports Museum Limited ("NSM") expenses		(3,123)	(3,077)
Yarra Park expenses		(2,655)	(2,600)
Finance costs		(15,186)	(18,197)
TOTAL EXPENSES		(132,998)	(131,104)
NET PROFIT		4,525	9,865
OTHER COMPREHENSIVE INCOME			
Changes in fair value of cash flow hedge		(125)	253
OTHER COMPREHENSIVE INCOME FOR THE PERIOD			
Items that will be reclassified to profit and loss in subsequent periods		(125)	253
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD		4,400	10,118

Discussion and Analysis

– Consolidated Statement of Comprehensive Income

TRENDS IN REVENUES AND EXPENDITURES

Income

Total consolidated income decreased from \$140.969 million in 2014 to \$137.523 million in 2015 (see note 3 for further details). The major items contributing to this decrease were:

- MCG contractual arrangement contributions reduced from \$5.661 million to \$2.151 million. This revenue relates to capital contributions from corporate partners for capital re-investment into the MCG.
- Event related revenues totalled \$29.297 million for the year (2014: 30.732 million). These revenues were impacted by the reduction in attendances at the ground relating to the 2014 AFL Season.
- Government grant income received from the State Government of Victoria for the Yarra Park Landscape Upgrade and Great Southern Stand Improvement Project totalled \$0.900 million (2014: \$1.206 million).
- These decreases were partly offset by increased commercial operations related revenue of \$1.419 million.

Expenses

Total consolidated expenses increased by \$1.894 million from \$131.104 million in 2014 to \$132.998 million in 2015. The key movements in material expense categories were:

- Facilities expenses increased by \$1.824 million driven by major improvements made to Yarra Park as part of the Yarra Park Landscape Upgrade.
- Arena expenditure increased by \$1.450 million due to the full ground turf replacement program completed in October 2014.
- Administration expenses increased by \$0.248 million driven by additional expenditure for Information Technology maintenance due to the Club's ongoing technology upgrades.
- Finance costs decreased by \$3.011 million due to a reduction in the total debt held by the Club.
- Member contributions to the gate decreased by \$0.914 million, mainly due to reduced AFL attendances in 2014 when compared to the prior year, as well as higher cricket attendances in the prior year due to the Ashes Boxing Day Test.



Consolidated Statement of Financial Position

At 31 March 2015	NOTES	CONSOLIDATED	
		2015	2014
		\$000	\$000
CURRENT ASSETS			
Cash and cash equivalents		57,626	41,712
Trade and other receivables		13,974	13,042
Other assets		909	1,263
TOTAL CURRENT ASSETS		72,509	56,017
NON-CURRENT ASSETS			
Property, plant and equipment			
MCG building improvements		456,887	481,622
Plant and equipment		16,640	14,280
Software assets		55	2,464
Work in progress		18,929	4,350
Yarra Park assets		16,314	17,325
NSM Collection assets		457	457
Derivative financial instruments		669	975
TOTAL NON-CURRENT ASSETS		509,951	521,473
TOTAL ASSETS		582,460	577,490
CURRENT LIABILITIES			
Trade and other payables		16,683	15,674
Income in advance		32,141	29,022
Interest bearing loans and borrowings		17,807	16,380
Provisions		3,449	3,101
TOTAL CURRENT LIABILITIES		70,080	64,177
NON-CURRENT LIABILITIES			
Income in advance		20,093	7,441
Interest bearing loans and borrowings		208,085	226,098
Provisions		336	308
TOTAL NON-CURRENT LIABILITIES		228,514	233,847
TOTAL LIABILITIES		298,594	298,024
NET ASSETS		283,866	279,466
EQUITY			
Accumulated funds		281,487	276,943
Reserves		2,379	2,523
TOTAL EQUITY		283,866	279,466

Discussion and Analysis

– Consolidated Statement of Financial Position

CHANGES IN THE COMPOSITION OF ASSETS AND LIABILITIES

Consolidated Net Assets increased by \$4.400 million to \$283.866 million.

Changes in Assets

The major changes were:

Current Assets

- Cash assets increased substantially in the current financial year by \$15.914 million to \$57.626 million.
- This increase is primarily driven by timing of amounts received from key MCG stakeholders including the receipt of contractual payments that relate to future financial years. This has contributed to the increase in the consolidated cash balance at 31 March 2015; however associated revenue will not be recognised in the Statement of Comprehensive Income until future financial years. Refer to Discussion and Analysis – Consolidated Statement of Cash Flows for further information.

Non-Current Assets

- A decrease in MCG building improvements of \$24.735 million due to continued depreciation applied to a relatively stable asset base.
- An increase in Work in Progress of \$14.579 million due to major projects currently in progress and due for completion in 2015/16.

Changes in Liabilities

The major changes were:

Current Liabilities

- An increase in income in advance of \$3.119 million due to funds received from contractual arrangements with key MCG stakeholders.

Non-Current Liabilities

- A decrease in interest bearing liabilities of \$18.013 million due to principal repaid on term loans associated with the MCG Redevelopment.
- An increase in income in advance of \$12.652 million due to funds received from contractual arrangements with key MCG stakeholders.



Consolidated Statement of Changes in Equity

Year Ended 31 March 2015	CONSOLIDATED				
	Accumulated Funds	Asset Revaluation Reserve	Yarra Park Reserve	Cash Flow Hedge Reserve	Total Equity
	\$000	\$000	\$000	\$000	\$000
Balance at 31 March 2013	267,362	10	1,418	558	269,348
Profit for the year	9,865	-	-	-	9,865
Transfer to Yarra Park reserve	(284)	-	284	-	-
Transfer from Yarra Park reserve	-	-	-	-	-
Other Comprehensive Income for the year	-	-	-	253	253
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	9,581	-	284	253	10,118
BALANCE AT 31 MARCH 2014	276,943	10	1,702	811	279,466
Profit for the year	4,525	-	-	-	4,525
Transfer to Yarra Park reserve	(171)	-	171	-	-
Transfer from Yarra Park reserve	190	-	(190)	-	-
Other Comprehensive Income for the year	-	-	-	(125)	(125)
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	4,544	-	(19)	(125)	4,400
BALANCE AT 31 MARCH 2015	281,487	10	1,683	686	283,866



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 \$4.400 million to \$283.866 million.

The major equity movements during the year were:

- The reported net profit of \$4.525 million, and the movement in the cash flow hedge reserve of \$0.125 million.
- Included in the total result is the transfer of the net surplus from the Club's management of Yarra Park of \$0.171 million to the Yarra Park Reserve. 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.
- In accordance with the Yarra Park accounting policy, \$0.190 million was transferred out of the Yarra Park Reserve during the year, for expenditure relating to an ongoing project in Yarra Park.

Consolidated Statement of Cash Flows

Year Ended 31 March 2015	NOTES	CONSOLIDATED	
		2015	2014
		\$000	\$000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from operating activities (inclusive of GST)		132,821	137,897
Payments to suppliers and employees (inclusive of GST)		(84,359)	(81,002)
Interest received		1,310	1,197
Interest paid		(15,049)	(18,217)
NET CASH FLOWS FROM OPERATING ACTIVITIES		34,723	39,875
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment		(20,811)	(15,350)
Contributions relating to MCG contractual arrangements		13,508	5,661
Contributions relating to Great Southern Stand Improvement Project	3(b)	-	206
Contributions relating to Yarra Park Landscape Upgrade	3(b)	900	1,000
NET CASH FLOWS (USED IN) INVESTING ACTIVITIES		(6,403)	(8,483)
CASH FLOWS FROM FINANCING ACTIVITIES			
Contributions from related party	3(b)	4,180	4,070
Repayments of borrowings		(16,586)	(23,875)
NET CASH FLOWS (USED IN) FINANCING ACTIVITIES		(12,406)	(19,805)
NET INCREASE IN CASH AND CASH EQUIVALENTS		15,914	11,587
Cash and Cash equivalents at beginning of the year		41,712	30,125
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		57,626	41,712

Discussion and Analysis – Consolidated Statement of Cash Flows

CHANGES IN CASH FLOWS

There was a net increase in consolidated cash holdings during the year totalling \$15.914 million.

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

- Receipt of upfront cash payment of \$10.100 million relating to a MCG long term commercial contractual arrangement.
- \$3.700 million from a key MCG stakeholder for an ongoing contractual arrangement.

Cash flow management remains an important strategic focus of the Club, with objectives to:

1. Increase the cash reserves to provide for the repayment of significant debt that falls due in 2024 (\$38.200 million).
2. Continue to invest in the latest technology programs and short term working capital objectives.
3. Commit to longer term capital projects and the ongoing Asset Replacement Program required to keep the MCG as a world class venue.

1. Debt Repayment

The club is forecasting to fund the repayment of external borrowings in accordance with the contractual repayment terms. The maturing repayment in 2024 of the interest only loan facility is \$38.200

million. The Club is aiming to build sufficient cash reserves over the next decade to facilitate the repayment of this debt.

2. Short Term Working Capital Objective / Technology investment

In addition to building up cash reserves to meet the debt repayments, operating cash flow associated with the MCG is forecast to fund the following capital works in the next two years:

- Completion of Smart Stadium - \$28.000 million
- Yarra Park Upgrade - \$1.000 million
- Grandstand Facility Refurbishments - \$4.500 million
- Asset Replacement Program - \$4.100 million

3. Long Term Capital Projects and Programmes

The following special capital projects are currently forecast to be completed in the next 2-10 years:

- Refurbishment and asset replacement under the Great Southern Stand Master Plan
- Energy Master Plan
- National Sports Museum refresh
- PA System upgrade
- Northern Stand refurbishments including upgrade of existing facilities in both the Members and public areas

In addition to the projects forecasted above the Asset Replacement Program for the period of 2016 to 2024 has been valued at \$45 million, which will also draw upon existing and future cash reserves.

Notes to the Concise Financial Statements

31 MARCH 2015

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 National Sports Museum Limited (“NSM”) (a controlled entity).

The ultimate parent is the Club. Specifically, the Club controls an investee if and only if the Club has:

- Power over the investee;
- Exposure, or, rights, to variable returns from its involvement with the investee, and
- The ability to use its power over the investee to affect its returns.

When the Club has less than a majority of the voting or similar rights of an investee, the Club considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- Contractual arrangements with other vote holders of the investee;
- Rights arising from other contractual arrangements; and
- The Club’s voting rights and potential voting rights.

The Club has determined it controls the NSM. The operations of NSM are consolidated 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 MCG Trust. The principal activities of the NSM are the operation of a sports museum at the MCG.

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

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 and cease to be consolidated from the date on which control is transferred out of the consolidated Group.

The Melbourne Cricket Club Foundation Limited (“Foundation”), a company limited by guarantee, is categorised as a director related entity and is not consolidated into the Club’s accounts on the basis that all the three elements of the control definition are not satisfied. 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 15 March 2010, the Melbourne Cricket Ground and Yarra Park Amendment Act 2009 (“Yarra Park Amendment Act”) appointed the Melbourne Cricket Ground Trust (“MCG Trust”) as the Committee of Management for Yarra Park, thereby expanding the functions of the MCG Trust and specifying the management arrangements and the implementation of an improvements plan for Yarra Park.

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

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

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

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

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



Notes to the Concise Financial Statements (continued)

31 MARCH 2015

	NOTES	CONSOLIDATED	
		2015	2014
		\$000	\$000
3. INCOME			
(A) REVENUE			
Membership and Customer Services related revenue		50,892	50,668
Event related revenue		29,297	30,732
Commercial Operations revenue		30,472	29,053
NSM revenues		3,444	3,567
Yarra Park revenues		2,826	2,883
AFL revenues		8,870	8,686
Interest income		1,310	1,197
Revenue from sales		500	644
Other revenues		2,681	2,602
		130,292	130,032
(B) OTHER INCOME			
Distribution from the MCG Trust for repayment of debt		4,180	4,070
MCG contractual arrangement contributions		2,151	5,661
State Government of Victoria contribution – Great Southern Stand Improvement Project		-	206
State Government of Victoria contribution – Yarra Park Landscape Upgrade		900	1,000
		7,231	10,937
TOTAL INCOME		137,523	140,969

Notes to the Concise Financial Statements (continued)

31 MARCH 2015

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:

Steven J. Smith (Vice-President, appointed President 14 April 2015)
 Michael J. Andrew (appointed 19 August 2014, appointed Vice-President 14 April 2015)
 David S. Crow (Vice-President)
 Stephen C. Spargo (Vice-President)
 Michael J. Happell (Treasurer)
 Peter D. King
 Sally G. Macindoe
 Frederick H. Oldfield
 Charles T. Sitch
 Mark G. Smith
 Karen J. Wood
 A. Paul Sheahan (resigned 14 April 2015)
 William D. Fowles (resigned 13 August 2014)
 Edward R. Yencken (resigned 17 February 2015)
 James D. Bennett (appointed 17 February 2015)

No remuneration was paid to the Committee Members during the year (2014: nil)

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

(i) Transactions with other related parties

a) MCG Trust

The Club is party to a "Deed of Variation of Lease" with the MCG Trust pursuant to which, the Club's existing tenancy of the MCG was extended until 31 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 \$4.312 million (2014: \$4.195 million) in respect of its lease rental of the MCG.

The MCG Trust distributed \$4.180 million to the Club for the repayment of term loans and amortising inflation indexed bonds (2014: \$4.070 million).

From time to time, the Club undertakes transactions on behalf of the MCG Trust. As at year-end, amounts receivable by the Club from the MCG Trust were nil (2014: nil). Amounts owing to the Club are settled on 30 day terms and are non-interest bearing.

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

b) National Sports Museum Limited

From time to time, the Club undertakes transactions on behalf of NSM. As at year-end, amounts receivable by the Club from NSM were \$0.013 million (2014: \$0.081 million). Amounts payable by the Club to NSM were \$0.023 million (2014: \$0.023 million). Amounts owing between the Club and NSM are settled on 30 day terms and are non-interest bearing. These amounts are eliminated in the consolidated financial report.

c) 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 \$2,907,968 (2014: \$2,704,999) was paid to these personnel for the services provided to the Club.

(ii) Transactions with director-related entities

The Foundation is a director related entity of the Club.

During the year, the Club remitted to the Foundation \$4.338 million (2014: \$4.212 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 \$0.005 million (2014: \$0.019 million). Amounts payable by the Club to the Foundation were \$0.019 million (2014: \$0.021 million). Amounts receivable by NSM from the Foundation at year end were nil (2014: 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 director related 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 James D. Bennett
 – Managing Director of Aurecon

Mr Mark G. Smith
 – Chairman of Patties Foods Limited
 – Director of Toll Holdings 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 2015 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 2015.

On behalf of the Committee

Steven J. Smith
President

Michael J. Happell
Treasurer

Melbourne, 10 July 2015

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 2015, 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 2015. 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 is 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 2015. We expressed an unmodified audit opinion on the financial report in our report dated 10 July 2015. 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.

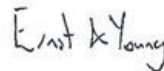
These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with AASB 1039 Concise Financial Reports and whether the discussion and analysis complies with the requirements laid down in AASB 1039 Concise Financial Reports. We believe 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 2015 complies with Accounting Standard AASB 1039 *Concise Financial Reports*.



Ernst & Young



Tim Wallace
Partner
Melbourne
10 July 2015



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, 2014 to March 31, 2015 and the record of attendance of members of the Committee during the period is as follows:

A.P. Sheahan**	11/11	P.D. King	9/11
D.S. Crow	10/11	S.G. Macindoe	11/11
S. Smith	10/11	F.H. Oldfield	10/11
S.C. Spargo	10/11	C.T. Sitch	7/11
M.J. Happell	7/11	M.G. Smith	9/11
M.J. Andrew	7/7	K.J. Wood	9/11
J.D. Bennett	1/1	E.R. Yencken**	8/10
W.D. Fowles*	4/4		

*W.D. Fowles vacated the committee in August, 2014.
**E.R. Yencken vacated the committee in February 2015.
***A.P. Sheahan vacated the committee in April, 2015

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, 2015)

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, 11/11 meetings attended), D.S. Crow (10/11), S.C. Spargo (10/11), S. Smith (9/11), M.J. Happell (6/11).

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, 7/7), W.D. Fowles (2/3), P.D. King (6/6), F.H. Oldfield (7/7), K.J. Wood (4/7), A.P. Sheahan (ex-officio 4/7).

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.D. King (5/5), F.H. Oldfield (0/1) and A.P. Sheahan (ex-officio 5/5).

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, 5/6), M.J. Andrew (3/3), W.D. Fowles (2/2), F. H. Oldfield (5/6), M.G. Smith (4/6), A.P. Sheahan (ex-officio 2/6).

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.

A.P. Sheahan (Chairman, 5/5), S.G. Macindoe (4/4), S.C. Spargo (3/4), C. T. Sitch (4/5), M.G. Smith (4/5), E.R. Yencken (5/5).

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.S. Crow
Baseball:	K.J. Wood
Bowls:	F. H. Oldfield
Croquet:	S. Smith
Football:	S.C. Spargo
Golf:	M.J. Andrew
Hockey:	S.G. Macindoe
Lacrosse:	C.T. Sitch
Netball:	J.D. Bennett
Real Tennis:	M.J. Happell
Squash:	S.C. Spargo
Target Shooting:	P.D. King
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, in print and online.
- Regular emails are broadcast to members who have submitted their email address to the Club.
- The MCC, MCG and NSM websites are regularly updated.
- The club uses social networking sites as a forum to engage with members.

MCC Health and Safety Policy

OUR COMMITMENT

To provide a safe environment for employees, contractors, promoters, tenants and patrons at all our sites.

We believe:

- Safety of everyone who visits or works at an MCC managed site is a priority.
- Safety is everyone's responsibility.
- Working safely is a condition of employment for all staff and contractors.
- Everyone's involvement in health and safety is essential.
- Training and leadership are critical in creating a safety culture.
- Creating a safety conscious workplace is a management priority.

We will create a safe environment by:

- Providing safe work conditions and safe systems of work.
- Providing the necessary training to staff and contractors.
- Ensuring legislative compliance through implementation of a rigorous health and safety system.
- Monitoring our performance through internal and external auditing of our safety systems against SafetyMAP criteria.
- Having an active and encompassing Health and Safety committee.
- Identifying risks and implementing controls to reduce the risk to as low as reasonably practicable.



MELBOURNE
CRICKET CLUB

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