



# 2019 ANNUAL FINANCIAL REPORT

31 OCTOBER 2019





# Adelaide Football Club Limited & its controlled entities

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# Adelaide Football Club Limited & its controlled entities

## Directors' report

For the year ended 31 October 2019

The directors present their report together with the consolidated financial statements of Adelaide Football Club Limited ("parent", "AFC") and its controlled entities ("the Club") for the financial year ended 31 October 2019 and the auditor's report thereon.

### 1. Directors

The directors of the Company at any time during or since the end of the financial year are:

Chapman, Robert

Hazel, James

Ellis, Kate

Fellows, Linda

Fennell, Richard

Jameson, Rod

McDowell, Jim

Ricciuto, Mark

Ryder, Kym – appointed 28 February 2019

For detailed information on directors, please see note 8.

**Chief Executive Officer** – Fagan, Andrew

**Company Secretary** – Smallacombe, Shane

### 2. Directors' meetings

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Club during the financial year are:

Director	Directors' Meetings		Committee Meetings	
	A	B	A	B
Chapman, Robert	13	13	13	13
Hazel, James	12	13	0	0
Ellis, Kate	13	13	6	8
Fellows, Linda	10	13	4	4
Fennell, Richard	13	13	12	13
Jameson, Rod	11	13	11	13
McDowell, Jim	10	13	7	7
Ricciuto, Mark	12	13	8	8
Ryder, Kym	8	8	0	0

A – number of meetings attended

B – number of meetings held during the time the director held office during the year

# Adelaide Football Club Limited & its controlled entities

## Directors' report (continued)

For the year ended 31 October 2019

### 3. Principal activities

The principal activities of the Club during the course of the financial year were the playing and promotion of Australian Rules Football. The Club is a member of the Australian Football League.

The Club is licenced to operate the Adelaide Giants Baseball Club. The Adelaide Giants are a participant in the Australian Baseball League. Other entities have been incorporated to further grow the Club's footprint in the sporting and entertainment landscape including META (High School e-League) which will operate state-based esports tournaments.

There were no other significant changes in the principal operations of the Club.

### 4. Objectives and strategies

The Club's primary objective is to deliver consistent finals appearances and ultimately win the AFL Premiership.

Off the field we have identified key objectives to support the success of our Club:

- **People and culture:** The club will offer a high performance culture, with a key focus on strategic planning, measurement and celebration of achievements.
- **Membership:** Continue to grow our Club membership and deliver an exceptional sports entertainment experience.
- **Marketing:** Create a national and international brand.
- **Communications:** Provide compelling content through enhanced digital and mainstream communication channels.
- **Merchandise:** Maximise the Adelaide Football Club's national supporter base to increase merchandise revenue.
- **Commercial Operations:** Deliver sustainable commercial growth through market leading partnerships, diversification of revenue streams and remarkable events.
- **Community:** Engage genuinely with the community through delivering valued programs in conjunction with the Crows Children's Foundation.
- **Diversification:** Diversify the Club's revenue streams through expansion and consulting into the broader sports and entertainment industry.

### 5. Operating and financial review

The Club generated profit from operating activities for the year ended 31 October 2019 of \$2,685,517 (2018: \$3,828,935). A total comprehensive profit of \$238,473 (2018: \$1,506,002) was generated for the year, after recognising depreciation, impairment of facility costs, the unwind of interest on deferred liabilities, the Club's distributions and contribution to the development of grassroots football in South Australia through the South Australian National Football League ("SANFL").

### 6. Events subsequent to reporting date

No events subsequent to the reporting date have been identified which would have a material effect on the Club's financial statements at 31 October 2019.

# Adelaide Football Club Limited & its controlled entities

## Directors' report (continued)

For the year ended 31 October 2019

### 7. Members' liabilities

The liability of all members is limited in the event of winding up. In the event the AFC is wound up, members must contribute to the AFC's property such monies and other assets necessary to:

- (i) discharge the AFC's debts and liabilities at the date the AFC is wound up and costs, charges and expenses properly incurred in connection with the winding up; and
- (ii) adjust the rights of the contributories among themselves.

Notwithstanding, no member need contribute more than an aggregate of 10 cents (\$0.10) to the winding up of the AFC.

As at 31 October 2019, AFC has one voting member (2018: 1 member).

### 8. Director information

#### ROB CHAPMAN

Appointed 15 December 2006; current term expires February 2022



**Current position:** Chairman

**Current committees:** Executive  
Nominations  
Finance and Audit  
Football Strategy

**Current directorships:**

- Chairman, Chapman Capital Partners
- Chairman, Adelaide Airport
- Chairman, Barossa Infrastructure Ltd
- Director, Coopers Brewery Limited
- Director, Export Finance & Insurance Corporation
- Chairman, T-Ports SA
- Director, ICAM Group
- Director, AFL Max

**Previous roles:**

- Chairman, South Australia Investment Attraction Advisory Board
- Director, Economic Development Cabinet Council
- Chairman, Bank SA 2012-2014
- Chief Executive Officer, St George Bank 2010 – 2012
- Managing Director, BankSA 2002 – 2010
- President, Business SA 2005 – 2007
- President, Committee of Economic Development of Australia, 2003 – 2006

# Adelaide Football Club Limited & its controlled entities

## Directors' report (continued)

For the year ended 31 October 2019

### 8. Director information (continued)

#### JIM HAZEL

Appointed 2 November 2010; current term expires February 2021



<b>Current position:</b>	Deputy Chairman
<b>Current committees:</b>	Executive Nominations
<b>Current directorships:</b>	<ul style="list-style-type: none"><li>▪ Chairman, Precision Group</li><li>▪ Director, Bendigo and Adelaide Bank Limited (ASX: BEN)</li><li>▪ Director, Omega Communities Group</li><li>▪ Chairman, Ingenia Communities Group (ASX: INA)</li><li>▪ Director, Coopers Brewery Limited</li><li>▪ Director, Chapman Capital Partners</li><li>▪ Council Member, University of South Australia</li><li>▪ Trustee, Adelaide Festival Centre Trust</li><li>▪ Director, ICAM Group</li><li>▪ Director, Real Estate Agents Select Ltd</li></ul>

#### KATE ELLIS

Appointed 5 April 2017; current term expires February 2021



<b>Current position:</b>	Director
<b>Current committees:</b>	Community, Inclusion and Government (Chair) Professional Standards and Integrity Adelaide Crows Foundation Board
<b>Current business interests:</b>	<ul style="list-style-type: none"><li>▪ Director, Rare Finds Foundation</li><li>▪ Director, Drinkwise Australia</li><li>▪ Ambassador, Childhood Cancer Foundation</li></ul>
<b>Previous roles:</b>	<ul style="list-style-type: none"><li>▪ Former Federal Member for Adelaide</li><li>▪ Former Federal Minister for Sport</li></ul>

#### LINDA FELLOWS

Appointed 17 September 2015; current term expires February 2021



<b>Current position:</b>	Director
<b>Current committees:</b>	Professional Standards & Integrity (Chair)
<b>Current business interests:</b>	<ul style="list-style-type: none"><li>▪ Assistant Commissioner (Human Resources), SA Police</li></ul>
<b>Previous roles:</b>	<ul style="list-style-type: none"><li>▪ Assistant Commissioner, Regional Operations Service</li><li>▪ Assistant Commissioner (Crime), SA Police</li><li>▪ Officer in Charge, Ethical &amp; Professional Standards Branch</li><li>▪ Officer in Charge, Drug Investigation Branch</li><li>▪ Deputy Member, SA Police Superannuation Board</li></ul>

# Adelaide Football Club Limited & its controlled entities

## Directors' report (continued)

For the year ended 31 October 2019

### 8. Director information (continued)

#### RICHARD FENNELL

Appointed 5 April 2017; current term expires February 2022



<b>Current position:</b>	Director
<b>Current committees:</b>	Finance and Audit (Chair)
<b>Current business interests:</b>	<ul style="list-style-type: none"><li>▪ Executive Consumer Banking, Bendigo and Adelaide Bank</li></ul>
<b>Current directorships:</b>	<ul style="list-style-type: none"><li>▪ Director, Helpmann Academy</li></ul>
<b>Previous directorships:</b>	<ul style="list-style-type: none"><li>▪ Director, Australia Cambodia Foundation</li><li>▪ Chief Financial Officer, Bendigo &amp; Adelaide Bank</li><li>▪ Partner, PricewaterhouseCoopers</li></ul>

#### ROD JAMESON

Appointed 26 February 2015; current term expires February 2020



<b>Current position:</b>	Director & AFC Life Member
<b>Current committees:</b>	Past Players & Officials (Chair) Finance & Audit
<b>Current business interests:</b>	<ul style="list-style-type: none"><li>▪ ABC Radio National AFL Broadcast &amp; SANFL Finals 2000 - current</li><li>▪ Craniofacial Australia, Ambassador 2009 - current</li><li>▪ Neil Sachse Foundation Ambassador 2009 – current</li><li>▪ Get Home Safe Foundation, Ambassador 2018 – current</li><li>▪ Sales Director, Sandstone Technology</li></ul>
<b>Previous directorships &amp; business interests:</b>	<ul style="list-style-type: none"><li>▪ Area Manager, SA/NT Mobile Distribution, Bendigo Adelaide Bank</li><li>▪ Business Director, Westpac Sports and Entertainment</li><li>▪ Business Director, Childhood Cancer Association</li><li>▪ Football Director, Glenelg Football Club</li><li>▪ Win 5050 Pty Ltd</li></ul>



# Adelaide Football Club Limited & its controlled entities

## Directors' report (continued)

For the year ended 31 October 2019

### 8. Director information (continued)

#### JIM MCDOWELL

Appointed 5 April 2017; current term expires February 2021



<b>Current position:</b>	Director
<b>Current Committees:</b>	Commercial Innovation and Growth (Chair)
<b>Current business interests:</b>	<ul style="list-style-type: none"><li>▪ Chief Executive of the Department of Premier and Cabinet, Government of South Australia</li></ul>
<b>Current directorships</b>	<ul style="list-style-type: none"><li>▪ Board Member, Australian Strategic Policy Institute</li><li>▪ Governor, St Peter's College Council of Governors</li><li>▪ Director, Infrastructure South Australia</li><li>▪ Director, Renewal SA</li></ul>
<b>Previous directorships &amp; business interests:</b>	<ul style="list-style-type: none"><li>▪ Chairman, Australian Nuclear Science &amp; technology Organisation</li><li>▪ Chairman, Total Construction Pty Ltd</li><li>▪ Chairman, Australian Defence Accelerator Ltd</li><li>▪ Chairman, Defence CRC for Trusted Autonomous System</li><li>▪ Non-Executive Director, Codan Ltd</li><li>▪ Non-Executive Director, Austal Ltd</li><li>▪ Non-Executive Director, Micro-X</li><li>▪ Member, RAA Board</li><li>▪ Chancellor, University of South Australia</li></ul>

#### MARK RICCIUTO

Appointed 1 July 2014; current term expires February 2022



<b>Current position:</b>	Director & AFC Life Member
<b>Current committees:</b>	List Management (Chair) Executive Football Strategy
<b>Current business interests:</b>	<ul style="list-style-type: none"><li>▪ Part owner – Alma Tavern, Hackney Hotel</li><li>▪ Part owner – Aruma River Resort</li><li>▪ Presenter Triple M Breakfast Announcer</li><li>▪ Fox Footy Expert Opinion and Special Comments</li><li>▪ Ambassador for Adelaide Tools and Peter Kittle Toyota</li></ul>

# Adelaide Football Club Limited & its controlled entities

## Directors' report (continued)

For the year ended 31 October 2019

### 8. Director information (continued)

#### KYM RYDER

Appointed 28 February 2019; current term expires February 2021



- Current position:** Director
- Current business interests:** Partner, O'Loughlins Lawyers (Commercial Litigation and Insolvency)
- Current directorships:**
- Director, BWO Nominees Pty Ltd
- Current memberships:**
- Fellow, Australian Reconstruction and Insolvency Association
  - Member, Law Society of South Australia
  - Member, Women in Insolvency SA (WINSA)

#### ANDREW FAGAN

Appointed to the role of Chief Executive Officer 7 October 2014



- Current position:** Chief Executive Officer
- Current committees:**
- Executive
  - Nominations
  - Finance and Audit
  - List Management
  - Football Strategy
  - Commercial Innovation and Growth
  - Community, Inclusion and Government

- Previous roles:**
- General Manager – National Teams and Operations, Australian Rugby Union
  - Chief Executive Officer, Brumbies Rugby
  - General Manager, Brumbies Rugby
  - Program Manager, Australian Sports Commission

#### SHANE SMALLACOMBE

Appointed to role of Company Secretary August 2014



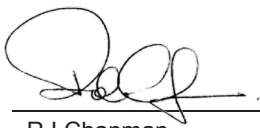
- Current position:** Chief Financial Officer and Company Secretary
- Current committees:**
- Finance & Audit
  - List Management
  - Football Strategy

# Adelaide Football Club Limited & its controlled entities

## 9. Lead auditor's independence declaration

The Lead auditor's independence declaration is set out on page 10 and forms part of the director's report for the financial year ended 31 October 2019.

This report is made in accordance with a resolution of the directors:



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R I Chapman  
*Chairman*

Dated at Adelaide this 6<sup>th</sup> day of February 2020

# Adelaide Football Club Limited & its controlled entities



## Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001

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To the Directors of Adelaide Football Club Limited

I declare that, to the best of my knowledge and belief, in relation to the audit of Adelaide Football Club Limited for the financial year ended 31 October 2019 there have been:

- i. no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- ii. no contraventions of any applicable code of professional conduct in relation to the audit.

A stylized signature of the KPMG firm, consisting of the letters 'KPMG' in a bold, black, sans-serif font.

KPMG

A handwritten signature in black ink, appearing to read 'Paul Cenko'.

Paul Cenko  
Partner

Adelaide

6 February 2020

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

Liability limited by a scheme approved under Professional Standards Legislation.

# Adelaide Football Club Limited & its controlled entities

## Consolidated statement of comprehensive income

For the year ended 31 October 2019

<i>In AUD</i>	<i>Note</i>	<b>2019</b>	<b>2018</b>
Football operations revenue	4	56,013,393	54,622,322
Net merchandise revenue	5	232,662	260,121
Grant revenue	4	-	300,000
Other revenue from operations	4	1,965,723	878,470
		<b>58,211,778</b>	<b>56,060,913</b>
Employee benefit expenses		(32,802,905)	(30,681,132)
Season ticket, membership and sponsorship expense		(11,157,495)	(12,239,060)
Other sporting expenses		(2,367,607)	(2,166,847)
Travel and training expenses		(1,924,238)	(1,393,943)
Administrative expenses		(2,717,226)	(2,428,049)
Marketing and advertising expenses		(1,469,455)	(1,672,771)
Other expenses from ordinary activities		(3,034,244)	(1,565,353)
Net Interest expense	6	(53,091)	(84,823)
<b>Net profit from operating activities</b>		<b>2,685,517</b>	<b>3,828,935</b>
Depreciation expense	10	(1,255,332)	(1,360,377)
Facility consulting costs		(240,425)	-
Unwind of discount on deferred liabilities		(250,924)	(270,291)
SANFL charges:			
SANFL License Fee		(434,300)	(426,202)
Adelaide Oval Underwrite Payments	16	(216,063)	(216,063)
Contribution to Adelaide Crows Foundation		(50,000)	(50,000)
<b>Net profit for the year</b>		<b>238,473</b>	<b>1,506,002</b>
Other comprehensive income		-	-
<b>Total comprehensive profit for the year of Adelaide Football Club Limited</b>		<b>238,473</b>	<b>1,506,002</b>

The notes on pages 15 to 30 are an integral part of these financial statements.



# Adelaide Football Club Limited & its controlled entities

## Consolidated statement of financial position

As at 31 October 2019

<i>In AUD</i>	<i>Note</i>	<b>2019</b>	<b>2018</b>
<b>Assets</b>			
Cash and cash equivalents	7	2,766,741	1,502,423
Trade and other receivables	8	1,925,848	700,634
Prepayments	9	493,884	418,099
<b>Total current assets</b>		<b>5,186,473</b>	<b>2,621,156</b>
Property, plant and equipment	10	20,508,487	21,587,923
Prepayments	9	2,808,814	3,024,875
<b>Total non-current assets</b>		<b>23,317,301</b>	<b>24,612,798</b>
<b>Total Assets</b>		<b>28,503,774</b>	<b>27,233,954</b>
<b>Liabilities</b>			
Trade and other payables	11	6,805,604	4,640,187
Provisions	14	1,345,382	1,238,986
Loans and borrowings	13	1	1
Unearned income	12	6,209,750	6,973,623
<b>Total current liabilities</b>		<b>14,360,737</b>	<b>12,852,797</b>
Trade and other payables	11	5,236,652	5,768,446
Provisions	14	317,349	262,148
<b>Total non-current liabilities</b>		<b>5,554,001</b>	<b>6,030,594</b>
<b>Total Liabilities</b>		<b>19,914,738</b>	<b>18,883,391</b>
<b>Net Assets</b>		<b>8,589,036</b>	<b>8,350,563</b>
<b>Equity</b>			
Reserves	15	371,617	371,617
Retained earnings		8,217,419	7,978,946
<b>Total Equity</b>		<b>8,589,036</b>	<b>8,350,563</b>

The notes on pages 15 to 30 are an integral part of these financial statements.

# Adelaide Football Club Limited & its controlled entities

## Consolidated statement of changes in equity

For the year ended 31 October 2019

<i>In AUD</i>	<b>Reserves</b>	<b>Retained Earnings</b>	<b>Total Equity</b>
Balance at 1 November 2017	371,617	6,472,944	6,844,561
<b><i>Total comprehensive profit for the year</i></b>			
Profit for the year	-	1,506,002	1,506,002
<b>Total comprehensive profit for the year</b>	-	1,506,002	1,506,002
<b>Balance at 31 October 2018</b>	<b>371,617</b>	<b>7,978,946</b>	<b>8,350,563</b>
Balance at 1 November 2018	371,617	7,978,946	8,350,563
<b><i>Total comprehensive profit for the year</i></b>			
Profit for the year	-	238,473	238,473
<b>Total comprehensive profit for the year</b>	-	<b>238,473</b>	<b>238,473</b>
<b>Balance at 31 October 2019</b>	<b>371,617</b>	<b>8,217,419</b>	<b>8,589,036</b>

The notes on pages 15 to 30 are an integral part of these financial statements.

# Adelaide Football Club Limited & its controlled entities

## Consolidated statement of cash flows

For the year ended 31 October 2019

<i>In AUD</i>	<i>Note</i>	<b>2019</b>	<b>2018</b>
<b>Cash flows from operating activities</b>			
Cash receipts from customers		60,186,515	63,102,677
Cash paid to suppliers and employees		(57,669,511)	(59,598,747)
Interest received		3,009	2,849
Interest paid		(56,100)	(87,672)
<b>Net cash from operating activities</b>		<b>2,463,913</b>	<b>3,419,107</b>
<b>Cash flows from investing activities</b>			
Acquisition of property, plant and equipment		(446,067)	(641,450)
Game Development Grant – SANFL		(753,528)	(731,582)
<b>Net cash used in investing activities</b>		<b>(1,199,595)</b>	<b>(1,373,032)</b>
<b>Cash flows from financing activities</b>			
Repayment of borrowings		-	(1,212,890)
<b>Net cash used in financing activities</b>		<b>-</b>	<b>(1,212,890)</b>
Net increase in cash and cash equivalents		1,264,318	833,185
Cash and cash equivalents at beginning of year		1,502,423	669,238
<b>Cash and cash equivalents at end of year</b>	<b>7</b>	<b>2,766,741</b>	<b>1,502,423</b>

The notes on pages 15 to 30 are an integral part of these financial statements.

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements

For the year ended 31 October 2019

### 1 Parent entity

Adelaide Football Club Limited (the Company) is a not-for-profit company limited by guarantee, incorporated and domiciled in Australia. The address of the Company's registered office is 105 West Lakes Boulevard, West Lakes SA 5021. The consolidated financial statements, comprising the Company and its controlled entities (together "the Group"; "the Club") are as at and for the year ended 31 October 2019.

### 2 Basis of preparation

#### (a) Statement of compliance

In the opinion of the directors, the Club is not publicly accountable. The financial statements are Tier 2 general purpose consolidated financial statements which have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements adopted by the Australian Accounting Standards Board and the Corporations Act 2001. These consolidated financial statements comply with Australian Accounting Standards – Reduced Disclosure Requirements.

The consolidated financial statements were authorised for issue by the Board of Directors on 6 February 2020.

#### (b) Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis.

#### (c) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Adelaide Football Club Limited and its controlled entities as at the period end and at any time during the period. Refer to Note 20 for a list of controlled entities.

Controlled entities are those entities over which the Club has the power to govern the financial and operating policies so as to obtain the benefits from their activities. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Club controls another entity.

The financial statements of the controlled entities are prepared from the date of their inception, for the period ended 31 October 2019, using accounting policies consistent with those of the Club. In preparing the consolidated financial statements, all intercompany balances, transactions and unrealised gains and losses resulting from intra-club transactions have been eliminated in full.

Controlled entities are fully consolidated from the date on which control was obtained by the Club and will cease to be consolidated from the date on which control is transferred out of the Club.

#### (d) Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Club's functional currency.

#### (e) Use of estimates and judgements

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

There are no judgements made by management in the application of Australian Accounting Standards that have a significant effect on the financial report or estimates with a significant risk of material adjustment in the next year.

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 2 Basis of preparation (continued)

#### (f) Going concern

The financial statements have been prepared on a going concern basis, which contemplates the continuity of normal business activities and realisation of assets and settlement of liabilities in the ordinary course of business.

The Club has a current assets deficiency of \$9,174,264 (2018: \$10,231,641) primarily due to the timing of the membership and season tickets program. Subsequent to year end, membership and season ticket sales have generated additional net cash reserves which have been applied to the seasonal working capital facility with Bendigo and Adelaide Bank.

The Club has a strong relationship with its banker Bendigo and Adelaide Bank, and is in constant communication with regards to ensuring that its finance facilities are adequate to support the working capital requirements of the business.

The Club has prepared a cash flow forecast which supports it being able to pay its debts as and when they fall due.

### 3 Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements, and have been applied consistently by the Club.

#### (a) Financial instruments

##### (i) *Non-derivative financial assets*

The Club initially recognises loans and receivables and deposits on the date that they are originated.

The Club derecognises a financial asset when the contractual rights to the cash flows from the asset expire, or it transfers the rights to receive the contractual cash flows on the financial asset in a transaction in which substantially all the risks and rewards of ownership of the financial asset are transferred. Any interest in transferred financial assets that is created or retained by the Club is recognised as a separate asset or liability.

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when, and only when, the Club has a legal right to offset the amounts and intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

The Club has the following non-derivative financial assets: loans and receivables.

##### *Loans and receivables*

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

Loans and receivables comprise cash and cash equivalents and trade and other receivables.



# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 3 Significant accounting policies (continued)

#### (a) Financial instruments (continued)

##### *Cash and cash equivalents*

Cash and cash equivalents comprise cash balances and call deposits with maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value, and are used by the Club in the management of its short-term commitments.

##### (ii) *Non-derivative financial liabilities*

The Club initially recognises debt securities issued and subordinated liabilities on the date that they are originated.

The Club derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

The Club classifies non-derivative financial liabilities into the other financial liabilities category. Such financial liabilities are recognised initially at fair value less any directly attributable transaction costs. Subsequent to initial recognition, these financial liabilities are measured at amortised cost using the effective interest method.

Other financial liabilities comprise loans and borrowings and trade and other payables.

##### (iii) *Share capital*

##### *Ordinary shares*

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from equity, net of any tax effects.

#### (b) Property, plant and equipment

##### (i) *Recognition and measurement*

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the following:

- the cost of materials and direct labour;
- any costs directly attributable to bringing the assets to a working condition for the intended use;
- when the Club has an obligation to remove the assets or restore the site, an estimate of the costs of dismantling and removing the items and restoring the site on which they are located; and
- capitalised borrowing costs.

Assets obtained by grant or donation are recorded at the fair value of the future benefits to be derived based on a commercial value assessment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss.

##### (ii) *Subsequent costs*

Subsequent expenditure is capitalised only when it is probable that the future economic benefits associated with the expenditure will flow to the Club. Ongoing repairs and maintenance are expensed as incurred.

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 3 Significant accounting policies (continued)

#### (b) Property, plant and equipment (continued)

##### (iii) Depreciation

Items of property, plant and equipment are depreciated from the date that they are installed and are ready for use, in respect of internally constructed assets, from the date that the asset is completed and ready for use.

Depreciation is recognised in profit or loss. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements. Land is not depreciated.

The estimated depreciation rates for the current and comparative years of significant items of property, plant and equipment are as follows:

▪ Plant and equipment	20 – 50%	Straight line
▪ Buildings on leasehold land	1.7 – 20%	Straight line
▪ Buildings	5%	Straight line
▪ Motor vehicles	20%	Diminishing value
▪ Player facilities	2.5%	Straight line

Depreciation methods, useful lives and residual values are reviewed at each financial year-end and adjusted if appropriate.

#### (c) Impairment

##### (i) Non-derivative financial assets

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Club on terms that the Club would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers, economic conditions that correlate with defaults.

The Club considers evidence of impairment for financial assets measured at amortised cost (loans and receivables) at both a specific asset and collective level. All individually significant receivables are assessed for specific impairment. Those found not to be specifically impaired are then collectively assessed for any impairment that has been incurred but not yet identified. Assets that are not individually significant are collectively assessed for impairment by grouping together assets with similar risk characteristics.

In assessing collective impairment the Club uses historical trends of the probability of default, timing of recoveries and the amount of loss incurred, adjusted for management's judgement as to whether current economic and credit conditions are such that the actual losses are likely to be greater or less than suggested by historical trends.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. Losses are recognised in profit or loss and reflected in an allowance account against loans and receivables. Interest on the impaired asset continues to be recognised. When an event occurring after the impairment was recognised causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 3 Significant accounting policies (continued)

#### (c) Impairment (continued)

##### (ii) Non-financial assets

The carrying amounts of the Club's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or cash-generating unit (CGU) exceeds its estimated recoverable amount.

The recoverable amount of an asset or cash-generating unit is the greater of its fair value less costs to sell and value in use, being the depreciated replacement cost of the asset. For the purpose of impairment testing, assets are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit").

Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated to reduce the carrying amounts of the other assets in the CGU (or group of CGUs) on a pro rata basis.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### (d) Employee benefits

##### (i) Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Club has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

##### (ii) Defined contribution plans

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and has no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognised as an employee benefit expense in profit or loss in the periods during which related services are rendered by employees.

##### (iii) Other long-term employee benefits

The Club's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. That benefit is discounted to determine its present value, and the fair value of any related assets is deducted. The discount rate is the yield at the reporting date on high quality corporate bonds that have maturity dates approximating the terms of the Club's obligations in which the benefits are expected to be paid.

In 2003 the AFL announced an agreed Player Long Service Leave policy which was ratified by the AFL Players Association and the Industrial Relations Commission. AFL Players will have an annual long service leave entitlement built into the end of season break, based on the number of years service. An AFL Player with greater than 4 years continuous service, but less than 8 years will be entitled to 1 week additional entitlement and a player with greater than 8 years continuous service will be entitled to 2 weeks.

#### (e) Revenue received in advance

Income received in advance is recognised in line with the terms of specific contracts. Sponsorship income and membership income received in advance is recognised in line with the sponsorship contracts or membership subscription period and the respective service obligations of the Club.

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 3 Significant accounting policies (continued)

#### (f) Revenue

Revenue from the sale of goods is recognised at the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods and the cessation of all investment in those goods.

All revenue is stated at net of the amount of Goods and Services Tax (GST).

##### *Sales revenue*

Sales revenue from football activities comprises revenue earned from the sales of memberships, corporate marketing, sponsorships, the sale of merchandise, gate receipts and AFL distributions.

##### *AFL distribution and prize money*

AFL distribution and prize money income is recognised as it is received.

##### *Membership and match day income*

Membership income is recognised throughout the duration of the AFL Home and Away season. Match day income is recognised at the conclusion of each AFL home game.

##### *Sponsorship income*

Sponsorship income is recognised in the consolidated statement of comprehensive income in proportion to the stage of completion of the transaction at balance date in accordance with the terms and conditions of the sponsorship contract.

#### (g) Government grants

Government grants are recognised at fair value where there is reasonable assurance that the grant will be received and all grant conditions will be met. Grants relating to expense items are recognised as income over the periods necessary to match the grant to the costs they are compensating.

Capital grants relating to the construction or acquisition of assets are initially deferred as unearned revenue and are recognised as revenue in the period in which all grant conditions are met and the benefit arising from the asset is realised.

#### (h) Interest income and interest expenses

Interest income is recognised as it accrues in profit or loss, using the effective interest method.

Borrowing costs directly attributable to the acquisition, construction or production of assets that necessarily take a substantial period of time to prepare for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

#### (i) Tax

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

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 3 Significant accounting policies (continued)

#### (j) New accounting standard adopted

The Club has initially applied AASB 9 from 1 November 2018. AASB 9 sets out requirements for recognising and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items. This standard replaces AASB 139 Financial Instruments: Recognition and Measurement.

##### *Expected Credit Loss (ECL) model*

This new impairment model applies to financial assets measured at amortised cost. For assets in the scope of the AASB 9 impairment model, impairment losses are generally expected to increase and become more volatile. The group has determined that the application of AASB 9's impairment requirements at 1 November 2018 did not have a material impact.

##### *Classification and measurement*

On adoption of AASB 9 the Club classified financial assets and liabilities and subsequently measured at either amortised cost or fair value, depending on the business model for those assets and the contracted cash flow characteristics. The effects resulting from measurements and classification are shown in the below table:

	Original AASB 139 Category	New AASB 9 Category	2019 \$	2018 \$
<b>Assets</b>				
Cash & cash equivalents	Loans & Receivables	Amortised Cost	\$2,766,741	\$1,502,423
Trade & other receivables	Loans & Receivables	Amortised Cost	\$1,925,848	\$700,634
<b>Liabilities</b>				
Trade & other payables	Loans & Receivables	Amortised Cost	\$12,042,256	\$10,408,633
Loans and borrowings	Loans & Receivables	Amortised Cost	\$1	\$1

#### (k) New accounting policies – New standards and interpretations not yet adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 November 2019, and have not been applied in preparing these financial statements. Those which may be relevant to the Club are set out below. The Club does not plan to adopt these standards early and is assessing the potential impact on its financial statements resulting from the application of the new standards.

##### (i) AASB 16 Leases

AASB 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. AASB 16 substantially carries forward the lessor accounting requirements in AASB 117 Leases.

AASB 16 is effective for annual reporting periods beginning on or after 1 January 2019.

##### (ii) AASB 15 Revenue from Contracts with Customers

AASB 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including AASB 118 Revenue, AASB 111 Construction Contracts and IFRIC 13 Customer Loyalty Programmes.

AASB 15 is effective for annual reporting periods beginning on or after 1 January 2019.



# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

<i>In AUD</i>	<b>2019</b>	<b>2018</b>
<b>4 Revenue</b>		
<b>Football operations revenue</b>		
Season ticket sales and AFL membership	21,030,696	21,497,388
Sponsorship and fundraising	19,991,425	18,559,968
AFL sourced revenue	13,086,001	12,676,532
Corporate boxes and reserved seating	1,905,271	1,888,434
	<b>56,013,393</b>	<b>54,622,322</b>
<b>Grant revenue from operations</b>		
Ready Set Crow Program	-	300,000
	<b>-</b>	<b>300,000</b>
<b>Other revenue from operations</b>		
Sundry income	1,965,723	878,470
	<b>1,965,723</b>	<b>878,470</b>
<b>5 Net merchandise revenue</b>		
Net revenue from in-store, match day and online merchandise sales	232,662	260,121
	<b>232,662</b>	<b>260,121</b>
<b>6 Net Interest expense</b>		
Interest income	(3,009)	(2,849)
Interest on finance facilities	56,100	87,672
	<b>53,091</b>	<b>84,823</b>

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

<i>In AUD</i>	<b>2019</b>	<b>2018</b>
<b>7 Cash and cash equivalents</b>		
Bank balances	2,756,190	1,488,367
Cash on hand	10,551	14,056
Cash and cash equivalents in the consolidated statement of cash flows	<u>2,766,741</u>	<u>1,502,423</u>
<b>8 Trade and other receivables</b>		
Trade receivables	1,962,218	764,116
Expected credit loss provision	(36,370)	(63,482)
	<u>1,925,848</u>	<u>700,634</u>
The movement in the expected credit loss provision in respect of receivables during the year was as follows:		
Balance at 1 November	63,482	87,645
Impairment loss recognised	31,267	17,001
Amounts written-off	(58,379)	(41,164)
Balance at 31 October	<u>36,370</u>	<u>63,482</u>
<b>9 Prepayments</b>		
<b>Current</b>		
Prepayments	462,864	389,749
Prepaid deposits	31,020	28,350
	<u>493,884</u>	<u>418,099</u>
<b>Non-current</b>		
Prepayments	<u>2,808,814</u>	<u>3,024,875</u>
	<u>2,808,814</u>	<u>3,024,875</u>

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 10 Property, plant and equipment

<i>In AUD</i>	Land	Buildings on leasehold land	Buildings	Player facility	Plant and equipment	Motor vehicles	Capital work in progress	Total
<b>Cost</b>								
Balance at 1 November 2018	145,455	7,240,346	475,410	20,061,772	5,785,229	198,443	349,664	34,256,319
Additions	-	25,936	-	-	412,732	-	7,399	446,067
Transfers	-	-	-	-	61,929	-	(61,929)	-
Disposals	-	-	-	-	(94,297)	(198,443)	(249,000)	(541,740)
Balance at 31 October 2019	145,455	7,266,282	475,410	20,061,772	6,165,593	-	46,134	34,160,646
<b>Accumulated depreciation and impairment losses</b>								
Balance at 1 November 2018	-	2,563,975	250,072	4,516,246	5,200,288	137,815	-	12,668,396
Depreciation for the year	-	230,081	22,625	501,946	500,680	-	-	1,255,332
Disposals and Reclassifications	-	203,915	-	-	(337,669)	(137,815)	-	(271,569)
Balance at 31 October 2019	-	2,997,971	272,697	5,018,192	5,363,299	-	-	13,652,159
<b>Carrying amounts</b>								
At 31 October 2018	145,455	4,676,371	225,338	15,545,526	584,941	60,628	349,664	21,587,923
At 31 October 2019	145,455	4,268,311	202,713	15,043,580	802,294	-	46,134	20,508,487

The Club leases the land on which the Administration Building and Player Facility are situated from the SANFL. This lease is due to expire in 2048. The Club has exclusive rights to certain assets at Adelaide Oval for a period expected to be not less than 60 years (2014 to 2073).

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

<i>In AUD</i>	2019	2018
<b>11 Trade and other payables</b>		
<b>Current</b>		
Trade payables	1,530,480	806,638
Accrued expenses	3,674,517	2,401,056
Goods and services tax	847,325	708,402
SANFL game development grant liability <sup>(i)</sup>	753,282	724,091
	<u>6,805,604</u>	<u>4,640,187</u>
<b>Non-current</b>		
SANFL game development grant liability <sup>(i)</sup>	5,236,652	5,768,446
(i) In March 2014, the Club committed to support the development of football in South Australia through a Game Development Grant payable to the SANFL over the next 15 years. The liability for these future payments is recognised at its net present value.		
<b>12 Unearned income</b>		
<b>Current</b>		
Income received in advance	6,209,750	6,973,623
<b>13 Loans and borrowings</b>		
<b>Current</b>		
Commercial bills	1	1
<b>Non-current</b>		
Commercial bills	-	-
The effective interest rate on short term borrowings was 4.12% (2018: 5.24%).		
As at 31 October 2019, the Club has a loan facility of \$5,000,000 (2018: \$5,000,000) with Bendigo and Adelaide Bank, maturing March 2021.		
<b>14 Provisions</b>		
<b>Current</b>		
Liability for long service leave	823,173	759,626
Liability for annual leave	522,209	479,360
	<u>1,345,382</u>	<u>1,238,986</u>
<b>Non-current</b>		
Liability for long service leave	317,349	262,148
During the year, the Club recognised \$1,930,726 contribution to defined contribution plans in the profit or loss (2018: \$1,816,726).		

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 15 Issued Capital

#### Share capital

The Parent Company is limited by guarantee. If the Company is wound up, the Articles of Association state that each member is required to contribute any sums unpaid on shares held towards meeting any outstanding obligations of the Company. At 31 October 2019, there is one member (2018: one member). Notwithstanding, no member need contribute more than an aggregate of 10c (\$0.10) to the winding up of the Adelaide Football Club.

#### Nature and purpose of the reserves

Establishment reserves

Establishment reserves represents administration and consultancy costs contributed by the South Australian National Football League in the formation of the Adelaide Football Club.

### 16 Capital and leasing commitments

#### (I) Player and coaching remuneration contracts

The Club negotiates individual contracts of varying length and terms for each of the football players and coaching staff. Certain players are entitled to receive base payments regardless of their level of performance or number of games played, as well as entitlements should player employment contracts be terminated before expiry. Selected coaching staff are also entitled to performance related payments. As contract terms in this regard vary considerably, with some future payments dependent upon number of matches played, level of performance, whether players remain on approved lists and early termination, it is not practical to estimate the total future commitments or contingencies under playing and coaching contracts. However, base contractual commitments are as follows:

<i>In AUD</i>	<b>2019</b>	<b>2018</b>
<b>Payables</b>		
Within one year	16,875,301	17,142,500
One year or later and no later than five years	25,607,650	24,144,400
	<b>42,482,951</b>	<b>41,286,900</b>

#### (II) Adelaide Oval Underwrite Agreement

In March 2014, the Club entered an agreement with the SANFL to facilitate the relocation of football from AAMI Stadium to Adelaide Oval and to assist the SANFL to repay its debt.

Previously where the Club used Adelaide Oval as its home ground, it paid a fixed amount as an Underwrite Fee. As part of the Adelaide Oval Commercial Review undertaken in the 2018 year, these underwrite payments ceased in 2019.

During the year, an underwrite expense of \$216,063 was recognised in profit or loss. (2018: \$216,063). As a result of the Adelaide Oval Underwrite Agreement changes noted above, the annual expense should remain consistent at \$216,063 in 2020 and ongoing. The expense has been fully prepaid and there are no further cash payments to be made.



# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 17 Related parties

#### Key management personnel compensation

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Club and includes the directors and executive management.

#### Executive management comprises:

A Fagan	Chief Executive Officer
S Smallacombe	Chief Financial Officer
N Smart	Chief Operating Officer
D Johnston	Chief Commercial Officer
I Shuttleworth	General Manager, Media & Communications
N McArdle	General Manager, Strategy & Projects
C Wood	General Manager, People, Performance & Culture

The total key management personnel compensation recognised during the year was \$3,144,239 (2018: \$2,934,734).

#### Transaction with related parties

Transactions between the Club and related parties are on normal commercial terms no more favourable than those available to other external parties.

#### (I) Directors' transactions

During the year the directors purchased club membership and coterie packages, finals tickets, attended Club functions, made donations and contributed towards fundraising auctions. The terms and conditions of the transactions with the directors and their director related entities were no more favourable than those available, or which might be reasonably expected to be available, on similar transactions to non-director related entities on an arm's length basis.

<i>In AUD</i>	2019	2018
<b>Net (income)/expenses from director related entities including GST:</b>		
Alma Hotel	865	432
Hackney Hotel	-	890
Bendigo and Adelaide Bank	(263,974)	(245,938)
University of South Australia	(232,840)	(310,762)
O'Loughlin's Lawyers	(9,110)	-
Department of Premier and Cabinet	(3,038)	(300,000)

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 17 Related parties (continued)

#### (II) Australian Football League (AFL)

The AFL became a related party in 2014 when it became the sole voting member of the Company.

The Club entered into the following transactions with the AFL:

<i>In AUD</i>	<b>2019</b>	<b>2018</b>
Distribution to the Club	12,996,000	12,676,532
Net goods and services		
Revenue	1,184,684	2,342,284
Expenses	(3,153,552)	(3,791,424)
Net expense	(1,968,868)	(1,449,140)
Net receivables/(payables)	(115,034)	(371,148)

### 18 Subsequent events

No matters subsequent to the reporting date have been identified which would have a material effect on the Club's financial statements at 31 October 2019.

### 19 Economic dependency

A significant portion of income derived by the Club is received from the Australian Football League.

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 20 Group entities

	Country of incorporation	Ownership interest	
		2019	2018
<i>Parent entity</i>			
Adelaide Football Club Limited	Australia		
<i>Controlled entities</i>			
AFC eSports Pty Ltd	Australia	100%	100%
AFC eSports Trust	Australia	100%	100%
Adelaide Baseball Pty Ltd	Australia	100%	100%
Adelaide Baseball Trust	Australia	100%	100%
ASE Management Pty Ltd	Australia	100%	100%
ASEM Trust	Australia	100%	100%
Adelaide Sports & Entertainment Pty Ltd	Australia	100%	100%
META Partnership (High School e-League)	Australia	100%	80%

# Adelaide Football Club Limited & its controlled entities

## Notes to the consolidated financial statements (continued)

For the year ended 31 October 2019

### 21 Parent entity disclosures

Adelaide Football Club Limited is the parent entity of the Group for the financial year ended 31 October 2019.

<i>In AUD</i>	Parent	
	2019	2018
<b>Profit/(loss) for the year</b>	<b>501,226</b>	<b>1,381,983</b>
<b>Total comprehensive income/loss attributable to the member</b>	<b>501,226</b>	<b>1,381,983</b>
<b>Financial position of the parent entity at the year end</b>		
Current assets	5,023,331	5,556,133
Non-current assets	23,243,009	21,547,064
<b>Total assets</b>	<b>28,266,340</b>	<b>27,103,197</b>
Current liabilities	14,123,304	12,722,040
Non-current liabilities	5,554,000	6,030,594
<b>Total liabilities</b>	<b>19,677,304</b>	<b>18,752,634</b>
<b>Equity</b>	<b>8,589,036</b>	<b>8,350,563</b>

As at 31 October 2019 there were no material or significant legal claims or contingencies against the parent entity (2018: \$nil).


# Adelaide Football Club Limited & its controlled entities

## Directors' declaration

In the opinion of the directors of Adelaide Football Club Limited (the Company):

- (a) the Company is not publicly accountable;
- (b) the financial statements and notes that are set out on pages 11 to 30, are in accordance with the *Corporations Act 2001*, including:
  - (i) giving a true and fair view of the Group's financial position as at 31 October 2019 and of its performance for the financial year ended on that date; and
  - (ii) complying with Australian Accounting Standards - Reduced Disclosure Regime and the Corporations Regulations 2001; and
- (c) there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors.



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R I Chapman  
*Chairman*

Dated at Adelaide this 6<sup>th</sup> day of February 2020.

# Independent Auditor's Report

To the *Members* of Adelaide Football Club Limited

## Opinion

We have audited the **Financial Report** of Adelaide Football Club Limited (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with the *Corporations Act 2001*, including:

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

The **Financial Report** comprises:

- *Consolidated statement of financial position* as at 31 October 2019;
- *Consolidated statement of comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows* for the year then ended;
- Notes including a summary of significant accounting policies; and
- *Directors' Declaration*.

The **Group** consists of Adelaide Football Club Limited (the Company) and the entities it controlled at the year-end or from time to time during the financial year.

## Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

## Other Information

Other Information is financial and non-financial information in Adelaide Football Club Limited's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

### Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view in accordance with *Australian Accounting Standards - Reduced Disclosure Requirements* and the *Corporations Act 2001*;
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error; and
- assessing the Group and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group and Company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). This description forms part of our Auditor's Report.



KPMG



Paul Cenko  
Partner

Adelaide

6 February 2020



