



ANNUAL REPORT 2017

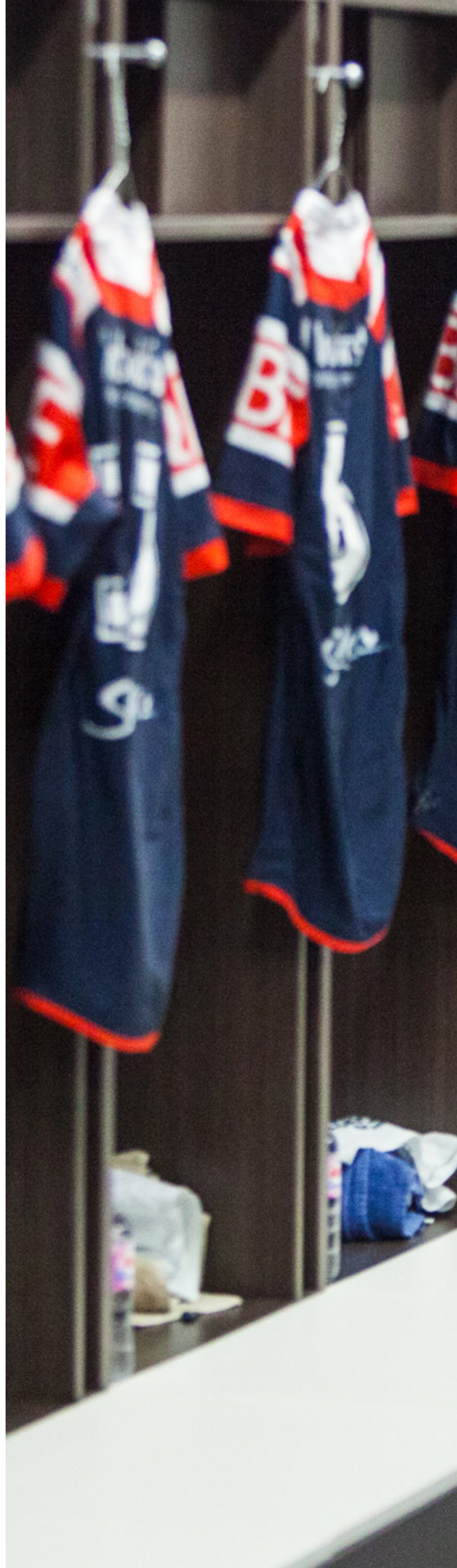
EASTERN SUBURBS DISTRICT RUGBY LEAGUE CLUB LIMITED
AND ITS CONTROLLED ENTITY ABN 74 522 909 012

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WorldFirst
We're changing money

8
NHL

Steggles



BOYD CORDNER

JACK GIBSON MEDAL

NOTICE OF ANNUAL GENERAL MEETING

NOTICE is hereby given that the Annual General Meeting of Eastern Suburbs District Rugby League Football Club Limited ("the Club") will be held on Thursday 22 February 2018 at 5.30pm at the Club's premises at 93-97 Spring St, Bondi Junction NSW 2022.

BUSINESS TO BE CONDUCTED

Ordinary Business

1. Apologies
2. To confirm the Minutes of the previous Annual General Meeting held on 23 February 2017.
3. To receive and consider the financial report, directors' report and auditors' report for the year ended 31 October 2017.*
4. Election of Directors- Notification of appointment of Directors under rule 39 of the Companies Constitution.
5. To consider the following nomination for Life Membership of the Club as endorsed by the Board of Directors at the Board Meeting held on Thursday 30 November 2017.

5.1 Mark Bouris AM

6. To transact any business which under the Constitution is to be transacted at an Annual General Meeting of which prior notice has been given.

NOTE

*Members who wish to raise any queries or seek information at the meeting about the Financial Report, Directors' Report and Auditors' Report, are asked to give the Company Secretary notice in writing of their queries or requests by at **least 7 days before the Annual General Meeting**. This will enable properly researched replies to be prepared for the benefit of Members.

Life Membership Resolution

1. That Mark Bouris AM is elected to Life Membership of the Club under rule 28(a) of the Constitution of Eastern Suburbs District Rugby League Football Club Limited."

Explanatory message regarding the Life Membership Resolution

1. The Life Membership resolution is proposed pursuant to rule 22(a) of the Club's Constitution.

2. The Board recommends that Members vote in favour of the Life Membership resolution.

Voting At The Annual General Meeting

The following persons only shall be entitled to attend and to vote on all matters, including ordinary resolutions and Special Resolutions, at General Meetings of the Company:

- a. Life Members;
- b. Financial Ordinary Members of not less than 3 consecutive years' standing immediately prior to the relevant General Meeting or Annual General Meeting;
- c. Financial Playing Members of not less than 3 consecutive years' standing immediately prior to the relevant General Meeting or Annual General Meeting;
- d. Persons appointed as Secretary, Treasurer, Assistant Secretary or 3rd Grade Secretary;
- e. Financial Ordinary Members who were active graded referees of Rugby League Football and who became Ordinary Members in the year in which the relevant Annual General Meeting or General Meeting is held or in either the preceding 2 years (provided that they have in each of those years either been an active graded referee of Rugby League Football or have paid to the Company by 31st July in each of those years the annual membership subscription); and
- f. Directors of the Company.

Eligible Members may vote in person at the Annual General Meeting or may appoint a proxy to attend on their behalf. Forms to appoint proxies are available from the Chief Executive Officer/Secretary. Signed proxy forms must be received by the Chief Executive Officer/Secretary at least 48 hours before the Annual General Meeting.

By Order of the Board.

S A Bennetts
Company Secretary
Dated: 21 December 2017



ROOSTERS STRUCTURE

Board of Directors

Nick Politis AM (Chairman)
Mark Bouris AM
Mark Fennessy AM
Peter Newton
Luke Ricketson
Brien Samphier
Andrew Crawford

Management

Chief Executive Officer
Joe Kelly

Chief Operating Officer
Jarrod Johnstone

Executive Assistant
Cathy King

Recruitment Manager
Adam Hartigan

Football Operations
Manager
Lee Bennett

Manager Football
Partnerships & Programs
Craig Walker

Chief Finance Officer
Scott Macdonald

Financial Controller
Manuel Vlandis

Assistant Accountant
Deanne Michailidis

Management Accountant
Kay Fox

Administration Assistant/
Medical/Reception
Kelli Crookes

Football Operations
Administration Assistant
Leah Hang

Media & Communications
Manager
Alexandra Phillips

Wellbeing & Education
Manager
Damon Spooner

Career Coach/Psychologist Narelle Hess	Delegates to NSWRL Nick Politis AM Joe Kelly	Wrestle Coach Larry Papadopolous	Team Masseuse Loa Fakauta Helen Kalagaros
Community Manager Helen Saunders	First Grade Football Programme NRL Head Coach Trent Robinson	Kicking Coach Darryl Halligan	Statistician Patrick Curteis
Community & Events Assistant Emily Preddy	NRL Assistant Coach Craig Fitzgibbon	Kick/Catch Coach Tadgh Kennelly	Facilities Assistant Jonathon Tesoriero
Marketing & Digital Manager Brad Humphry	NRL Assistant Coach Jason Taylor	NSW Cup (Wyong Roos) Coach Rip Taylor	Football Operations Game Day Assistant Dane King
Content Producer Bryce Webster	NRL Assistant Coach Matt King	National Youth Competition Head Coach Tony Barnes	Dressing Room Attendant/ Sin Bin David Vassallo
Sponsorship & Sales Manager Ryan Sansom	High Performance Manager Travis Touma	Assistant Coach Dane McKay	Office and Game Day Assistant Louis Lopes
Commercial Partnerships Manager Patrick Brown	NRL Speed & Agility Coach Hayden Knowles	NYC Team Manager Tait Barnes	Social Coordinator Bob Johnson
Sponsorship & Sales Executive Joe Cramp	NRL Strength & Conditioning Coach Patrick Lane	NYC Physiotherapists Kara Murphy/Josh White	Timekeeper Allan Miller
Sponsorship & Hospitality Executive Hannah Luxford	Chief Medical Officer Dr Ameer Ibrahim	NYC Rehabilitation Coach Steve Driscoll	Ball Boys Cayden Barnes Hayden Barton Jacob Camilleri Daniel Sassoon
Relationship Manager Roza Bancelas	Assistant Medical Officer Dr Tom Longworth	NYC Strength Coach Sam Kennedy	Club Ambassador / Community Relations Brad Fittler AM
Membership, Ticketing & Fan Development Manager Brad Pettit	Head Physiotherapist Steph Brennan	Gear Stewards Ross Norman Colin Millard	Junior Representative Programme Junior Representative Manager Brian Gray
Membership Operations & Retention Executive Madilisto Masache	NRL Physiotherapist Adam Bentley	Support Staff Scouts Jamie Mathiou Fifita Hala	Junior Representative Secretary Ross Norman
Membership Sales & Marketing Executive Sean Watterson	NRL Physiotherapist Louisa Cutler	Junior League Administrator Kerry Mortimer	S.G.Ball Cup (Under 18) Coach Adrian Lam
Business & Data Analyst Cheryl Tinonga	Sports Scientist Kris Veugelers	Central Coast Programs Manager John Strange	Harold Matthews (Under 16) Coach Justin Stewart
Membership & Ticketing Coordinator Isabella Moro	Sports Science Assistant Joanne Hausler	Past Players Ambassador Russell Fairfax	
Membership Sales Coordinator Ryan Chant	Performance Analyst Dennis Russell	Club Psychologists Grant Brecht & Oliver Brecht	
Club Ambassador Anthony Minichiello	Facilities Manager Ross Tesoriero	Club GP Dr Cassy Workman	
	Football Consultant Dean Robinson		
	Halves Coach Andrew Johns		



ROOSTERS PARTNERS

Major Partner

Steggles

Platinum Partners

Magic Glass

QBE

World First

Premier Partners

Asahi / Schweppes

Betting.Club

Bisley Workwear

Brydens

CUB

Crinitis

Gatorade

GSA

Industrie

ISC

IsoWhey Sports

QMS Sport

Rapid Loans

Solo Services

Player Partners

Apollo Fruit Supply

Bagatella Bitumen

Casella Express

Countrylink Kitchens & Bathrooms

E&J Office Supplies

Fit Services/RadioHub

Flash Freight Logistics

IBS

Knowit Constructions

La Piazza Restaurant

Marrickville Prestige Smash Repairs

Mayne Global

PMG Financial

Randwick City Council

Select Music

Surry Office National

Urban Sport Women's Fashion

Corporate Partners

Ainsworth Technologies

Dynamic Learning Services

B&S Electrical

Bendigo Bank Central Coast

Deborah Howie

Diplomacy Management

Doughboy Pizza

City Ford

Comwire IT

ESGA

E-Group Security

Great Aussie BBQ

H&H Catering

Hart Sports

Hoyts

Icons of Group



Independent Liquor Retailer
 Jazzright Productions
 Jaydee Fasteners
 JDC Flooring
 Jellybean Jam
 Jimani Clothing
 John Georges
 KAS Australia
 Konami
 Rod Lewis
 Mark Daniel
 MarketMakers
 McInnes Wilson Lawyers
 Milestone Chemicals
 No Time To Lose
 Office Supplies Australia
 Ocean Roofing
 Premier Catering Supplies
 Pullman Hyde Park
 Rehband
 Rubicon
 SG Gaming
 SGB Group
 Sharp
 SIROB
 Treasury Wines
 Triple M
 UFC Gym Sydney
 Victor Sports
 Wayne Perkins

What's The Matta Plumbing
 XBlades

Chairman's Club

ACFS
 Australian Education & Training
 Belle Property Double Bay
 Blue Ocean Equities
 Building Certificates Australia
 Centennial Hotel - Halcyon
 Cobden & Hayson
 Deachim Investments
 E-Group Security
 Guillaume
 Hassarati Consulting
 Hot Springs
 Katdan
 LIVStyle
 Matthew Lepouris Ltd
 Michael Gazal
 Oceana Investments
 Rhino Australia
 Ross Smyth-Kirk
 SR Law
 Tacca Enterprises
 Tenax
 The JourneyMasters
 Trackmaster

2017 CHAIRMAN & CHIEF EXECUTIVE OFFICER REPORT

BY NICK POLITIS ^{AM}
AND JOE KELLY

Following a disappointing NRL campaign in 2016, the Sydney Roosters bounced back strongly in 2017 to rightfully assume the position of being premiership contenders once again. There is now an air of great optimism as to what the future holds in the ensuing years.

Albeit the NRL team fell one game short of reaching the Grand Final this year, finishing second at the end of 26 rounds was still a wonderful achievement. With 12 games being decided in our favour by six points or less, season 2017 was entertaining to say the least. The commitment and tireless efforts of our entire football department and playing squad, led by Head Coach, Trent Robinson, should be commended. It was abundantly clear that no stone was left unturned in the pursuit of ultimate success.

Our ISP NSW Cup partnership with the Wyong Roos yielded a Minor Premiership in 2017. Being crowned the most consistent team across the season is a fantastic result and reflects well on the strength of this relationship under the management of Head Coach, Rip Taylor. Unfortunately, the team, consisting of 11 Roosters players, didn't get the result we all hoped for on Grand Final day.

The Club's Under 20's National Youth Competition (NYC) team finished outside of the Top 8 by the narrowest of margins. The team showed a fighting spirit, finishing strongly to win their last five games. It is a challenge to maintain performances over consecutive years (having won the title in 2016) at this level due to the number of changes to playing personnel that are

imposed by age limits on a year to year basis.

2017 saw the relaunch of our own Junior League competition, including the addition of the highly successful new mini league program. Our Junior League numbers across our four Clubs (Bondi United, Clovelly Crocodiles, Paddington Colts and St Charles) rose by nearly 15% to 788. This was a credit to the hard work of the newly formed Junior League Board, Staff and many Volunteers, and is particularly encouraging considering that Junior League participation across metropolitan Sydney was relatively flat.

Off-field, pleasingly we saw Membership numbers increase by over 10% to 16,002. This would not be possible without the passionate support of our Members who truly are the lifeblood of the Club. We have set a target of 18,000 Members in 2018 (our "EIGHTEEN IN 18" campaign was launched in November) which will require our Members to rise up in greater numbers than ever before.

Impressively, sponsorship sales reached record levels for the Club this year. These funds are vital and enable the organisation to provide the resources that are necessary for our football program to have its best chance of success. We thank all our corporate partners for their unwavering support, in particular, Steggles, now in their eighth year as our major partner, along with senior partners QBE, World First, Magic Glass, ISC and Rapid Loans.

Behind the scenes, our Board, Management and Staff are putting together the finishing

touches on our next five-year Strategic Plan which will certainly be aspirational and heavily focussed not only on team performance but on further developing key strategic business and community partnerships. It is important to acknowledge the diligence with which our Board exercise their corporate governance responsibilities, along with the commitment and hard work of all the staff at the Club.

Club Awards & Milestones

The Club's most prestigious award, the "Jack Gibson Medal" was won for a second time (previously 2015) by co-captain **Boyd Cordner**. This was a marvellous feat by Boyd considering he missed a number of games due to representative duties and injury. It was a stellar year for Boyd, who was also acknowledged for his leadership and standing in the game by being named NSW Captain and Australian Vice-Captain.

Another of the Club's most important awards, the "James Matthews" Clubman of the Year Award also went to a second time (previously 2012) winner in **Jared Waerea-Hargreaves**. Jared's contribution to community, club life and his genuine leadership to uphold the values of the club were overriding factors in him winning this coveted award.

The "Arthur Beetson" NYC Player of the Year Award, named in memory of one of the greatest ever Rugby League players and the first Indigenous captain of Australia was won by one of our exciting local talents, **Victor Radley**.

Our other major award winners included:

"Chris Sykes"
Junior Representative Player of the Year **Jake Hazzard**

NYC Player's Player of the Year **Reuben Porter**

"Harry Phipps" Rising Star Award **Victor Radley**

Members Player of the Year **Mitchell Pearce**

Roosters Community Award
Latrell Mitchell

Steggles Try of the Year
Latrell Mitchell

Barry Van Heekeren
"Mocca" Award
Steve Driscoll

In such a gruelling and physically demanding competition, there were a number of very noteworthy milestones achieved this year. **Jake Friend** joined elite company (the 9th player in the Club's history) in playing his 200th NRL game for the Club.

A number of other players reached significant NRL milestones all for the Roosters and these included: **Jared Waerea-Hargreaves** (150th), **Aidan Guerra** (150th), **Daniel Tupou** (100th), **Isaac Liu** (100th), **Dylan Napa** (100th) and **Sio Siua Taukeiaho** (50th). Including games played at previously Club's, **Blake Ferguson** and **Zane Tetevano** also reached milestones playing their 150th and 50th NRL games respectively.

Farewells

This year saw the departure of a number of players instrumental to the successes of the Club over recent years. Mitchell Pearce, Shaun Kenny-Dowall and Aidan Guerra have all been very much part of the fabric of the Roosters for many years, and the Club thanks them for their contribution, commitment and friendship. The Club further acknowledges Connor Watson, Kane Evans and Michael Gordon who also departed at season's end and who also played an important role over recent years.

The Club also farewelled NRL Assistant Coach, Justin Holbrook and long serving NYC Trainer, Steve Driscoll.

All of these players and staff leave the Roosters with our best wishes for the next phase of their careers, and with their contributions noted in our history.



FOOTBALL OPERATIONS REPORT

BY LEE BENNETT

The Sydney Roosters, a proud Foundation Club and the only club to compete in every season of top level competition since 1908, approached 2017 with readiness and enthusiasm to make amends from the previous year. And the team exceeded the expectations of most critics from 12 months earlier.

Head Coach Trent Robinson set the tone early during a pre-season camp in Queenstown, New Zealand. Taking the NRL squad across the ditch to endure what every player and staff member would agree was one of the toughest challenges of their life, both physically and mentally. A bond was formed and the players were set to return with a hard-working attitude which their opposition would both fear and respect.

The Roosters set the tone for their 2017 campaign at the NRL Auckland Nines. Across the weekend, the Roosters showed incredible grit, resolve and determination and improved each game, to not only make the final but win it, thus claiming the Club's first ever NRL Auckland Nines title. To Trent

Robinson and all the players involved – you too wore the jersey with pride and we congratulate you.

The Roosters were almost unbeatable at home, turning Allianz Stadium into an intimidating fortress, with the team winning nine out of the ten regular season home matches played there in season 2017. Seven of these matches were won by six points or less – a common theme throughout the season.

In what has become the pinnacle for clubland matches in the NRL, the traditional Anzac Day match against the Dragons saw the Roosters grind out a 13-12 win in front of the season's biggest crowd of 40,864.

For the first time, to broaden the Club's brand, a home game was transferred to Adelaide Oval. Proving to be a successful exercise in front of a crowd of 21,492 fans, the Roosters gritty performance was rewarded with a golden-point thriller, with victory going the way of the Roosters 25-24 against the eventual premiers Melbourne Storm.

During extra time and under defensive pressure, Mitchell Pearce converted a superb field goal 35 metres out, win the win moving the team to within two competition points off the first placed leaders, Storm.

Head Coach Robinson along with his Assistant Coaches Craig Fitzgibbon, Jason Taylor and Matt King worked tirelessly to deliver remarkable results. Our physical performance and medical staff played a key role in having our players prepared week in, week out and the Club acknowledges their efforts.

2017 was also the final season for the Holden Cup National Youth Competition. The Roosters Holden Cup team were unable to replicate their premiership victory from the previous year, falling just short of a finals series berth. And whilst the results were not always favourable, the playing group continued to improve and develop as the season progressed. Experienced Coach Anthony Barnes and his supporting staff are thanked for their hard work throughout the season.

Sydney Roosters affiliation club Wyong Roos participated in the NSWRL Intrust Cup competition and performed well, winning the minor premiership and making the Grand Final at Leichhardt Oval. Unfortunately, the final result didn't fall the Roos way but the players are commended on the way they conducted themselves professionally throughout the year, and again reinforced that this level is an important pathway to NRL. Coach Rip Taylor and the Wyong Roos Football Club are congratulated on the successful season. We look forward to watching this partnership grow into the future.

The Club thanks the departing players for their contribution and extends its best wishes to Mitchell Pearce, Shaun Kenny-Dowall, Aidan Guerra, Kane Evans, Connor Watson and Michael Gordon, who move on to other NRL clubs.

The Sydney Roosters NRL Squad and Coaching staff would like to acknowledge and thank the Club's Board of Directors, Sponsors, Members and Supporters for the support received during 2017.

2017 REPRESENTATIVE SELECTIONS



JAKE FRIEND

NRL World All Stars (c)



MITCHELL AUBUSSON

NRL World All Stars
Country Rugby League (c)



BLAKE FERGUSON

NRL Indigenous All Stars
Australian Kangaroos
NSW Blues 1,2,3



LATRELL MITCHELL

NRL Indigenous All Stars



BOYD CORDER

Australian Kangaroos
NSW Blues (c) 1,2,3



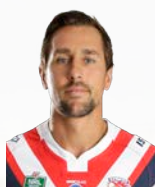
CHRIS SMITH

NRL Indigenous All Stars



CONNOR WATSON

Country Rugby League



MITCHELL PEARCE

NSW Blues 1,2,3



DYLAN NAPA

QLD Maroons 1,2,3



DANIEL TUPOU

Tonga Rugby League



KANE EVANS

Fiji Rugby League



ELONI VUNAKECE

Fiji Rugby League



MICHAEL GORDON

Country Rugby League



VICTOR RADLEY

Junior Kangaroos
NSW Rugby League (U20s)



AIDAN GUERRA

QLD Maroons 1



SIOSUA TAUKEIAHO

Tonga Rugby League



**JARED
WAEREA-HARGREAVES**

New Zealand Rugby League



ISAAC LIU

New Zealand Rugby League

REUBEN PORTER

Cook Island Rugby League

SITILI TUPOUNIA

Junior Kiwis

JAYDEN NIKORIMA

NSW Residents

CRAIG FITZGIBBON

Country Rugby League (Coach)

LINDSAY COLLINS

NSW Residents

NAT BUTCHER

NSW Rugby League (U20s)

MITCH CORNISH

NSW Residents (c)

LACHLAN LAM

Papua New Guinea Rugby
League

BRENDAN SANTI

Italian Rugby League

JARRED ANDERSON

Scotland Rugby League

2017 PLAYING SQUAD

AUBUSSON, MITCHELL	25
BUTCHER, NAT	2
CARTER, PAUL	3
COLLINS, LINDSAY	2
COPLEY, DALE	0
CORDNER, BOYD	18
CORNISH, MITCH	5
EVANS, KANE	16
FAAMAUSILI, POASA	0
FERGUSON, BLAKE	22
FRIEND, JAKE	22
GARVEY, GRANT	0
GRAY, BROCK	0
GORDON, MICHAEL	22
GUERRA, AIDAN	24
KEARY, LUKE	26*
KENNY-DOWALL, SHAUN	9
KNIGHT, LIAM	0
LIU, ISAAC	22
MANU, JOSEPH	17
MATTERSON, RYAN	23
MITCHELL, LATRELL	23
MITCHELL, SHAQUAI	0
MOMIROVSKI, PAUL	0
NAPA, DYLAN	21
NIKORIMA, JAYDEN	0
PEARCE, MITCHELL	23
RADLEY VICTOR	4
SANTI, BRENDAN	0
SMITH, CHRIS	2
TAUKEI'AHO, SIO SIUA	17
TETEVARO, ZANE	23
TUIVASA-SHECK, JOHNNY	0
TUPOU, DANIEL	21
VUNAKECE, ELONI	0
WAEREA-HARGREAVES, JARED	26*
WATSON, CONNOR	24

* PLAYED EVERY GAME IN 2017



CHIEF OPERATING OFFICER REPORT

BY JARROD JOHNSTONE

Season 2017 was one that saw the on-field success matched with off-field success through the Commercial and Consumer operations of the business.

Before the season commenced and with one year still remaining, the Club's Major Partner Steggles showed their unwavering commitment by extending their association as Major Partner of the Club for a further four years. To the Camilleri Family and all at Steggles, the Sydney Roosters are extremely proud of our partnership and we offer our public appreciation for your loyal support and friendship.

The Sponsorship and Sales department exceeded previous benchmarks for Sponsorship and Corporate Hospitality, closing at \$7.602 million revenue. This was a direct result of securing new Premier Partners including World First, Magic Glass, Rapid Loans, Bisley Workwear and Betting.Club. The Corporate Partner portfolio of the Roosters in 2017 is the largest it has been in the Club's 110-year history.

Equally pleasing was the return in media value and exposure that the Roosters generated for our Corporate Partners, with in excess of \$34 million dollars achieved as the team played in front of a cumulative 16.85 million TV Audience. Again demonstrating the popularity and demand for the Sydney Roosters on Broadcast.

Season 2017 saw the

Club commence a new partnership with the South Australian Tourism Commission to play a home game at the Adelaide Oval. The Club hosted the Melbourne Storm in Round 16, with a crowd of 21,492; the third highest attendance for Rugby League in

increase in Members of 10% and a 2% increase on revenue year on year.

Following a decline in Membership in 2016, this was a pleasing result and testament to the work and care of the Membership team for our Members.

'The Sponsorship and Sales department exceeded previous benchmarks for Sponsorship and Corporate Hospitality, closing at \$7.602 million revenue. '

Adelaide and the highest crowd for that round in the NRL.

Our partnership with the Central Coast entered its third year and was the most successful with a sellout crowd of 20,060 equaling the record attendance for Central Coast Stadium. We look forward to continuing our partnership with the Central Coast Council in 2018 and beyond and growing our Membership and Pathways Programs on the Central Coast.

To our Platinum and Premier Partners; QBE, World First, Magic Glass, ISC, Bisley Workwear, CUB, GSA, QMS Media, Schweppes, Treasury and Victor Sports, we acknowledge and give thanks for your continued support throughout 2017.

The Club's Membership program saw a steady increase on the previous year finishing at 16,002 Members, an overall

Additionally, our retention rate increased by 20% in 2017 to a record 86%, and with more robust CRM systems in place, the focus on retention and the servicing of our Members should see the Club's goal of reducing churn to 10% achievable in the coming years.

Season 2017 was also the first for some Member initiatives, with the Club successfully launching the "Roosters Member Council". The Council was established with a vision to enable our proud Members to work alongside the Club to create a Membership that reflects their values and passion. The Council serves as an Advisory Group and will ensure that the voice of our Members will be at the forefront of the decision making at the Club.

The Club saw a 90% growth in Home Game attendance in 2017, highlighted by

a new crowd record for Anzac Day with 40,864 watching the Roosters win a memorable extra time thriller.

The Home Crowd growth for the Roosters saw the Club finish with the highest average home crowd of any Sydney based club.

The Club's digital department continued to drive growth, achieving the highest year-on-year online growth amongst all NRL Clubs in Season 2017.

Over 682,000 page views per month were recorded, with visitors spending over four minutes on roosters.com.au

As the NRL launched new digital platforms at the conclusion of 2017, the Club has moved with the trend by adding further resources to our Marketing and Digital department to ensure that Sydney Roosters fans receive the most up to date Club content and drive continued growth.

In concluding, thank you to all members of the Commercial Department for your tireless effort and care for our Corporate Partners and Members.

Finally, to the Sydney Roosters Board of Directors, Roosters CEO Joe Kelly and Easts Group CEO Scott Bennetts, our appreciation for your support in ensuring the commercial operations of the Club is given every opportunity to drive the results and outcomes and that we collectively set.

COMMUNITY REPORT

BY HELEN SAUNDERS

2017 has been another successful year for the Sydney Roosters Community Department with program delivery and engagement levels reaching record numbers across the Eastern Suburbs of Sydney, Central Coast of NSW and South Australia.

Focused around three Community pillars EDUCATION, WELLBEING & INCLUSION. 2017 highlights include:

Education

The Roosters introduced two NEW school programs in 2017, "Roosters READ" program and "NAIDOC" program. Through our education programs the Roosters Community Department, ambassadors and players connected with over 25,000 school students.

Wellbeing

The Roosters launched a BRAND NEW Mini League Competition for 5 to 8-year olds which saw over 220 children enjoy a non-competitive format of rugby league every Sunday morning for 14 weeks.

Overall Junior League Participation across the four Eastern Suburbs Clubs grew by 14.7 % and our ever-popular Holiday Camp program continued to grow in 2017, boasting record numbers with over 1500 children passing through.

Inclusion

This year saw the Roosters develop their first ever RELFECT Reconciliation Action Plan (RAP), which was successfully endorsed by Reconciliation Australia. The RAP forms part of the Club's Indigenous strategy and demonstrates the Roosters' commitment to developing and implementing engaging approaches to reconciliation and advocating it throughout the organisation.

The Roosters & NRL Indigenous School to Work program continued to grow with a full-time project officer delivering the program on the Central Coast and in the Eastern Suburbs. 98% of students in 2017 achieved their HSC, transitioned into further study, training or meaningful employment.

The Roosters entered their first Aboriginal partnership with the Aboriginal Child, Family and Community Care State Secretariat (ABSEC). The club is extremely proud to partner with ABSEC, the aim of which is to help broaden the awareness of the important work ABSEC does in looking after Aboriginal and Torres Strait Islander families, keeping them safe and connected to their culture.





RECRUITMENT AND RETENTION REPORT

BY ADAM HARTIGAN

The 2017 Season saw the Roosters bounce back from the disappointment of their 2016 campaign and recapture the form that again placed the Club among the competition's heavyweights, bouncing back from 15th position in 2016 to second place and within a win of a grand final appearance in 2017. Subtle changes were made to the 2017 roster, namely the additions of veteran fullback Michael

Gordon and premiership-winning five-eighth Luke Keary, with both adding

further experience to the Roosters spine.

The Roosters home ground of Allianz Stadium was a fortress, with nine wins from 10 matches in the regular season. The Club also claimed a record-breaking 12 wins by six points or less, with the team able to produce clutch plays in the big moments on an almost weekly basis.

In his first year with the Roosters, Luke Keary appeared in all 26 games, with Jared Waerea-Hargreaves also featuring in every match. Boyd Cordner, who assumed the Captaincy alongside Jake Friend, was inspirational and grew as a leader and player throughout the season. It was also a proud moment for the Club when Boyd was named captain of the NSW Blues.

In the final year of the National Youth Competition (NYC), the Team fell one game short of the play-offs, but in promising signs, they delivered their most consistent football in the final month of the season, and will be all-the better for the experience gained in the 2018 season.

At season's end, the Club bid farewell to Mitchell Pearce,



who after 11 seasons of NRL and 238 first grade games requested and was granted a release. Mitchell leaves a strong legacy at the Roosters, and everyone at the Club wishes him well. The Club also bid farewell to fellow 2013 premiership-winners Shaun Kenny-Dowall and Aidan Guerra, while Michael Gordon also departed the Club at the end of the season, as did Connor Watson and Kane Evans.

Overall, the invaluable experience gained by the younger members of the squad, as well as the growth of our core players, will ensure the Roosters are an NRL force in the coming seasons.

The Club has made two major acquisitions for its 2018 squad, while some exciting developing talent has joined the senior squad.

Our two key new recruits for the 2018 season are:

Cooper Cronk

After 14 seasons and 323 first grade games with the Melbourne Storm, the Club was delighted to secure Cooper's signature. A two-time Dally M Player of the Year, Cooper has achieved success at every level of the game. An intelligent, crafty and competitive player, Cooper brings unmatched experience to the Club.

His leadership is a valuable addition to our 2018 squad and we believe he will compliment Luke Keary in the halves.

James Tedesco

One of the leading fullbacks in the competition, James has joined us from the Wests Tigers. James is a natural fullback blessed with speed, attacking prowess and strong on-field communication skills, and we are delighted that he has joined us. James has immersed himself in all aspects of Club life, and with his best football still ahead of him, we look forward to watching his game develop in the coming seasons.

Some of our younger players who will form part of our next generation of Roosters players include the following:

Victor Radley

A local junior, Victor is a product of the Clovelly Crocodiles and has represented the Roosters through all the junior levels. He made his NRL debut in Round 20 of the 2017 season against the Newcastle Knights. Part of the our 2016 Grand Final-winning NYC team Victor has made the transition into the NRL team through

consistent hard work and will be looking to cement a position in the regular 17/ utility spot on the bench in 2018 on the back of an impressive pre-season.

Sitili Tupouniua

Sitili is a young prospect who will excel at our Club in the years to come. Big and athletic, Sitili is well-known for his flowing locks, but has surprised a few with his application during pre-season. He joined us from New Zealand in 2015 and played an integral role in our winning the NYC Premiership in 2016. Expect Sitili to jump out of the box in 2018, with a debut at the very least.

Lachlan Lam

Lachlan is the son of former Roosters player Adrian Lam, and a local product of the Clovelly Crocodiles who came through the grades with teammate Victor Radley. He has been part of our pathways for a number of years and makes the transition to fulltime training in 2018. Following in his father's footsteps he represented the Papua New Guinea Kumuls at the 2017 Rugby League World Cup.

Look for Lachlan to play both Jersey Flegg and NSW Cup in 2018 in the halves.

Joshua Curran

Josh played the 2017 season at our NYC level while still being eligible for SG Ball. Josh is a mobile backrower who steps up into the fulltime squad in 2018 and we look forward to watching his development over the coming seasons.

Billy Smith

Billy is a local Bronte boy who has spent the last few years in the Scots College rugby system. He is an exciting centre with a big frame and skills, and he joins our system on a fulltime basis.

Reuben Porter

Reuben has been part of our program for four years, having originally joined us from New Zealand at SG Ball level. He captained the Roosters NYC side in 2017 and was named Players Player. A wide-running backrower, Reuben took the step up to the ISP NSW Cup competition in 2017 and has joined our fulltime squad for the 2018 season.



PLAYER DEVELOPMENT REPORT

BY CRAIG WALKER

Sydney Roosters is committed to building better men through their involvement in Rugby League and continued to strengthen and improve our Wellbeing and Education programs in season 2017.

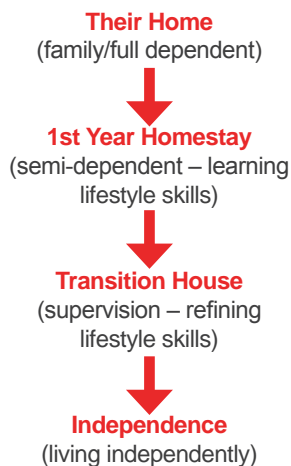
Welfare and Education

The recruit "Homestay" Program for junior players was again successfully led by Gavin Lester, Belinda Lester, Ayesha Parker, and Leon Kem. During 2017 players from New Zealand, regional Queensland, and regional New South Wales successfully developed the skills needed for independent living within the Homestay development program.

Credit is to be again given to Ayesha, Leon, Gavin, and Belinda for their unwavering support and care of our players.

To ensure the success of this program and the successful relocation of all regional, interstate, and international players, Sydney Roosters conduct pre-relocation assessments on all players relocating. During October 2016, Damon Spooner conducted interviews with relocating players and all relevant stakeholders. An action plan for each player was created following these meetings, which have been implemented by the Homestay Parents, Wellbeing and Education Team, Administration Staff, Coaching Staff, Player Manager, and the Player themselves to ensure successful relocation.

As a Recruitment Club we continued to support relocating players in the following stages of their off-field development:



Sydney Roosters Wellbeing and Education team provided support to all players from Under 16s to NRL throughout 2017.

Eloni Vunakece, Isaac Liu, and Siosuia Taukeiaho attended the Pacific Leadership Camp and Bernard Lewis, Kiah Cooper, Bayley Faull, Jackson Watson and Marlon Richie attended the Indigenous Players Camp facilitated by the NRL Wellbeing & Education Teams. The focus of these programs are to further develop identified Regional, Indigenous and Pasifika Cultural leaders amongst the NRL playing group. These players learnt a range of cultural and historical tools for being cultural ambassadors in their respective Clubs, Communities and throughout the Game. Sydney Roosters Under 20s team members Bernard Lewis and Zane Blake also volunteered at the NAIDOC Week Rugby League Clinic at PCYC Daceyville. Jean Ford, PCYC Eastern Suburbs Club Manager, was certainly impressed with their work ethic, "Bernie and Zane were magnificent and the kids thoroughly enjoyed the day."

Damon Spooner led the implementation of the

new NRL/RLPA Wellbeing program at the Sydney Roosters. This program is for Under 20s and NRL players to identify their strengths, personal values, and develop an individual wellbeing plan to support their off-field development. Additionally a range of wellbeing workshops targeted on making better choices, club history and values, and professionalism were presented for all squads, including Under 16 and Under 18s Queensland and New Zealand based players.

Players were further supported with their off-field development through the implementation of a range of targeted education workshops on a range of topics throughout the season, which included:

- Rookie Camp
- Healthy Cooking
- Personal Brand & Social Media
- Personal Finance & Budgeting
- Illicit Drugs & Criminal Association
- Serious Mental Health Issues

CareerWise Program

Sydney Roosters saw a continual increase in the number of players engaged in further education in 2017. It is further pleasing to see the range of career interests and pursuits explored through further education, including: Accounting – Automotive Technology - Business - Carpentry & Joinery Construction & Project Management – Financial Planning – Fitness - Graphic Design – Plumbing Real Estate - Sport & Exercise Science - Sport Development – Electrotechnology – Youth Work

Sydney Roosters is pleased to report on the below education and employment engagement of the NYC and NRL playing squads:

In the NYC Squad:

- All players were required to be either working or studying
- 24% of players were completing Vocational Education & Training Courses
- 26% of players were completing apprenticeships or traineeships
- 21% of players were studying at a university level
- 75% were working in full-time or part-time roles

In the NRL squad:

- 62% of players were studying
- 21% of players were working or completing apprenticeships
- 12% of players were studying at a university level

Luke Keary was named in the 2017 NRL Academic Team of the Year for studying a Bachelor of Business Administration at Australian Catholic University and Joseph Ratuakacereivalu was named in the 2017 NYC Academic Team of the Year for studying a Bachelor of Accounting at Western Sydney University. Victor Radley was named in the NYC Team of the Year and received \$1000 educational scholarship.

Sydney Roosters NYC player Zane Blake, Apprentice Ambassador Gavin Lester, and Game Development Officer Blake Cavallaro represented the Sydney Roosters at the visit by the Assistant Minister of Vocational Education and

Skills Hon Karen Andrews MP at NRL HQ. Zane was interviewed by NRL Media and provided feedback on the importance of the partnerships between the NRL and the Government in support of the educational pathways of the players. He also spoke on the importance of the support provided to him by the NRL CareerWise program implemented at the Sydney Roosters.

Sydney Roosters remain indebted to the employers and education providers that support our players with flexible arrangements. A number of NRL and NYC squad members were engaged in work experience to further explore and develop skills in the careers areas of interest to them, this included Isaac Liu in Graphic Design at Sydney Roosters and Mitch Cornish in Insurance at GSA.

Joseph Ratuvakacereivalu also worked in the Accounting Department at the Sydney Roosters in support of his further study in accounting. Sydney Roosters also hosted a Game Day event to acknowledge the employers and education providers that support our athletes develop their CareerWise skills. We look forward to partnering with more education providers and employers in the coming year.

Pathways and Programs

Following on from 2016, in 2017 our Junior Development and Pathways program continued to incorporate our Junior Development program and our Junior Representative programs together in an effort to widen our pathways at the Sydney Roosters.

Our Junior Development program was extended to include more training sessions, larger coaching staffs and increased squad members in an effort to improve each player's capabilities and hopefully improve their chances of playing at higher levels for the Sydney Roosters. Our Junior Development

program which incorporates the 13's, 14's and 15's age groups was part of this initiative in a progression from last year's pilot Junior Academy program. Our 15's program in particular was extended to include larger player numbers with greater resources and time accordingly devoted to this squad. The majority of this squad is expected to subsequently fill out our 2018 Harold Matthews squad.

Our 13's team was very successful in winning two out of their three games. Our 14's and 15's were competitive and unlucky to win only one game but with such limited numbers in their age groups they were at a disadvantage compared to other districts. Both our Harold Matthews and SG Ball junior representatives' teams enjoyed mixed seasons. Our Harold Matthews squad were competitive in all games and were in the running for the finals until injuries saw the team lose many of their best players and fall to some strong teams in the final rounds finishing just outside the Top 8. The highlight of the season was a rare win against the perennially strong Penrith team. Our SG Ball squad started the season slowly but stormed into the semi-finals on the back of seven successive wins.

They made their way to the preliminary final when they fell to eventual premiers Parramatta. We wish to acknowledge the efforts of both Justin Stewart and Adrian Lam and their respective management and coaching staff, plus as always the hard work of Brian Gray and Ross Norman. These two gentlemen are always tireless in their efforts and have both clocked up over 25 years work with the Roosters.

Talented young half-back Jake Hazard was crowned SG Ball player of the year, whilst another half-back in Bailey Hayward was named Harold Matthews player of the year. Both boys performed

strongly in every game they played and have very bright futures ahead of them. Changes in 2016 necessitated structural and governance changes for the Sydney Roosters Junior Rugby League. A new Sydney Roosters Junior Rugby League Board was formed under the Chairmanship of ex-Rooster player and former Board Member Bill Healey and an Administration Officer appointed in Kerry Mortimer.

A Sydney Roosters Junior Mini-League was established, where every Sunday morning at Waverley Oval young boys and girls aged 5-8 years representing our four junior clubs would play under the new Mini-league rules format set out by the NRL. This new concept proved successful beyond expectations as 260 new entrants saw our Junior League numbers swell by 12%. Special mention must go to the many volunteers who helped out each Sunday morning, in particular Kate Miller who was tireless in her efforts each week.

In 2017 our Mod-league teams joined the Balmain Junior Rugby League competition in the 9-12 age groups. This also proved very successful as all our Junior Clubs were welcomed with open arms by the Balmain teams and proved very competitive in all age groups. In the older age groups we had a number of teams compete in the Gold Division of the Sydney Combined Competition with special mention going to the Paddington Colts U/16 team who proved to be the best team in the Sydney Regional area for their age group in 2017.

The work of our four Junior Clubs and the new Board should be applauded but without the energy and time commitment provided by both Bill Healey and Kerry Mortimer our fledgling Junior League might not have survived the season. Their contributions cannot be underestimated.

Our relationship with the Central Coast continues to grow, particularly from a pathways viewpoint. In 2017 the Central Coast Centurions who compete in the NSWRL Junior competitions were rebranded the Central Coast Roosters and changed their playing strip to a replica of the Roosters NRL away jersey. This was seen as a significant step in our building relationship with the Central Coast region. The agreement between the Sydney Roosters and the Central Coast Rugby League was extended for a further three years in 2017 as another sign of our continuing efforts to develop this region under the Sydney Roosters umbrella.

There is much talent coming through this region and whereas previously young players sought greener pastures away from the Central Coast, majority of these players are now staying home and playing for the Central Coast Roosters.

Subsequently their teams were highly competitive in the NSWRL Junior representative competition with the Harold Matthews teams making the semi-finals and the SG Ball squad finishing just outside. The day is not too far away when the first Central Coast junior who has come through this system represents the Roosters at the NRL level.

The efforts and enthusiasm of our Central Coast Player Development Manager John Strange has contributed significantly to our growing success through the establishment of his Elite Roosters Program in the area. I would also wish to acknowledge the support of Keith Onslow from the Country Rugby League and Terry Rule from the Central Coast Junior Rugby League.



2017 PREMIERS

AUCKLAND NINES



FINANCIALS
2017

DIRECTORS' REPORT

For the year ended 31 October 2017

The directors present their report together with the financial report of Eastern Suburbs District Rugby League Football Club Limited (the Company) and its controlled entity (the Group) for the year ended 31 October 2017 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:

Name, qualifications and independence status	Experience, special responsibilities and other directorships
N G Politis, AM, B. Comm. & Eco. Chairman	Twenty-fifth year of Directorship Executive Chairman of WFM Motors Pty Ltd
P J Newton Director	Seventeenth year of Directorship Director of All States Finance
B A Samphier Director	Sixteenth year Directorship Managing Director of B&B Electrical and Consulting Services Pty Ltd Easts Group Sports Director & Chair of Membership Committee
M L Bouris, AM Director	Fourteenth year of Directorship Executive Chairman of Yellow Brick Road
M McInnes, M.B.A. Director	Thirteenth year of Directorship - Resigned 24 January 2017 CEO of Premier Retail and Director of Premier Investments
M Fennessy, AM Director	Eleventh year of Directorship CEO of Shine Australia and President of Shine Network
L A Ricketson Director	Eighth year of Directorship Sports and Leisure Executive GSA Insurance Brokers Pty Limited
A C Crawford Director	First year of Directorship - Appointed 24 January 2017 Founder and CEO of Trackmaster Apparel

2. Company secretary

Mr Scott A Bennetts was appointed to the position of Company Secretary on 23 October 2012.

3. Directors' meetings

The number of directors' meetings held (including meetings of committees of directors) and attendance by each of the directors of the Company during the financial year were as follows:

Director	Board Meetings		Special Meetings	
	A	B	A	B
N G Politis AM	12	12	1	1
P J Newton	11	12	1	1
B A Samphier	11	12	0	1
M L Bouris AM	8	12	1	1
M McInnes	3	3	1	1
M Fennessy AM	9	12	0	1
L A Ricketson	7	12	1	1
A C Crawford	9	9	0	0

A - Number of meetings attended.

B - Number of meetings held during the time the director held office during the year.

4. Membership

The Company is a company limited by guarantee and without share capital. The numbers of members as at 31 October 2017 were 165 (2016: 166).

	2017	2016
Ordinary	135	135
Life	30	31
Total Members	165	166

In accordance with the Constitution of the Company, every member of the Company undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the Company during the time that he or she is a member or within one year thereafter. Total amount that members are liable as at 31 October 2017 is \$660 (2016: \$664).

5. Operating results

The table below shows a reconciliation of Eastern Suburbs District Rugby League Football Club and controlled entity's earnings before interest, income tax, depreciation and amortisation.

Consolidated entity

	2017	2016
Net profit after income tax	3,379,323	1,369,225
Add back:		
Net finance costs	259,407	292,148
Income tax expense	-	38,858
Depreciation and amortisation	5,297,357	5,353,957
EBITDA	8,936,087	7,054,188
Total revenue	71,415,819	68,192,604
EDITDA % of total revenue	12.51%	10.34%

Company

The net profit of the Company before tax for the year amounted to \$1,300 compared with a net profit of \$694, for the prior year. This resulted after charging \$135,891 (2016: \$155,435) for depreciation and amortisation and receiving \$3,225,000 (2016: \$4,760,000) in grants from its controlled entity.

6. Objectives

Short term

The Company's objectives emanate from its stated purpose which is to assist generally in the promotion, conduct and propagation of Rugby League Football in the Rugby League Football District of the Eastern Suburbs of Sydney or elsewhere.

Further short term objectives in conjunction with the above is to provide for the use of members and their guests a great community club with a commitment to ensuring each club is community focused with service orientated employees continuously seeking to improve our clubs for all to enjoy.

Long term

To consciously seek to improve our club's social and sporting facilities for all to enjoy ensuring that the pursuit of its mission/vision can be achieved via existing and future business segments maintaining sustained growth and financial strength such as good cash flow, creditworthiness, earnings growth and an acceptable return on investment in an ever changing environment.

The club values are Teamwork, Responsibility, Respect, Integrity and Commitment and Enthusiasm.

Strategy for achieving the objectives

The Company conducts a Strategic Review of its operations annually and undertakes a number of strategic pillars to achieve these objectives such as:

- Providing a Customer Focused Organisation;
- Developing our People;
- Improving Efficiencies;
- Growing our Business;
- Caring for the Community;
- Providing Great Facilities; and
- Our Roosters Team.

7. Principal activities

The principal activities of the consolidated entity during the course of the financial year were to foster, encourage, promote and control the development, playing and interest of Rugby League Football, and to provide members and their guests with the amenities and facilities usually associated with clubs.

The principal activities of the Company outlined above are consistent with the club achieving the objectives with each stated strategy designed to enhance and improve the Company's facility and ensure delivery of quality facilities for rugby league football.

There have been no significant changes in the nature of these activities during the year.

The Company's strategic plans are reviewed on a regular basis to ensure relevance.

A number of KPIs are employed by the club in order to measure, monitor and hence improve the club's performance and to achieve the club's objectives through sound financial management. Business activities are managed in a pro-active manner to ensure that the goals, objectives and business strategies are achieved. Our KPI's are:

- Adapt to an ever changing and challenging environment;
- Business trends analysis;
- Market analysis;
- Competitive analysis;
- SWOT analysis;

Continual Analysis of KPIs using SMART criteria this means the measure has a specific purpose for the business, it is Measurable to really get a value of the KPI, the defined norms have to be Achievable, the improvement of a KPI has to be relevant to the success of the organisation, and finally it must be time phased, which means the value or outcomes are shown for a predefined and relevant period.

8. Auditor's independence declaration

A copy of the auditor's independence declaration under S307C is set out on page 30 and forms part of the directors' report for financial year ended 31 October 2017.

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

N G Politis AM
Chairman

Dated at Kingswood this 21st day of December 2017.

#IMAROOSTER



SYDNEY R



2017 SYDNE

Third Row (L-R): Paul Momirovski, Brenden Santi, Johnny Tuivasa-Sheck, Brendan Frei, Chris

Second Row (L-R): Jayden Nikorima, Connor Watson, Paul Carter, Latrell Mitchell, Lindsay Collins, Eloni Vunake

Front Row (L-R): Luke Keary, Blake Ferguson, Aidan Guerra, Jared Waerea-Hargreaves (Vice-Captain), Jake Friend (Captain), Trent

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ROOSTERS

YEAR OF THE
Rooster



SYDNEY ROOSTERS

Head Coach: Mitchell Pearce, Zane Tetevano, Isaac Liu, Sio Siua Taukeiaho, Poasa Faamausili, Joseph Manu, Brock Gray
 Captain: Dylan Napa, Kane Evans, Daniel Tupou, Liam Knight, Ryan Matterson, Grant Garvey, Nat Butcher, Mitchell Cornish
 Club Captain: Mitchell Pearce, Boyd Cordner (Captain), Mitchell Aubusson (Club Captain), Mitchell Pearce, Shaun Kenny-Dowall, Michael Gordon

brydens
lawyers



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

To: the directors of Eastern Suburbs District Rugby League Football Club Limited and its Controlled Entity.

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 October 2017, 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.

KPMG

Cameron Roan

Partner

Sydney

21 December 2017

**STATEMENT OF PROFIT OR LOSS AND OTHER
COMPREHENSIVE INCOME**
For the year ended 31 October 2017

In AUD	Note	Consolidated		Company	
		2017	2016	2017	2016
Revenue	4	71,415,819	68,192,604	24,247,122	22,270,210
Changes in inventories		(9,605)	17,493	28,555	68,545
Raw materials and consumables used		(3,375,834)	(3,567,810)	(71,952)	(88,961)
Football development expenses		(203,738)	(184,368)	(203,738)	(184,368)
Entertainment, marketing and promotional costs		(7,839,373)	(7,983,837)	(3,360,667)	(2,978,927)
Employee benefits expense	5	(31,119,212)	(29,181,662)	(17,008,131)	(15,361,650)
Playing expense		(1,554,674)	(1,591,601)	(1,554,674)	(1,591,601)
Poker machine licences and taxes		(8,333,672)	(8,175,540)	-	-
Occupancy expenses		(5,598,416)	(5,410,084)	(94,655)	(106,464)
Gain/(loss) on disposal of property, plant and equipment		371,661	(112,575)	-	-
Other expenses		(4,816,869)	(4,948,432)	(1,847,798)	(1,873,020)
Earnings before financing income/costs, tax and depreciation		8,936,087	7,054,188	134,062	153,764
Depreciation and amortisation		(5,297,357)	(5,353,957)	(135,891)	(155,435)
Results from operating activities		3,638,730	1,700,231	(1,829)	(1,671)
Finance income		37,074	49,485	3,129	2,365
Finance costs		(296,481)	(341,633)	-	-
Net finance (costs)/income	6	(259,407)	(292,148)	3,129	2,365
Profit before tax		3,379,323	1,408,083	1,300	694
Income tax benefit/(expense)	7	-	(38,858)	-	-
Profit from continuing operations		3,379,323	1,369,225	1,300	694
Other comprehensive income		-	-	-	-
Total comprehensive income for the year		3,379,323	1,369,225	1,300	694

The notes on pages 35 to 56 are an integral part of these consolidated financial statements.

STATEMENT OF FINANCIAL POSITION

As at 31 October 2017

In AUD	Note	Consolidated		Company	
		2017	2016	2017	2016
Assets					
Current Assets					
Cash and cash equivalents	8	7,589,888	7,021,503	109,835	77,089
Trade and other receivables	9	1,583,140	820,639	4,372,693	2,429,777
Inventories	10	249,201	315,916	303	28,858
Other assets	11	1,049,431	979,974	489,737	502,813
Assets held for sale	21	4,884,874	4,298,430	-	-
Total current assets		15,356,534	13,436,462	4,972,568	3,038,537
Non-current assets					
Property, plant and equipment	12	57,265,251	57,214,539	257,626	226,816
Investment property	14	8,859,854	14,021,421	-	-
Deferred tax assets	15	112,865	115,627	-	-
Intangible assets	16	940,000	940,000	-	-
Total non-current assets		67,177,970	72,291,587	257,626	226,816
Total assets		82,534,504	85,728,049	5,230,194	3,265,353
Liabilities					
Current liabilities					
Trade and other payables	17	3,720,358	4,411,338	2,183,078	1,780,461
Loans and borrowings	20	5,000,000	12,500,000	-	-
Employee benefits	18	2,213,094	2,198,143	311,614	284,873
Other liabilities	19	1,365,712	759,572	1,256,269	648,438
Total current liabilities		12,299,164	19,869,053	3,750,961	2,713,772
Non-current liabilities					
Loans and borrowings	20	-	1,500,000	-	1,500,000
Employee benefits	18	283,691	186,671	42,992	16,640
Other liabilities	19	2,450,103	50,102	2,400,000	-
Total non-current liabilities		2,733,794	1,736,773	2,442,992	1,516,640
Total liabilities		15,032,958	21,605,826	6,193,953	4,230,412
Net assets/(liabilities)		67,501,546	64,122,223	(963,759)	(965,059)
Members' funds					
Retained surplus/(accumulated deficit)	22	63,110,593	59,731,270	(963,759)	(965,059)
Amalgamation reserve	23	4,390,953	4,390,953	-	-
Total members' funds/(deficiency)		67,501,546	64,122,223	(963,759)	(965,059)

The notes on pages 35 to 56 are an integral part of these consolidated financial statements.

STATEMENT OF CHANGES IN MEMBERS' FUNDS

For the year ended 31 October 2017

Consolidated

In AUD	Amalgamation reserve	Retained surplus	Total
Balance at 31 October 2015	4,390,953	58,362,045	62,752,998
Total comprehensive income for the year			
Net profit for the year	-	1,369,225	1,369,225
Other comprehensive income	-	-	-
Total comprehensive income for the year	-	1,369,225	1,369,225
Balance at 31 October 2016	4,390,953	59,731,270	64,122,223
Total comprehensive income for the year			
Net profit for the year	-	3,379,323	3,379,323
Other comprehensive income	-	-	-
Total comprehensive income for the year	-	3,379,323	3,379,323
Balance at 31 October 2017	4,390,953	63,110,593	67,501,546

Company

In AUD	Accumulated Deficit	Total
Balance at 31 October 2015	(965,753)	(965,753)
Total comprehensive income for the year		
Net profit for the year	694	694
Other comprehensive income	-	-
Total comprehensive income for the year	694	694
Balance at 31 October 2016	(965,059)	(965,059)
Total comprehensive income for the year		
Net profit for the year	1,300	1,300
Other comprehensive income	-	-
Total comprehensive income for the year	1,300	1,300
Balance at 31 October 2017	(963,759)	(963,759)

The notes on pages 35 to 56 are an integral part of these consolidated financial statements.

STATEMENT OF CASH FLOWS

For the year ended 31 October 2017

In AUD	Note	Consolidated		Company	
		2017	2017	2017	2016
Cash flows from operating activities					
Cash receipts from customers, sponsors and grant providers (inclusive of GST)		76,592,736	74,037,157	23,624,135	21,994,723
Cash paid to suppliers and employees (inclusive of GST)		(69,363,661)	(68,545,198)	(24,927,818)	(23,601,860)
Cash generated from/(used in) operations		7,229,075	5,491,959	(1,303,683)	(1,607,137)
Interest received		37,074	49,485	3,129	2,365
Interest paid		(296,481)	(341,633)	-	-
Income tax refunded		-	226,913	-	-
Net cash from/(used in) operating activities		6,969,668	5,426,724	(1,300,554)	(1,604,772)
Cash flows from investing activities					
Proceeds from sale of plant and equipment		5,432,079	41,928	-	-
Acquisition of property, plant and equipment		(5,833,362)	(3,628,194)	(166,700)	(97,811)
Acquisition of investment property		-	(6,321,130)	-	-
Net cash used in investing activities		(401,283)	(9,907,396)	(166,700)	(97,811)
Cash flows from financing activities					
Proceeds from borrowings		1,500,000	2,985,876	1,500,000	1,500,000
Repayment of borrowings		(7,500,000)	-	-	-
Net cash from/(used in) financing activities		(6,000,000)	2,985,876	1,500,000	1,500,000
Net increase/(decrease) in cash and cash equivalents		568,385	(1,494,796)	32,746	(202,583)
Cash and cash equivalents at the beginning of the financial year		7,021,503	8,516,299	77,089	279,672
Cash and cash equivalents at end of year	8	7,589,888	7,021,503	109,835	77,089

The notes on pages 35 to 56 are an integral part of these consolidated financial statements.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 October 2017

1. Reporting entity

Eastern Suburbs District Rugby League Football Club Limited (the Company) is a company incorporated and domiciled in Australia. The consolidated financial statements of the Company as at and for the year ended 31 October 2017 comprise the Company and its controlled entity (together referred to as the 'consolidated entity' and individually as 'Group entity').

The Company is a company limited by guarantee and without share capital. In accordance with the Constitution of the Company, every member of the Company undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the Company during the time that he or she is a member or within one year thereafter.

The consolidated entity is a not-for-profit entity and is primarily involved in the operation of registered clubs and the promotion of rugby league.

2. Basis of preparation

a. Statement of compliance

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

ASIC Class Order 10/654 Inclusion of parent entity financial statements in financial reports has been applied to permit the inclusion of parent entity financial statements in this consolidated financial report.

The financial statements were approved by the Board of Directors on 21st December 2017.

b. Basis of measurement

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

c. Functional and presentation currency

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

d. Use of estimates and judgements

The preparation of 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.

Information about assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year are included in the following notes:

- Note 16 Intangible assets
- Note 24 Contingencies

e. Going concern

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

The Company has reported net liabilities of \$963,759 (2016: \$965,059) at 31 October 2017. Notwithstanding the above, the directors believe the going concern assumption is appropriate given:

- The Eastern Suburbs Leagues Club Ltd has committed grant funding to enable the Company to achieve a trading surplus for the forthcoming year.
- In addition to the committed funding above, the Eastern Suburbs Leagues Club Ltd has undertaken to continue to provide such financial and other support as necessary (including grants or loans) to the Company for at least the next twelve months from the date of approval of the Company's financial statements for the year ended 31 October 2017 to enable the Company to continue to trade and to meet its financial obligations and be able to pay its debts as and when they become due and payable.

After considering the above, the directors consider that the Company will be able to continue to fulfil all obligations as and when they fall due for the foreseeable future, being at least one year from the date of approval of these financial statements, and accordingly, that the Company's financial statements should be prepared on a going concern basis.

Accordingly, no adjustment has been made to the financial report relating to the recoverability and classification of recorded asset amounts or to the amounts and classification of liabilities that might be necessary should the Company not continue as a going concern.

3. Significant accounting policies

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

Certain comparative amounts in the notes to the financial statements have been reclassified to conform with the current year's presentation.

a. Basis of consolidation

i. Subsidiaries

Subsidiaries are entities controlled by the consolidated entity. Control exists when the consolidated entity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities. In assessing control, potential voting rights that currently are exercisable are taken into account. The financial statements of subsidiaries are included in the consolidated financial statements from the date that control commences until the date that control ceases. The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the consolidated entity.

ii. Transactions eliminated on consolidation

Intra-group balances, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated financial statements.

iii. Amalgamation reserve

An amalgamation reserve in members' funds is utilised for amalgamations with other registered clubs. The amount presented is equal to the fair value of the net assets of the club acquired. The individual assets and liabilities acquired are presented in the consolidated statement of financial

b. Financial instruments

i. Non-Derivative financial assets

Financial assets are recognised initially on the date at which the consolidated entity becomes a party to the contractual provisions of the instrument.

Financial assets at fair value through profit or loss

A financial asset is classified as at fair value through profit or loss if it is classified as held for trading or is designated as such upon initial recognition. Financial assets are designated at fair value through profit or loss if the consolidated entity manages such investments and makes purchase and sale decisions based on their fair value in accordance with the consolidated entity's documented risk management or investment strategy. Upon initial recognition attributable transaction costs are recognised in profit or loss when incurred. Financial assets at fair value through profit or loss are measured at fair value, and changes therein are recognised in profit or loss.

The consolidated entity 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 consolidated entity is recognised as a separate asset or liability.

The consolidated entity has the following categories of non-derivative financial assets: cash and cash equivalents and trade and other receivables.

Trade and other receivables

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less any impairment losses (see note 3(h)).

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 consolidated entity in the management of its short-term commitments.

Non-derivative financial liabilities

Financial liabilities are recognised initially on the date at which the consolidated entity becomes a party to the contractual provisions of the instrument. The consolidated entity derecognises a financial liability when its contractual obligations are discharged, cancelled or expire.

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the consolidated entity 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 consolidated entity has the following categories of non-derivative financial liabilities: loans and borrowings and trade and other payables.

Loans and borrowings and trade and other payables are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition these financial liabilities are measured at amortised cost using the effective interest rate method.

c. 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. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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 gains and losses 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.

Subsequent costs

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

ii. *Depreciation*

Depreciation is calculated over the depreciable amount, which is the cost of an asset, or other amount substituted for cost, less its residual value.

Depreciation is recognised in profit or loss over the estimated useful lives of each part of an item of property, plant and equipment, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Leased assets are depreciated over the shorter of the lease term and their useful lives unless it is reasonably certain that the Company will obtain ownership by the end of the lease term. Land is not depreciated.

The depreciation methods and estimated depreciation rates for the current and comparative periods are as follows:

	Depreciation rates
Buildings	2.50%
Plant and equipment	20 - 30%
Poker machines	20 - 40%
Leasehold improvements	20 - 40%
Motor Vehicles	20 - 40%

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

d. Intangible assets

Poker machine entitlements

Poker machine entitlements have infinite useful lives given they have no expiry date. They are measured at cost less accumulated impairment losses.

Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure is recognised in profit or loss as incurred.

Amortisation

Poker machine entitlements have indefinite useful lives as they have no expiry date. Accordingly, such intangible assets are not amortised but are systematically tested for impairment at each reporting date.

e. Investment property

Investment property is property held either to earn rental income or for capital appreciation or for both, but not for sale in the ordinary course of business, use in the production or supply of goods or services or for administrative purposes. Investment property is measured at cost less accumulated depreciation and accumulated impairment losses. Depreciation is recognised on a straight-line basis over the estimated useful lives of each component of investment property.

Cost includes expenditure that is directly attributable to the acquisition of the investment property. Subsequent cost is recognised in the carrying amount of the investment property.

f. Leased assets

Leases in terms of which the consolidated entity assumes substantially all the risks and rewards of ownership are classified as finance leases. Upon initial recognition the leased asset is measured at an amount equal to the lower of its fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to that asset.

Other leases are classified as operating leases and the leased assets are not recognised in the consolidated entity's statement of financial position.

g. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out principle, and includes expenditure incurred in acquiring the inventories and other costs incurred in bringing them to their existing location and condition.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

h. Impairment

i. *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 objective evidence indicates that a loss event has occurred after the 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 consolidated entity on terms that the consolidated entity would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, economic conditions that correlate with defaults.

The Company considers evidence of impairment for receivables at both a specific asset and collective level. All individually significant receivables are assessed for specific impairment.

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 receivables. Interest on the impaired asset continues to be recognised through the unwinding of the discount. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

ii. *Non-financial assets*

The carrying amounts of the Company's non-financial assets, other than investment property, inventories and deferred tax assets, 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. Indefinite live intangible assets are tested annually for impairment.

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 (a "cash-generating unit" or "CGU").

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. 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 unit (group of units) on a pro rata basis.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. 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.

i. Non-current assets held for sale

Non-current assets that are expected to be recovered primarily through sale rather than through continuing use are classified as held for sale. Immediately before classification as held for sale, the assets are remeasured in accordance with the consolidated entity's accounting policies. Thereafter generally the assets are measured at the lower of their carrying amount and fair value less cost to sell and recognised as a current asset on the Statement of financial position.

Impairment losses on initial classification as held for sale and subsequent gains or losses on measurement are recognised in profit or loss. Gains are not recognised in excess of any cumulative impairment loss.

Once classified as held for sale, intangible assets and property, plant and equipment are not amortised or depreciated.

j. Employee benefits

i. *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 will have 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 services are rendered by employees.

ii. *Other long-term employee benefits*

The consolidated entity's net obligation in respect of long-term employee benefits other than defined benefit plans is the amount of future benefit that employees have earned in return for their service in the current and prior periods plus related on-costs; 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 government bonds that have maturity dates approximating the terms of the consolidated entity's obligations.

iii. *Short-term benefits*

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

k. Provisions

A provision is recognised if, as a result of a past event, the consolidated entity has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Make good provision

In accordance with the consolidated entity's leases of premises, the consolidated entity must restore leased premises to their original condition. Because of the long-term nature of the liability, the greatest uncertainty in estimating the provision is the costs that will ultimately be incurred.

The provisions is the best estimate of the present value of the expenditure required to settle the make good obligation at the reporting date, based on the current market conditions. Future restoration costs are reviewed annually and any changes are reflected in the present value of the make good provision at the end of the reporting period.

I. Revenue

Goods sold and services rendered

Revenue from the sale of goods comprises revenue earned from the provision of food, beverage and other goods, and is recognised when the significant risks and rewards of ownership have been transferred to the buyer. Revenue from services rendered comprises revenue from gaming facilities together with other services provided to members and patrons of the consolidated entity, and is recognised through profit or loss when the services are provided. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due or the reliable measurement of costs incurred or to be incurred, there is risk of return of goods or there is continuing management involvement with the goods.

Interest Revenue

Interest revenue is recognised using the effective interest rate method, which, for floating rate financial assets is the rate inherent in the instrument.

Commissions

When the consolidated entity acts in the capacity of an agent rather than as the principal in a transaction, the revenue recognised is the net amount of commission payable to the consolidated entity.

Grant Revenue

Grants are recognised as income when there is reasonable assurance they will be received by the Company and the Company has complied with the conditions associated with the grant.

m. Lease payments

Payments made under operating leases are recognised in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognised as an integral part of the total lease expense, over the term of the lease.

Contingent lease payments are accounted for by revising the minimum lease payments over the remaining term of the lease when the lease adjustment is confirmed.

Minimum lease payments made under finance leases are apportioned between the finance expense and the reduction of the outstanding liability. The finance expense is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

n. Finance income and finance costs

Finance income comprises interest income on cash and cash equivalents. Interest income is recognised as it accrues in profit or loss, using the effective interest method.

Finance costs comprise interest expense on loans and borrowings. Borrowing costs that are not directly attributable to the acquisition, construction or productions of a qualifying asset are recognised in profit or loss using the effective interest method.

o. Tax

i. Company

The Company is exempt from income tax under Taxation Ruling 97/22 as it is regarded as being established for the encouragement of a game and sport.

ii. Controlled entity

Tax expense comprises current and deferred tax. Current tax and deferred tax is recognised in profit or loss except to the extent that it relates to a business combination, or items recognised

directly in equity or in other comprehensive income.

iii. Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

iv. Deferred tax

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes.

The measurement of deferred tax reflects the tax consequences that could follow the manner in which the Company expects, at the end of the reporting period, to recover or settle the carrying amount of its assets and liabilities.

Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, using tax rates enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

v. Tax exposure

In determining the amount of current and deferred tax the Company takes into account the impact of uncertain tax positions and whether additional taxes and interest may be due. This assessment relies on estimates and assumptions and may involve a series of judgements about future events. New information may become available that causes the Company to change its judgement regarding the adequacy of existing tax liabilities; such changes to tax liabilities will impact tax expense in the period that such a determination is made.

The Income Tax Assessment Act 1997 (amended) provides that under the concept of mutuality, clubs are only liable for income tax on income derived from non-members and from outside entities.

p. Goods and services tax

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the taxation authority. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Australian Taxation Office (ATO) is included as a current asset or liability in the statement of financial position.

Cash flows are included in the statement of cash flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

q. 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 2016, and have not been applied in preparing these financial statements. Those which may be relevant to the Group are set out below. The Group does not plan to adopt these standards early.

AASB 9 Financial Instruments (2014)

AASB 9, approved in December 2014, replaces the existing guidance in AASB 139 Financial Instruments: Recognition and Measurement. AASB 9 includes revised guidance on the classification and measurement of financial instruments, including a new expected credit loss model for calculating impairment on financial assets, and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from AASB 139.

AASB 9 is mandatory for annual reporting periods beginning on or after 1 January 2018. Given the nature of the significant revenue streams and related agreements, the Group does not expect to be assessing the potential impact on its financial statements resulting from the application of AASB 9, however, based on the financial assets held, do not expect a material impact.

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 2018. Given the nature of the significant revenue streams and related agreements, the Group does not expect a material impact on its financial statements. However at the date of signing these financial statements, the Group is in the process of assessing the potential impact on its financial statements resulting from the application of AASB 15.

AASB 16 Leases

AASB 16 Leases is effective for annual reporting periods beginning on or after 1 July 2019. The Group is not required to adopt this new standard until the annual reporting period commencing 30 June 2020 and currently has no intention of adopting this standard earlier. The Group is assessing the potential impact of the application of AASB 16 on its financial statements, including the potential impact of the various transition provisions available to the Group. On a high level basis, if the Group was to adopt AASB 16 as at 31 October 2017, the present value of the future minimum lease payments for non-cancellable operating leases as noted in note 25 would be recognised as a financial liability in the consolidated balance sheet, and under one of the transition provisions available to the Group, it would recognise a corresponding amount as a right-of-use asset.

4. Revenue

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Bar sales	5,587,791	6,134,171	-	-
Catering sales	3,297,079	3,362,516	-	-
Merchandise commissions and royalties	663,032	447,631	663,032	447,631
Gate receipts	2,118,821	1,148,219	2,118,821	1,148,219
Sponsorship corporate hospitality	7,252,513	5,652,285	7,325,384	5,748,755
Members subscriptions and joining fees	1,851,333	1,861,137	1,680,473	1,658,889
Poker machine - net clearances	36,631,909	36,653,714	-	-
Other services revenue	1,884,759	1,807,917	267,626	201,414
Rent received	1,681,102	1,252,133	-	-
Grant revenue				
- Eastern Suburbs League Club Ltd	-	-	3,225,000	4,760,000
- NRL	8,300,000	8,090,000	8,300,000	8,090,000
Other revenue	2,147,480	1,782,881	666,786	215,302
Total revenue	71,415,819	68,192,604	24,247,122	22,270,210

5. Employee benefits expense

Wages and salaries	24,551,559	23,099,347	13,786,110	12,654,501
Other associated personnel expenses	4,664,963	4,358,156	2,282,568	1,892,751
Contributions to defined contribution plans	2,012,087	1,858,034	989,972	874,820
Change in liability for annual leave	24,271	(151,555)	(29,682)	(53,376)
Change in liability for long service leave	(133,668)	17,680	(20,837)	(7,046)
	31,119,212	29,181,662	17,008,131	15,361,650

6. Finance income and finance cost

Interest income	37,074	49,485	3,129	2,365
Finance income	37,074	49,485	3,129	2,365
Interest expense – bank loans	(296,481)	(341,633)	-	-
Finance costs	(296,481)	(341,633)	-	-
Net finance (costs)/income recognised in profit or loss	(259,407)	(292,148)	3,129	2,365

7. Tax (benefit)/expense

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Current tax (benefit)/expense				
Current year	(522,146)	(203,527)	-	-
Under provision for prior periods	-	-	-	-
	(522,146)	(203,527)	-	-
Deferred tax (benefit)/expense				
Origination and reversal of temporary differences	-	38,858	-	-
Unrecognised tax losses	522,146	203,527		
	522,146	242,385	-	-
Total tax (benefit)/expense	-	38,858	-	-

Numerical reconciliation between tax expense and pre-tax accounting profit

The Income Tax Assessment Act 1997 (amended) provides that under the concept of mutuality, registered clubs are only liable for income tax on income derived from non-members and from outside entities.

The Eastern Suburbs District Rugby League Football Club Limited is exempt from income tax.

The amount set aside for income tax in the statement of profit or loss and other comprehensive income has been calculated as follows:

Proportion of net taxable income attributable to non-members	5,303,992	5,291,996	-	-
Add: Other taxable income	3,246,308	2,949,090	-	-
	8,550,300	8,241,086		
Less: Other deductible expenses	(10,290,787)	(8,919,509)	-	-
Net costs subject to tax	(1,740,487)	(678,423)		
Income tax using the Company's statutory income tax rate of 30% (2016: 30%)	(522,146)	(203,527)	-	-
Movement in deferred tax assets	-	38,858	-	-
Unrecognised tax losses	522,146	203,527	-	-
(Over)/under provision for prior periods	-	-	-	-
Income tax (benefit)/expense	-	38,858	-	-

8. Cash and cash equivalents

	Consolidated		Company	
In AUD	2017	2016	2017	2016
Cash at bank and on hand	7,589,888	7,021,503	109,835	77,089
Cash and cash equivalents in the statement of cash flows	7,589,888	7,021,503	109,835	77,089

9. Trade and other receivables

Current				
Trade receivables	620,149	1,169,875	460,062	340,972
Less: Provision for doubtful debts	-	(731,504)	-	(15,000)
	620,149	438,371	460,062	325,972
Other receivables	962,991	382,268	3,912,631	2,103,805
	1,583,140	820,639	4,372,693	2,429,777

10. Inventories

Finished goods at cost	249,201	315,916	303	28,858
	249,201	315,916	303	28,858

11. Other current assets

Current				
Prepayments	1,049,431	979,974	489,737	502,813
	1,049,431	979,974	489,737	502,813

12. Property, plant and equipment

Consolidated

In AUD	Note	Land and buildings	Plant and equipment	Poker machines	Motor Vehicles	Leasehold improvements	Work in progress	Total
Balance at 1 November 2016		71,416,416	22,365,470	19,810,308	312,228	414,293	1,203,858	115,522,573
Additions		2,044,765	1,061,440	2,463,745	42,621	-	220,791	5,833,362
Disposals		(518,758)	(66,182)	(1,500,285)	(13,700)	-	-	(2,098,925)
Write offs		-	-	-	-	-	(149,289)	(149,289)
Transfers		325,706	-	-	-	-	(325,706)	-
Balance at 31 October 2017		73,268,129	23,360,728	20,773,768	341,149	414,293	949,654	119,107,721
Depreciation and impairment								
Balance at 1 November 2016		23,169,758	19,073,426	15,552,388	124,311	388,151	-	58,308,034
Depreciation for the year		1,877,046	1,004,382	2,081,612	32,233	25,391	-	5,020,664
Disposals		-	(62,105)	(1,410,423)	(13,700)	-	-	(1,486,228)
Balance at 31 October 2017		25,046,804	20,015,703	16,223,577	142,844	413,542	-	61,842,470
Carrying amounts								
At 1 November 2016		48,246,658	3,292,044	4,257,920	187,917	26,142	1,203,858	57,214,539
At 31 October 2017		48,221,325	3,345,025	4,550,191	198,305	751	949,654	57,265,251

Valuation of land and buildings

The latest independent valuations of the Company's land and buildings, carried out in October 2015 by Hymans Assets Management on the basis of open market value for existing use, resulted in a valuation of land and buildings of \$81,100,000. Any additions or transfers since the valuations are expected to be reflected in an equivalent increase in the recoverable amount of the Company's land and buildings.

12. Property, plant and equipment (continued)

In AUD	Company			
	Plant and equipment	Motor Vehicles	Leasehold improvements	Total
Cost				
Balance at 1 November 2016	704,336	100,368	286,615	1,091,319
Additions	166,700	-	-	166,700
Disposals	(17,904)	(13,700)	-	(31,604)
Balance at 31 October 2017	853,132	86,668	286,615	1,226,415
Depreciation and impairment				
Balance at 1 November 2016	565,007	38,272	261,224	864,502
Depreciation for the year	100,900	9,600	25,391	135,891
Disposals	(17,904)	(13,700)	-	(31,604)
Balance at 31 October 2017	648,003	34,172	286,615	968,789
Carrying amounts				
At 1 November 2016	139,329	62,096	25,391	226,816
At 31 October 2017	205,129	52,496	-	257,626

13. Core and non-core properties

Pursuant to Section 41J of the Registered Clubs Amendment Act 2006, the consolidated entity defines property as follows:

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Core property	48,221,325	48,246,658	-	-
Non-core property	13,774,728	18,319,851	-	-
Balance at 31 October	61,996,053	66,566,509	-	-

Core properties held by the consolidated entity are:

Bondi Junction

93-97 Spring Street
Strata Tower #17320 Lot 1, 9-13 Bronte Road
80A Ebley Street, Bondi Junction NSW 2022

Kingswood

2 Santley Crescent, Kingswood NSW 2747

Berkeley

5 Wilkinson Street, Berkeley NSW 2506

Waverley

163 Birrell Street, Waverley NSW 2024

Non-core properties held by the consolidated entity are:

5A Bronte Road

Bondi Junction NSW 2022

462-464 Oxford Street

Bondi Junction NSW 2022

99 Spring Street

Bondi Junction NSW 2022

124 Avoca Street

Randwick NSW 2031

82-90 Blackwall Road

Woy Woy NSW 2256

14. Investment property

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Balance at 1 November 2016	14,021,421	7,939,594	-	-
Acquisitions	-	6,321,131	-	-
Reclassification to available assets held for sale*	(4,884,874)		-	-
Depreciation charge for the year	(276,693)	(239,304)	-	-
Balance at 31 October 2017	8,859,854	14,021,421	-	-

*Refer to note 21

Investment property represents the Company's land and building holdings located in Bondi NSW, and is stated at cost less accumulated depreciation. The latest independent valuations of the Club's investment property excluding the current year acquisitions, were carried out in October 2015 by Hymans Assets Management (Registered Valuer No. AM 4779). The open market values at October 2015 were \$12,350,000. The prior year acquisition, 99 Spring Street Bondi, was acquired in March 2016 for \$5,950,000. Directly attributable expenditure to acquire the property equated to \$371,131.

15. Tax assets and liabilities

Recognised deferred tax assets

Deferred tax assets are attributable to the following:

Employee benefits	69,686	69,686	-	-
Provisions	43,179	45,941	-	-
Net tax assets	112,865	115,627	-	-

Movement in temporary differences during the year consolidated

	Balance 1 November 2015	Recognised in profit or loss	Balance 31 October 2016
Employee benefits	91,208	(21,522)	69,686
Trade and other payables	50,337	(4,396)	45,941
	141,545	(25,918)	115,627

	Balance 1 November 2016	Recognised in profit or loss	Balance 31 October 2017
Employee benefits	69,686	-	69,686
Trade and other payables	45,941	(2,762)	43,179
	115,627	(2,762)	112,865

16. Intangible assets

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Poker Machine entitlements at cost	940,000	940,000	-	-

Indefinite useful life

Poker machine entitlements are stated at cost less accumulated impairment losses. Poker machine entitlements have an indefinite useful life given they have no expiry date, and accordingly are not amortised but are to be assessed annually for impairment.

17. Trade and other payables

Trade creditors	3,262,577	1,908,488	1,785,872	616,107
Goods and services tax (GST) payable	375,477	371,273	145,935	147,089
Other creditors and accruals	82,304	2,131,577	251,271	1,017,265
	3,720,358	4,411,338	2,183,078	1,780,461

18. Employee benefits

Current				
Liability for long service leave	854,302	806,529	49,138	43,528
Liability for annual leave	1,358,792	1,391,614	262,476	241,345
	2,213,094	2,198,143	311,614	284,873
Non-Current				
Liability for annual leave	283,691	186,671	42,992	16,640
	283,691	186,671	42,992	16,640

19. Other liabilities

Current				
Income received in advance	1,365,712	759,572	1,256,269	648,438
	1,365,712	759,572	1,256,269	648,438
Non-current				
Income received in advance	2,450,103	50,102	2,400,000	-
	2,450,103	50,102	2,400,000	-

20. Loans and borrowings

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Current liabilities				
Commercial bill facility	5,000,000	12,500,000	-	-
	5,000,000	12,500,000	-	-
Non-current liabilities				
Other loans	-	1,500,000	-	1,500,000
	-	1,500,000	-	1,500,000

The consolidated entity has access to the following lines of credit				
Bank guarantees	200,000	200,000	-	-
Multi-option commercial bill facility	19,000,000	12,500,000	-	-
Corporate Mastercard credit card facility	23,000	23,000	-	-
Other loans	-	1,500,000	-	1,500,000
	19,223,000	14,223,000	-	1,500,000

Facilities utilised at reporting date:

Bank guarantees	200,000	200,000	-	-
Multi-option commercial bill facility	5,000,000	12,500,000	-	-
Corporate Mastercard credit card facility	17,847	8,974	-	-
Other loans	-	1,500,000	-	1,500,000
	5,217,847	14,208,974	-	1,500,000

Facilities not utilised at reporting date:

Multi-option commercial bill facility	14,000,000	-	-	-
Corporate Mastercard credit card facility	5,153	14,602	-	-
Other loans	-	-	-	-
	14,005,153	14,602	-	-

Security

The facilities are secured by registered first mortgages over certain properties of the consolidated entity.

- a. First registered fixed and floating charge over the assets and undertaking of Eastern Suburbs Leagues Club Ltd.
- b. First registered real property mortgage by Eastern Suburbs Leagues Club Ltd over the property located at 93-97 Spring Street, Bondi Junction NSW 2022 and property located at 9-13 Bronte Road, Bondi Junction NSW 2022.
- c. First registered real property mortgage by Eastern Suburbs Leagues Club Ltd over the property located at 2 -10 Santley Crescent, Kingswood NSW 2747.
- d. First registered real property mortgage by Eastern Suburbs Leagues Club Ltd over the property located at 5A - 7 Bronte Road, Bondi Junction NSW 2022.
- e. First registered fixed and floating charge over the assets and undertakings of Eastern Suburbs Leagues Club Ltd ("Club"), including without limitation a floating charge over the rights and interests of the Club in gaming machines and all of the interests and rights of the Club as a registered club under the Registered Clubs Act" given by Eastern Suburbs Leagues Club Ltd.
- f. First registered real property mortgage by Eastern Suburbs Leagues Club Ltd over the property located at 464 Oxford Street, Bondi Junction NSW 2022.
- g. Negative pledge by Eastern Suburbs Leagues Club Ltd to not offer securities to other financiers without prior written consent of St George Bank.

21. Assets held for sale

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Balance at 1 November 2016	4,298,430	4,282,772	-	-
Reclassification from property, plant and equipment (See note 12)	-	15,658	-	-
Reclassification from investment property (see note 14)	4,884,874			
Disposal of asset held for sale	(4,298,430)			
Balance at 31 October 2017	4,884,874	4,298,430	-	-

On the 20th October 2015 the Club entered into an option deed contract to sell 2 Porrende St and 29A Grahams Hill Road Narellan. As at 31 October 2017 the asset was sold to a third party.

On 31st August 2017 the Club entered into an option deed contract to sell 462-464 Oxford Street. The club has received a non-refundable option fee of \$150,000 to date with the remainder to be settled within 12-18 months.

22. Retained surplus/(accumulated deficit)

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Retained surplus/(accumulated deficit) at the beginning of the financial year	59,731,270	58,362,045	(965,059)	(965,753)
Net profit	3,379,323	1,369,225	1,300	694
Retained surplus/(accumulated deficit) at the end of the financial year	63,110,593	59,731,270	(963,759)	(965,059)

23. Amalgamation reserve

Amalgamation reserve	4,390,953	4,390,953	-	-
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24. Contingent liabilities

Bank performance guarantees	19,000	19,000	-	-
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25. Operating leases

Leases as lessee

At the end of the reporting period, the future minimum lease payments under non-cancellable operating leases are payable as follows:

Less than one year	847,541	738,995	847,541	738,995
Between one and five years	1,746,274	2,306,854	1,746,274	2,306,854
	2,593,815	3,045,849	2,593,815	3,045,849

Leases as lessor

The consolidated entity leases out its investment property held under operating leases (see note 12). The future minimum lease payments under non-cancellable leases are as follows:

Less than one year	-	-	-	-
	-	-	-	-

26. Commitments

Employees

Commitments under non-cancellable employment contracts not provided for in the financial statements and payable:

Within one year	9,710,417	8,089,000	9,710,417	8,089,000
One year or later and no later than five years	11,272,222	9,823,900	11,272,222	9,823,900
	20,982,639	17,912,900	20,982,639	17,912,900

Related parties

Key management personnel compensation

In AUD	Consolidated		Company	
	2017	2016	2017	2016
Benefits and payments made to the Directors and Other Key Management Personnel	1,917,302	1,612,128	957,382	783,089

During the year, the consolidated entity engaged GSA Insurance Brokers, a company by whom a Director, Luke Ricketson, is employed. The controlled entity has worked with GSA Insurance Brokers prior to the employment of Luke Ricketson with all transactions on commercial terms and conditions.

During the year the Company received Player Sponsorship from Trackmaster Apparel on normal commercial terms and conditions. Andrew Crawford, a Director of the Company is the founder and CEO of Trackmaster Apparel.

Key management personnel and director transactions

From time to time directors of the consolidated entities may purchase goods from the consolidated entities or participate in the consolidated entity's activities. These purchases and participations are on the same terms and conditions as those entered into by other employees or members of the consolidated entity and are trivial or domestic in nature.

Transactions with the controlled entity - Eastern Suburbs Leagues Club

During the year, the Company had the following transactions with its controlled entity.

- Grants amounting to \$3,225,000 (2016: \$4,760,000) were provided by the controlled entity.
- An amount of \$72,870 (2016: \$96,470) was paid as corporate hospitality by the controlled entity.
- At year end, an amount of \$3,593,000 (2016: \$1,938,000) was receivable from the controlled entity.
- An amount of \$340,000 (2016: \$340,000) was paid in regards to a sponsorship arrangement with Carlton United Brewers, and the controlled entity.
- An amount of \$31,500 (2016: \$31,500) was paid in regards to a sponsorship arrangement with Ainsworth Gaming Technology Ltd, and the controlled entity.

During the year there have been other transactions between the Company and the controlled entity, such as purchases of merchandise and game tickets. All transactions have been executed on commercial terms.

28. Company details

Eastern Suburbs District Rugby League Football Club Limited is incorporated and domiciled in Australia as a company limited by guarantee. In accordance with the Constitution of the Company, every member of the Company undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the Company during the time that he is a member or within one year thereafter. At 31 October 2017 there were 165 members.

29. Events subsequent to reporting date

There are no matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of the Company or consolidated entity, the results of those operations or the state of affairs of the company and consolidated entity in future financial years.

30. Economic dependency

The Company is reliant on grants provided by Eastern Suburbs Leagues Club Ltd for its on-going operations and is therefore economically dependent on such financial support to meet its liabilities and its normal operating expenses.

DIRECTORS' DECLARATION

In the opinion of the directors of Eastern Suburbs District Rugby League Football Club Limited (the Company):

- a. the Company and its consolidated entity is not publicly accountable;
- b. the financial statements and notes that are set out on pages 31 to 56, are in accordance with the Corporations Act 2001, including:
 - i. giving a true and fair view of the Company's and the consolidated entity's financial position as at 31 October 2017 and of their 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 Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of directors.

N G Politis AM
Chairman

Dated at Kingswood this 21st day of December 2017.

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF EASTERN SUBURBS DISTRICT RUGBY LEAGUE FOOTBALL CLUB LIMITED

To the members of Eastern Suburbs District Rugby League Football Club Limited

Opinion

We have audited the Financial Report of Eastern Suburbs District Rugby League 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 and Company's financial position as at 31 October 2017 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:
 - Statement of financial position as at 31 October 2017
 - Statement of profit or loss and other comprehensive income, Statement of changes in equity, and Statement of cash flows for the year then ended
 - Notes including a summary of significant accounting policies
 - Directors' Declaration.

The Group consists of the Company and the entities it controlled at the year end or from time to time during the financial year.

Basis of 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 Company 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 Eastern Suburbs District Rugby League Football Club'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. The Other information we obtained prior to the date of this Auditor's Report was the Directors' report.

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.
- assessing the 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 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 this 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.

This description forms part of our Auditor's Report.

KPMG
Cameron Roan
Partner
Sydney
21 December 2017

