



# 2017 ANNUAL REVIEW



FOOTBALL  
FEDERATION  
AUSTRALIA

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# CHAIRMAN'S REPORT



IT IS MY PLEASURE TO PRESENT THIS ANNUAL REVIEW FOR 2017, A YEAR THAT WILL COME TO BE RECOGNISED AS A CRITICAL TRANSITION POINT IN THE DEVELOPMENT OF FOOTBALL IN AUSTRALIA.



## "EXPERIENCE SHOWS THAT ANY INITIATIVES WE TAKE MUST BE FINANCIALLY VIABLE."

There has been much to celebrate in the modern era: a dozen years of growth and quality of the Hyundai A-League, nine seasons of the trail-blazing Westfield W-League, the introduction of the Westfield FFA Cup, ever-increasing grass roots participation, four consecutive FIFA World Cup finals for the Caltex Socceroos and participation by the Westfield Matildas in every FIFA Women's World Cup since 1995 as well as victories in the 2010 AFC Women's Asian Cup and 2015 AFC Asian Cup as hosts.

Football emerged from the margins over that period to occupy a major place in Australian sport, one of the most competitive code-on-code environments in the world.

It took a lot of trauma to get there. Books have been written about the reformation of Australian football and countless articles have detailed what was broken and why. What is sometimes under-appreciated is that when faced with the ultimate challenge – change or die – the sport and many thousands of people within it showed the willingness and the capacity to change. The results are listed above.

Inspired by that example, the primary focus of today's FFA Board and management team is to ensure that football in Australia continues to be in a position to take advantage of the opportunities before it, that it moves forward in a sustainable way and that the benefits of growth are shared with everyone in the game. Like everyone else, we are impatient; but that impatience is tempered by experience. Experience shows that any initiatives we take must be financially viable.

Not long after the publication of the 2016 Annual Review, FFA concluded the major part of its new broadcast arrangements in signing a record six year, \$346 million deal with FOX SPORTS.

In addition, Hyundai A-League matches will be shown live on Network Ten on Saturday nights for the next two years, the first time these games have been live on a commercial free-to-air network. We have also concluded new deals for international broadcast rights with IMG, for radio coverage across the country with Croc Media and for the broadcasting of nearly twice the number of Westfield W-League games domestically on television and online.

On behalf of the FFA Board and the whole game, I sincerely thank our broadcast partners – and in particular FOX SPORTS and News Corporation – for the commitment they have shown to football and their vote of confidence in its future in this country. Without their backing, the game as we know it would not exist.

Like broadcast revenue, sponsorship revenue has also grown over the past year, its third straight year of strong growth. Aldi, Bet365 and Zest Care joined our sponsor family while long term partners Hyundai and Westfield signed new multi-year agreements. Since the new financial year began we have signed partnerships with McDonalds, rebel and Seven Consulting. Again, our sincere thanks go to our commercial partners for their investment, their enthusiasm and their faith. The Aldi sponsorship of our MiniRoos program in particular demonstrates their commercial recognition of the value that resides in a relationship with our massive participation base.

At the end of last year and for the first time ever, that participation base was quantified on a like for like basis against other sports in Australia via the most comprehensive survey of its kind ever undertaken in this country. The Australian Sports Commission's AusPlay survey revealed that football is far and away the largest club-





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based participation sport with more than 1.1 million people taking part. Golf came in second with some 400,000 fewer participants, followed by AFL. We have twice as many participants as cricket and more than four times the number of NRL.

While this participation ascendancy proves the appeal of our game and its accessibility – particularly for women and girls, the fastest area of growth – it does not yet equate to commercial superiority. In fact, while we have significantly increased overall broadcast revenue compared with the previous arrangements and increased sponsorship as I have described above, we still rank fourth or fifth in commercial terms against other sports like AFL, cricket, NRL and tennis.

In last year's Chairman's Report, I wrote that "the new broadcast deal will provide the financial foundation upon which our game will grow" and "determine the pace and scale of the implementation of our strategy". Both assertions hold true but the second is the most relevant for the work we have done since.

Like everyone else in football, FFA's Board and management want more teams in the Hyundai A-League and Westfield W-League and better financial returns for new and existing clubs. We also want more resources for the grassroots and our national teams because we recognise that these three core areas of the game are inextricably linked. They all must thrive for the game to reach its potential.

Once the broadcast deal was complete, analysis of its financial implications showed clearly that despite the revenue uplift, the capacity for significant increases in club distributions from the 2017/18 financial year was limited. With increased investment in player payments, community development and a critical digital transformation project, the revenue impact of a four year Caltex Socceroos match cycle and other costs and demands, expansion of the leagues to include more teams would place undue financial stress on the many funding needs of the game. We concluded that we needed a new ownership and operating model for the Hyundai A-League and Westfield W-League to attract additional capital investment which could in turn fund growth.

FFA's directors and management team have enthusiastically accepted the obligation to lead this change. We came into 2017 already recognising that we needed to improve representation within the game's governance system by expanding the membership of our Congress. The current arrangements have served football very well for more than 10 years, creating unprecedented success and stability for the game. The FFA Board now proposes significant and progressive changes to reflect the evolution of the sport in Australia and provide a platform for growth. These changes will be an important first step on a journey the Board believes will see even further expansion of the Congress as the game evolves.

We have been grateful for the participation of our stakeholders and the support of FIFA and the Asian Football Confederation (AFC) in this long process. Our next major priority must be devising and implementing the new operating

model and expansion strategy for the Hyundai A-League and the Westfield W-League and providing the foundation for sustainable expansion. We have done a considerable amount of work on this project and our aspiration is that the model ultimately adopted will be a product of collaboration between the FFA, the professional clubs, Professional Footballers Australia and the FFA's Member Federations.

There are ongoing discussions and differing views in relation to these far-reaching changes. That is completely understandable and has served to demonstrate the importance of preserving a balance in the competing interests of the game's stakeholders. This is precisely what the FFA's governance structure and independent board of directors was designed to do when it was introduced a decade and a half ago: champion the needs of the whole of the game and not just some elements within it.

This year we have seen the ongoing results of that approach. Congratulations to the Caltex Socceroos, Ange Postecoglou and the entire coaching, medical and support staff for qualifying for the 2018 FIFA World Cup in Russia. Over two and a half years we travelled further than any team in World Cup qualification history, played 22 matches against 11 countries and lost just two of them. We are battle hardened as a result and ready to take on the world next year. The outpouring of emotion after the victory over Honduras shows how football unites the nation.

We have been no less thrilled by the outstanding form of the Westfield Matildas who have captured the imagination and admiration of the public with recent victories over the USA, Japan and Brazil. A group of players already being described as a "golden generation" are building nicely towards a genuine World Cup chance in 2019. We have been delighted to receive strong support from the Federal Government and many others for our intention to bid for the right to host the FIFA Women's World Cup in 2023. We are a genuine chance not just to host it, but to win it on home soil. What an amazing legacy this would leave for women's football in Australia!

There was recognition for Westfield Matildas winger Caitlin Foord, crowned the 2016 AFC Women's Player of the Year on a memorable night for Australian football at a gala event in Abu Dhabi. Foord won the prestigious award ahead of the other two nominees, team mate Lisa De Vanna and China P.R.'s Tan Ruyin, to become the third Australian to win the prize, following Kate Gill in 2010 and Katrina Gorry in 2014.

Football Federation Australia also took out the AFC President Recognition Awards for Grassroots Football (Inspiring) and Australian referees Kate Jacewicz and Renae Coghill were recipients of the AFC Referees Special Award (Women).

Domestically, we saw Sydney FC dominate on the way to a Premiership and a Grand Final victory amidst so many special moments and great performances in the Hyundai A-League. Similarly, our Westfield W-League continued to grow in quality and support across its 9th season which saw Melbourne City FC claim back to back titles.



And what can you say about the Westfield FFA Cup? It truly is unique in Australian sport as it connects the grassroots to the professional league with over 700 teams participating and promises only to become bigger and better with each passing year. Congratulations to Melbourne City FC for securing their first trophy.

Perhaps most significantly, we were able to work with the clubs and with Professional Footballers Australia to significantly improve pay and conditions in the Westfield W-League. Everyone involved in this effort should feel rightly proud. With the 10th season of the Westfield W-League now underway, it will further unlock the boundless potential in women's football which has been such a trailblazer for women's sport for so many years.

FY2017 presented various financial challenges, not the least of which is the fact it was the fourth and final year of the previous broadcast rights package covering this period - the revenues from which have remained flat over the term. While we were able to bring several key strategic initiatives to life during the year, in all other respects the 2017 financial year maintained the status quo, and the quantum and make-up of the revenues and expenditure in FY2017 was broadly consistent with FY2016. In FY2017 we generated a net deficit of \$0.34m and members' equity stood at \$7.0m. More detailed information can be viewed in the Financial Report which follows.

In the time since I became Chairman the board and management has dealt with multiple important, complex and time-consuming issues.

These included the creation of a new fan banning and appeal process; the election of new FIFA leadership and its implications for Australia in Asia; the new record broadcast deal; new funding models for Member Federations, including the Community Services Fund and for the Hyundai A-League/Westfield W-League including the recent ground-breaking CBA for the Westfield W-League; rebranding the Hyundai A-League and the Westfield W-League; investment in highly successful domestic friendly fixtures for the Westfield Matildas; and significant investment in the digital transformation project to benefit all participants as well as the negotiations over Congress changes.

At the same time we are competing with other codes for the hearts, minds and discretionary spending of the wider Australian community. Other codes are well-connected, well-organised and well-funded. For us to compete and close the gap we have to resist the temptation to be driven by self-interest.

We must agree a new Congress; fast-track work on a new operating model and expansion plans for the Hyundai A-League; support the Caltex Socceroos at the World Cup in Russia, deliver on the next phase of the digital transformation through the competition management system, capitalise on the amazing success and profile of the Westfield Matildas and bid to host the 2023 FIFA Women's World Cup with the aim of the Westfield Matildas taking out that title on home turf.

Consideration must be given to a second tier national competition, as well as how best to direct much-needed resources to football development at the grassroots and junior levels to underwrite the future success of professional leagues and national teams.

As usual there are many people to thank and acknowledge. Most importantly I want to thank every single person who participates in the game as a player, a fan, a volunteer, a coach or an official. It's all meaningless without you.

I want to repeat my thanks to everyone who invests directly in the game; without you, we would not have professional leagues or competitive national teams. I want to thank our broadcast partners and the media generally for taking the game to the people.

I want to acknowledge the passing of Les Murray and Mike Cockerill. Les was the voice of football in this country and brought the game into countless living rooms, helping to recruit successive generations of supporters for the World Game. His State Funeral in August in Sydney reflected the love and esteem in which he was held by so many. Like Les, Mike Cockerill made a massive contribution to the game as a journalist and commentator over more than three decades. Both were taken too soon but will continue to inspire all who knew them.

Finally I thank my fellow directors and particularly Moya Dodd who is retiring from the Board in keeping with the Constitution having served for 10 years. Moya has made a great contribution to Australian football as a Matilda and an administrator and been a champion for women's football and gender equality. She has also represented our country abroad over many years on many committees, including FIFA's executive committee and AFC's executive committee.

I also want to thank the team at FFA led by CEO David Gallop and the thousands of people who run the Member Federations, regional and local associations and clubs right around the country. A special thanks to our Company Secretary and Special Counsel Jo Setright who has stepped back to a part time role after more than 10 years at FFA. Through the hard work of all these people and the product of these partnerships, football in Australia will continue to thrive.

**STEVEN LOWY AM**











# CEO'S REPORT



FFA HAS HAD A DUAL FOCUS TO ITS WORK IN 2016-17. WE HAVE RIGHTLY ENSURED THAT WE ARE WORKING TOWARDS THE LONG TERM OBJECTIVES LAID OUT IN OUR WHOLE OF FOOTBALL PLAN AND THE FIRST FOUR YEAR (2016-2019) STRATEGY THAT ARISES FROM IT.



## "WE HAVE RESPONDED TO THE CHALLENGES AND OPPORTUNITIES WITH SPECIFIC INITIATIVES."

But we have also recognised and responded to the challenges and opportunities created by the dynamic evolution of the sport in Australia with a range of specific initiatives.

In prioritising these initiatives, FFA is highly aware of the aspirations so regularly voiced within the Australian football community. The focus for some is better community facilities, for others it is better coaching or greater access to player development programs or more opportunities for women and girls. Others want more Hyundai A-League clubs, Westfield W-League clubs, a longer season, a national second division, promotion and relegation, better quality players and more successful national teams. FFA shares these aspirations. But FFA has the extra responsibility of taking decisions and directing scarce resources in such a way that will create the programs and circumstances under which these outcomes can be achieved sustainably.

The financial results for the year continue to reflect this approach. The Operating Surplus of \$32.4 million – an increase of 0.9% on last year – was distributed in its entirety in grants and distributions. After distributions the operating result was a small deficit of \$0.34 million with net members' equity of \$7.0 million as at 30 June 2017. More detail is provided in the Financial Report.

In 2016-17 we set down our immediate strategic priorities in a set of initiatives. These do not represent all of the work undertaken by FFA but were highlighted to ensure that these priorities received sufficient attention alongside day to day tasks.

The first initiative was to finalise new broadcasting arrangements as the previous agreement approached its end date. This was substantially achieved by late December with announcement of the six year deal with FOX SPORTS and finalised subsequently with further broadcast

and distribution arrangements. In addition to the significant increase in revenue, we now had hard numbers with which to plan our future and apply to the second and third initiatives:

- a new funding model for our professional clubs and Member Federations
- modelling for a new operating and ownership model of the professional leagues and expansion of the number of clubs

A new funding model was unveiled for both Hyundai A-League /Westfield W-League clubs, as well as Member Federations. In the case of the Hyundai A-League and Westfield W-League, clubs were provided with total cash distribution of \$35.4m, up from \$25.5m in the prior financial year. This includes an increased salary cap distribution to 100% match the salary cap as defined under the Collective Bargaining Agreement with the PFA, as well as the bolstering of the Club Marketing Fund and the establishment of the Club Services Fund. In the case of the State/Territory Member Federations, FFA committed to increasing its distributions from a total of \$4.4m to \$6.5m. These distributions come predominantly in the form of the Community Services Fund, which provides flexibility for each jurisdiction to apply the funding to its own strategic priorities.

FFA has conducted very detailed and extensive modelling and planning for the expansion of the Hyundai A-League and is committed to advancing this process in 2018. Equally, extensive analysis on the evolution of the Hyundai A-League operating model has been conducted and we look forward to resuming our discussions with the Hyundai A-League clubs on this important initiative.

Our fourth and fifth priorities were also linked. These involved defining – or redefining – roles and responsibilities between FFA, the professional clubs and the Member Federations, the so-called



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“Triangle of Collaboration” and the evolution of our governance structures to expand FFA’s Congress. At the time of writing, that work continues.

The sixth initiative – the transformation of digital platforms and services – has provoked a great deal of internal and external discussion. Within our resource constraints it is a major investment. But we believe creating a high-quality, easy to use digital experience for football is fundamental to achieving ongoing growth in the sport in terms of grass roots participation, membership of Hyundai A-League and Westfield W-League clubs, match attendance and television audience growth and connection to our national teams. We must be competitive in this area, and not just against other sporting codes. Our fans and participants have myriad options for their time and disposable income presented through the digital world and football’s offering must be relevant and entertaining.

At present, the millions of people within the football ecosystem have to go to many different places for information and services. It can be a hard slog. Ultimately, our digital transformation project will give each individual access to everything they need – local club registration, results, details of the matches they are playing in, contact with teammates, news, info and offers from their Hyundai A-League and Westfield W-League club and the same for the Westfield Matildas or Caltex Socceroos – all in one place.

Relevant, high quality digital services are the key to optimising our massive grassroots following and connecting each one of our participants with other parts of the game.

Our seventh initiative involved a fundamental aspect of how we communicate what football has to offer: we redefined the Hyundai A-League, Westfield W-League and Foxtel Y-League brands with a dynamic new look which ties the professional leagues and their clubs together – and introduced a first for sports branding in Australia by doing so. Extensive market research showed the design appealed to a wider audience, particularly families and children, in line with FFA’s long term strategy.

The new logos are being used from the start of the 2017/18 seasons and are inspired by football’s three outstanding features – atmosphere, diversity and unity. Our fans create a wonderful atmosphere, we are part of the biggest sport in the world and there’s a place for everyone to become involved. Importantly, use of the same logo across the board reinforces the game’s on-going commitment to women’s football by connecting the Hyundai A-League with the Westfield W-League through the brand.

Our eighth and ninth initiatives have been all about winning:

- Ensure the Caltex Socceroos are suitably prepared for the FIFA World Cup Qualifying process
- Establish a national club academy accreditation system

While we can’t control what happens on the pitch, we were able to give our players the best support possible and there is no doubt this was a big factor in the fantastic achievement of qualifying for a fourth consecutive FIFA World Cup. Our National Teams Department made meticulous preparations for every match, every training session, every journey and will now continue that work in Russia next year.

Of course the player journey starts at youth level with talent identification and player development. A key part of this pathway has been the development of a national club academy accreditation system. As it is rolled out, this system will see club academies, particularly in the Hyundai A-League and NPL, awarded a 1,2 or 3 Star rating if they meet specific criteria. There is more information regarding our work on pathways later in this Review.

The final two initiatives relate to what is the most exciting area of development in our sport – female participation. The first begins at the beginning with a deliberate focus on continuing the expansion of the Aldi MiniRoos Kick Off program for girls across the Spring-Summer months across Australia.

The final initiative – a plan to make FFA a leading organisation for women – is intended to create an environment and approach which underpins the many initiatives in this area.

Women’s participation is the fastest growing area of our sport. That trend has recently been bolstered both in real and reputational terms through the agreement reached with the Westfield W-League players through Professional Footballers Australia and the Westfield W-League clubs to significantly increase pay and employment conditions. The recent spectacular success of the Westfield Matildas has generated even more momentum, creating a virtuous circle of positive reinforcement for our efforts to encourage girls to take up the game. Finally, our decision to bid for the FIFA Women’s World Cup in 2023, enthusiastically supported with funding by the Federal Government and announced with the Prime Minister, the Hon. Malcolm Turnbull at Parliament House in Canberra provides yet more evidence both of our intent and the almost limitless potential in this area.

Throughout the year, we have continued and intensified our external engagement both domestically and internationally. We have a deliberate focus on building our ties in Asia through and with the AFC, while contributing wherever we can to help develop the game. The appointment of a full time Government Relations Manager demonstrates our recognition of the importance of our relationships with Australia’s nine governments – Federal, State and Territory – and the opportunities to attract political support, funding and take advantage of the value proposition football represents to government in terms of major events, tourism, trade and diplomacy.

The following pages describe in more detail the events of the year from an organisational perspective while also celebrating achievements on the pitch from our community clubs all the way through the professional game to our senior national teams.

The FFA will continue to work with everyone in football over the coming 12 months to build on the achievements of the past year. We are in a period of great change and that brings both challenges and opportunities. We remain convinced that football is well placed to realise these opportunities and achieve the aspirations of everyone in the sport while benefitting the game as a whole.

**DAVID GALLOP AM**





# FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2017



THE OBJECTIVE OF FFA, AS STEWARD FOR THE GAME OF FOOTBALL IN AUSTRALIA, IS TO MAXIMISE COMMERCIAL REVENUES AND DISTRIBUTE AND INVEST ANY OPERATING SURPLUS TO BEST SERVE THE BROAD INTERESTS OF THE GAME.





## "WE REMAIN FOCUSSED ON GROWING THE SPORT IN A CONSIDERED AND FISCALLY RESPONSIBLE MANNER."

The financial results for 2017 reflect this goal, with FFA distributing the 2017 Operating Surplus of \$32.1 million in entirety by way of grants and distributions.

The 2017 financial results encapsulate the revenues and expenditures of providing administration and/or support across the key pillars of our global sport including:

- Five National Competitions (Hyundai A-League, Westfield W-League, Foxtel Y-League, Westfield FFA Cup, PS4 National Premier Leagues Finals)
- Nine National Teams (junior national teams through to both the men's and women's senior teams – the Caltex Socceroos and Westfield Matildas) competing across all corners of Asia and the World
- Football Development (Aldi MiniRoos, Football Pathway, coach education)

The 2017 financial year represents the fourth and final year of the Broadcast Rights package contracted over this period - the revenues from which have remained flat over the term. Notwithstanding this challenge, FFA was able to bring various strategic initiatives to life during 2017 in alignment with the four-year Strategic Plan supporting the Whole of Football Plan. These initiatives included:

- Refreshment of the Hyundai A-League brand in readiness for the 2017/18 season
- Establishment of a marquee player fund which contributed toward Caltex Socceroo Tim Cahill returning home to the Hyundai A-League
- Commencement of a digital transformation process to improve the experience of the two million grassroots participants and connect more of them to the Hyundai A-League and Westfield W-League

In all other respects, the 2017 financial year maintained the status quo in the final year of the broadcast arrangements, and the quantum and make-up of the revenues and expenditure in FY2017 are broadly consistent with FY2016.

Having said that, it is worth highlighting that the cyclical nature of National Team programs results in year on year variances to both revenue and expenditure comparatives. Of note, the Caltex Socceroos embarked on a full home and away FIFA World Cup Qualifying program across 2016/17, culminating in June 2017 with the team competing in the FIFA Confederations Cup staged in Russia.

Looking forward we remain firmly focused on growing the sport in a considered and fiscally responsible manner. At the back end of FY2017 we completed a Productivity Review across the FFA business, reducing the FFA cost base by circa \$5 million. We therefore start FY2018 with a reset cost base and a focus of continuous improvement in this regard. This will contribute to our clear objective to further invest in the key pillars of the game, underpinned by a new six-year \$346 million broadcast agreement with FOX SPORTS that commenced in July 2017.

We highlight the following consolidated results:

- Net Deficit for the year ended 30 June 2017 is \$0.34m
- Net Members' Equity at 30 June 2017 is \$7.0m

## FINANCIAL SUMMARY

The Financial Summary below has been prepared on a "Company" rather than a "Consolidated" basis. FFA did not control any operating subsidiaries during the year and therefore the operating results at a "Company" level and a "Consolidated" level are one and the same for FY2017. It is noted that the FY2016 Net Deficit is \$0.52m at a company level. This varies from the Net Deficit of \$0.39m at a consolidated level because of a consolidation adjustment relating to the sale of the Newcastle Jets Club.

For detailed disclosure please refer to the FY2017 Audited Financial Statements available via the FFA website.

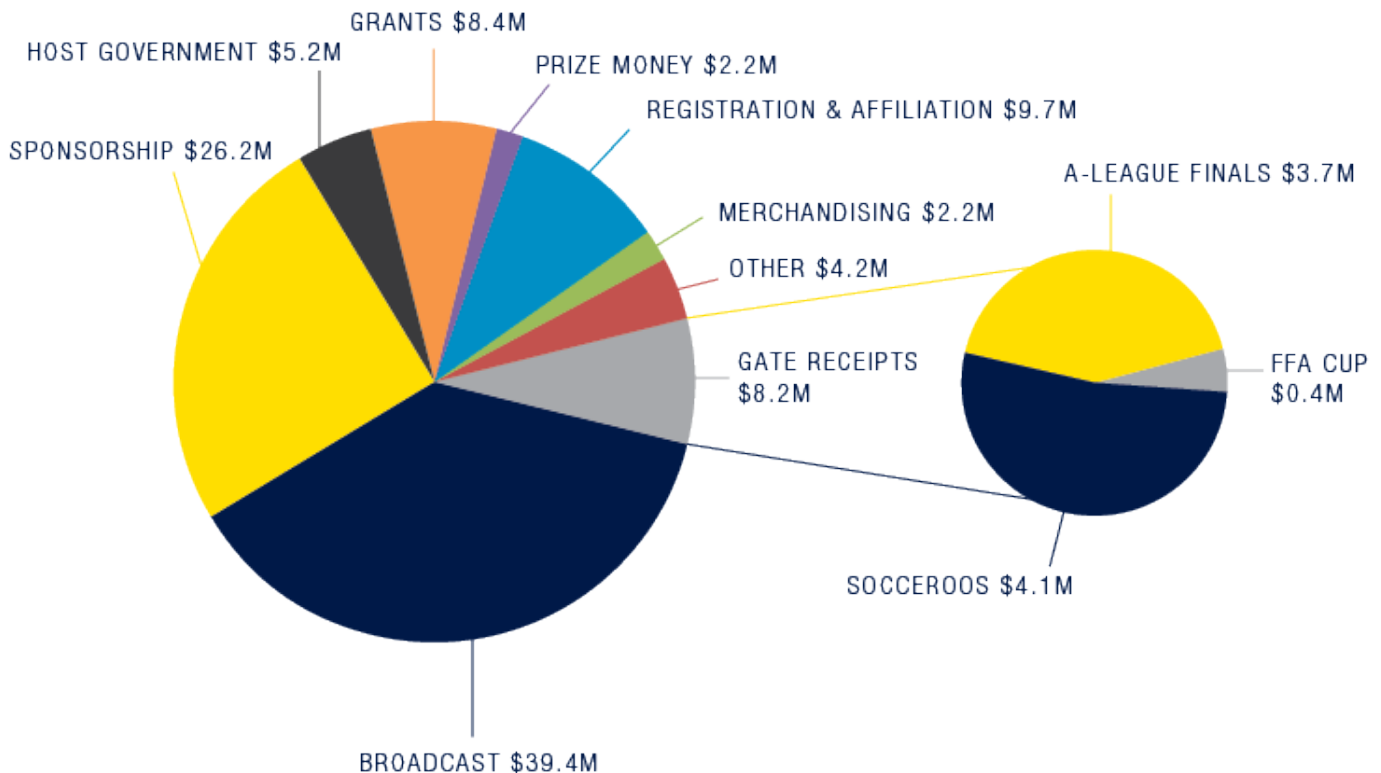
	2017	2016
Summarised Profit & Loss (\$'000)	Company	Company
<b>Operating Revenue</b>		
Broadcast	39,446	42,523
Sponsorship	26,183	25,557
Gate Receipts	8,250	9,933
Host Government	5,225	2,600
Grants	8,364	4,016
Prize money	2,211	76
Registration & Affiliation	9,657	10,361
Merchandising	2,153	2,699
Other	4,129	5,803
<b>Total Operating Revenue</b>	<b>105,618</b>	<b>103,568</b>
<b>Operating Expenses</b>		
Employee Benefits	26,608	23,474
Travel	10,807	12,430
Marketing & Media	12,426	10,534
Event Hosting	3,186	5,984
Administration	2,367	2,612
Broadcasting	3,386	5,179
Other Team Expenses	2,546	2,578
Professional & Consultants	3,317	2,124
Commissions	4,139	3,497
Other	4,765	5,826
<b>Total Operating Expenses</b>	<b>73,548</b>	<b>74,238</b>
<b>Operating Surplus (before Grants, Distributions &amp; Discontinued Operations)</b>	<b>32,070</b>	<b>29,330</b>
Discontinued Operations	-	2,276
<b>Operating Surplus (before Grants &amp; Distributions)</b>	<b>32,070</b>	<b>31,606</b>
Grants & Distributions	32,405	32,122
<b>Net Surplus/(Deficit)</b>	<b>(335)</b>	<b>(515)</b>
<b>Summarised Balance Sheet Extract (\$'000)</b>		
Total Assets	44,835	35,852
Total Liabilities	37,850	28,533
<b>Net Assets</b>	<b>6,985</b>	<b>7,320</b>

In relation to the Financial Summary above the key Operating Revenue and Operating Expense variances are detailed in the following sections.



## OPERATING REVENUE

Total revenue has increased by 2.0% from \$103.6m in FY2016 to \$105.6m in FY2017. Revenue comprises the following key categories:



### Broadcast (\$3.1m decrease from FY2016)

This category comprises the domestic and international broadcast rights to FFA competitions (Hyundai A-League, Westfield W-League and Westfield FFA Cup) along with Caltex Socceroos and Westfield Matildas friendlies and certain FIFA World Cup Qualifiers. The reason for the reduction is because FFA acquired the rights to the Caltex Socceroos World Cup Qualifiers played in FY2016, however did not own the corresponding rights to the World Cup Qualifiers played in FY2017.

### Sponsorship (\$0.6m increase from FY2016)

This includes all sponsorship revenue in both cash value and value in kind.

### Gate Receipts (\$1.7m decrease from FY2016)

Gate receipt revenue was received across Caltex Socceroos, Hyundai A-League Finals Series and Westfield FFA Cup matches in FY2017. This reduction was attributable to fewer Caltex Socceroos matches in FY2017 when compared with the prior year, primarily due to the absence of friendly matches.

### Host Government (\$2.6m increase from FY2016)

This category includes revenue received from various state governments to secure the rights to host Caltex Socceroos matches. This increase represents the aggregate increase in commercial appeal for the matches played in FY2017 when compared with the FY2016 qualification process.

### Grants (\$4.3m increase from FY2016)

FFA receives grants for specific purposes from sources including various government departments, the Australian Sports Commission, FIFA and AFC. Significantly, funding was

received from AFC in FY2017 to assist in the participation of FIFA World Cup Qualifiers. Additionally, increased funding was received from FIFA to contribute towards nominated projects.

### Prize money (\$2.1m increase from FY2016)

Prize money received in FY2017 relates to the Caltex Socceroos participation in the FIFA Confederations Cup in June 2017.

### Registration & Affiliation (\$0.7m decrease from FY2016)

This category includes National Registration Levies, registration fees for various courses and competitions (coaching, refereeing accreditation, MiniRoos, Westfield FFA Cup) and license fees for certain Hyundai A-League clubs.

### Merchandising Revenue (\$0.5m decrease from FY2016)

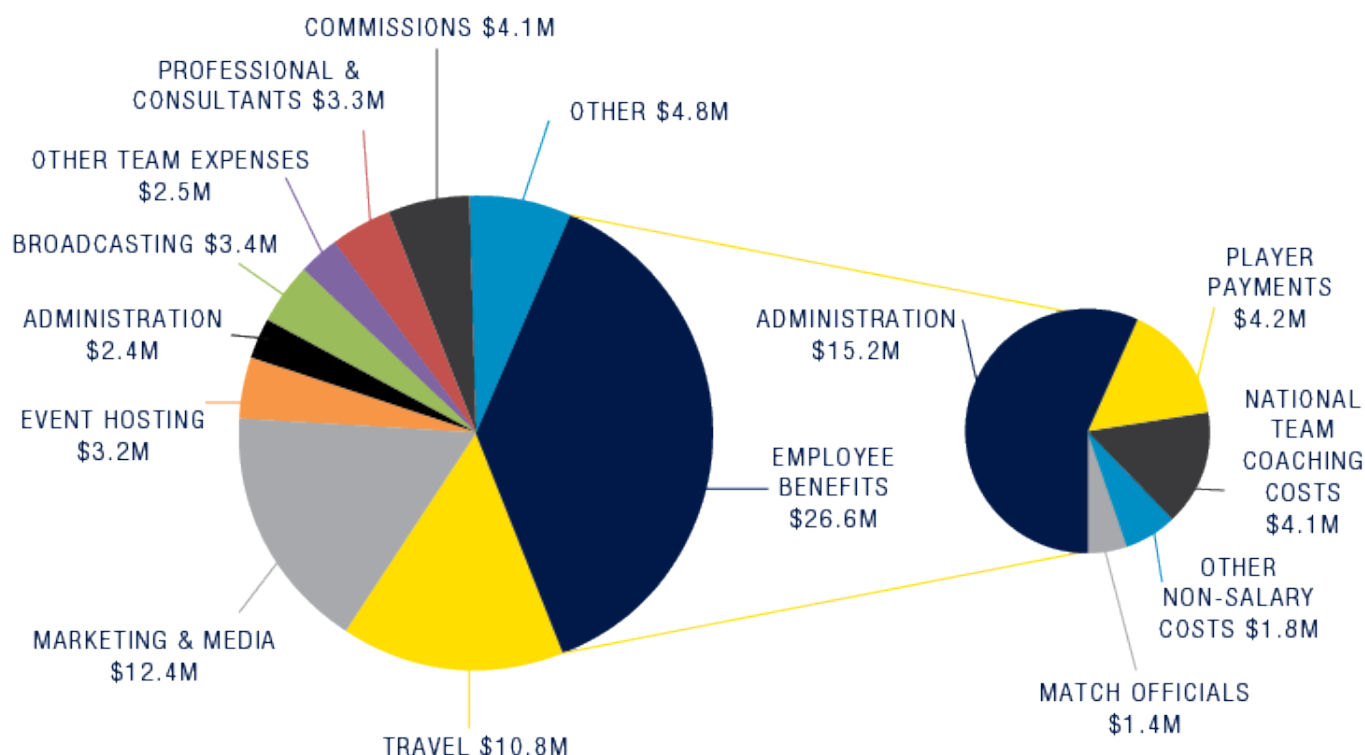
FFA centralises the management of the official merchandising programs across the Hyundai A-League and national team products.

### Other (\$1.7m decrease from FY2016)

All other revenues not captured under specific categories are allocated to Other Revenue. Significant items include sanctioning fees for visiting international club matches and insurance recoveries on the centralised insurance program procured on behalf of Hyundai A-League clubs. The decrease from FY2016 is primarily due to the absence of one off revenue associated with a Gala Dinner held to celebrate the 10-year anniversary of the Uruguay FIFA World Cup Qualifier, together with appearance fee revenue received in FY2016 for the Caltex Socceroos friendly match against England. There were no equivalent events in FY2017.

# OPERATING EXPENSES

Operating expenditure decreased by 0.9% from \$74.2m to \$73.5m. The key elements comprising operating expenditure are as follows:



## Employee Benefits (\$3.1m increase from FY2016)

In addition to corporate staff, this category includes contracted payments to Caltex Soccerroos and Westfield Matildas players as well as all match officials across the national competitions. This increase is attributable to Soccerroo player payments relating to the FIFA Confederations Cup (including a contracted share of the prize money) and productivity review/redundancy costs. Note also the FY2016 comparative has been reduced by the release of a tax provision no longer required.

## Travel (\$1.6m reduction from FY2016)

This category includes transport and accommodation associated with all national teams and FFA corporate staff. FFA is also committed to funding the air and ground transport for all national competitions, including the Hyundai A-League, Westfield W-League and Foxtel Y-League, the cost of which is allocated to this category. This decrease comprises a reduction in national team activity, primarily Soccerroo activity.

## Marketing and Media (\$1.9m increase from FY2016)

This category includes the production and creative costs for all properties along with marketing and other event costs. This increase from FY2016 represents the investment in the Hyundai A-League marquee player fund along with the Hyundai A-League brand refresh.

## Event Hosting (\$2.8m decrease from FY2016)

All costs associated with the staging of events including Caltex Soccerroos home matches, the Hyundai A-League Finals Series, and various awards ceremonies and public relations events are allocated here. The reduction is largely attributable to the absence of appearance fees paid to visiting national teams to participate in friendlies against the Caltex Soccerroos. In FY2016 fees were paid to secure the Greek men's national team for a two match series.

## Administration (\$0.3m decrease from FY2016)

This category includes various general expenses such as rent, utilities, legal fees, printing and depreciation.

## Broadcasting (\$1.8m decrease from FY2016)

These expenses include costs to acquire broadcast rights along with associated costs to produce broadcast content. The reduction from FY2016 reflects the completion of contracted payments to Lagardere for the FIFA World Cup Asian Qualifiers Final Round Caltex Soccerroos broadcast rights.

## Other Team Expenses (consistent with FY2016)

Significant items allocated here include the professional player welfare program costs, anti-doping program and various incidental national team costs.

## Professional and Consultants (\$1.2m increase from FY2016)

This includes various professional external advisers including those facilitating the digital transformation, security specialists, audit, accounting and tax advisers, and broadcast renewal consultants.

## Commissions (\$0.6m decrease from FY2016)

Included in this category are commissions payable to the outsourced merchandise management provider, along with direct costs to service sponsors and the recognition of sponsorship value in kind.

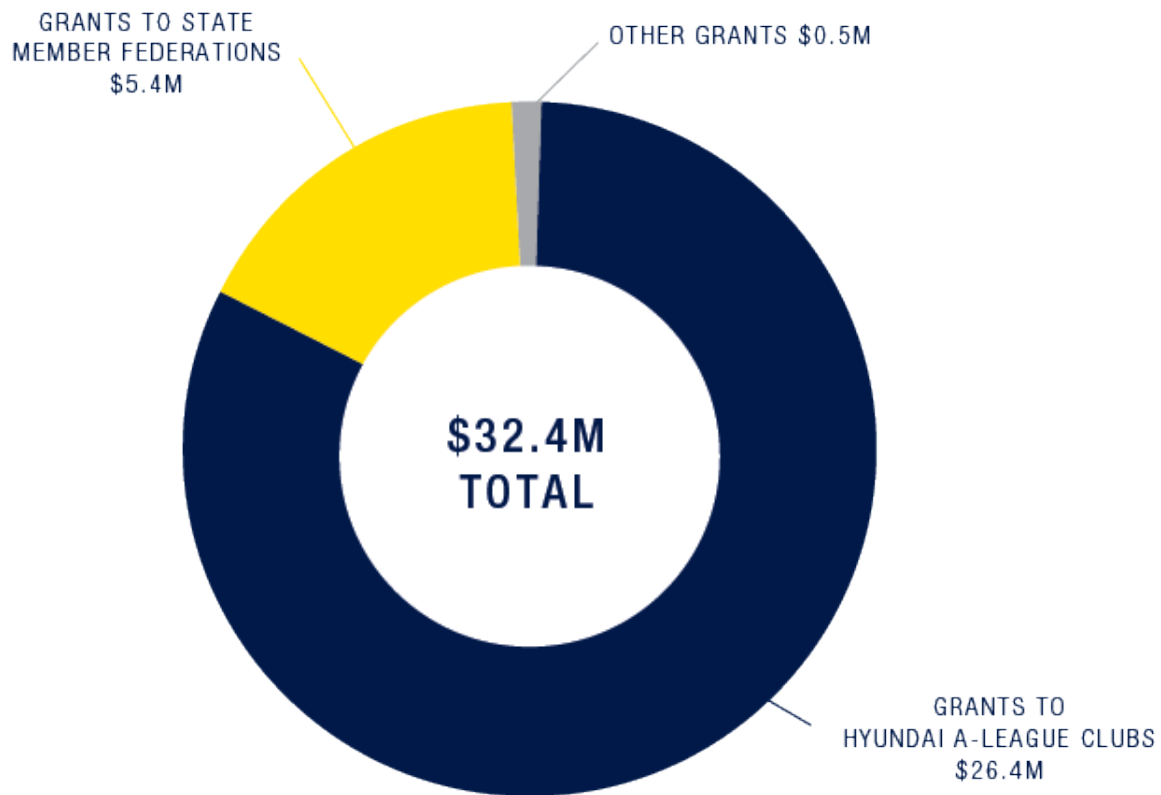
## Other (\$0.8m decrease from FY2016)

All other expenses are represented in this category. The decrease is due to the 2016 comparative including a provision for stock obsolescence whilst no such provision is required in 2017.



## DISTRIBUTIONS

Total distributions increased by 0.9% to \$32.4m. The key elements comprising distributions are as follows:



FFA provides annual distributions to Clubs competing in the Hyundai A-League and Westfield W-League along with payments to State Member Federations to support a variety of community-based programs.

### Distribution to Clubs

Base cash distributions of \$25.0m distributed equally to all clubs competing in the Hyundai A-League are unchanged from 2016, but bolstered by the introduction in 2017 of a \$0.3m Club Marketing Fund. A subsidy of \$0.5m is distributed equally to all Clubs competing in the Westfield W-League, which remains unchanged from 2016. The distributions are cash based and over and above support provided directly by FFA for the operation of the Leagues, for example to subsidise air and ground transport for the Hyundai A-League, Westfield W-League and Foxtel Y-League.

### Distribution to Member Federations

A variety of programs are financially supported by FFA and administered by the State Member Federations including Pathway (Skill Acquisition, National Training Centres, Technical Directors), MiniRoos, and National Premier Leagues.

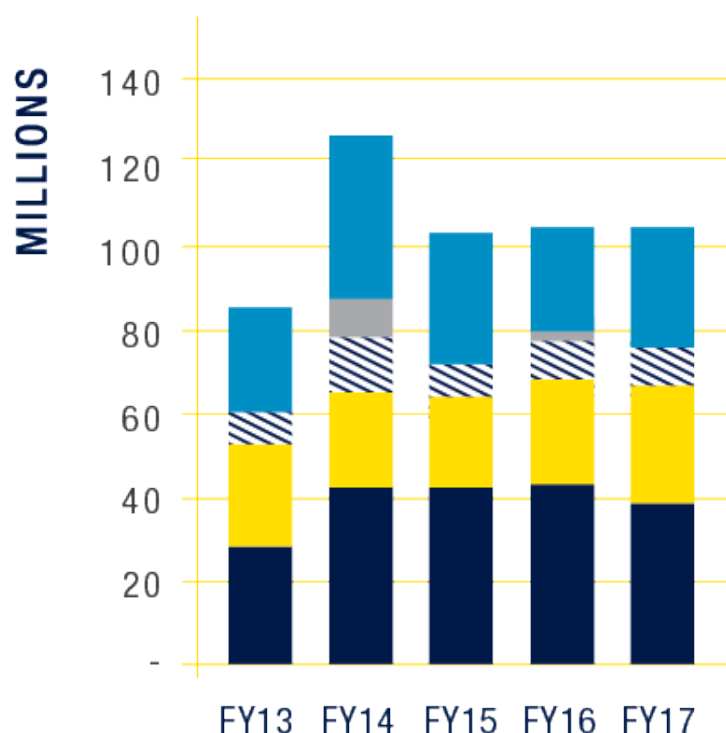
### Other Grants

A small number of programs are managed via International Affairs and Government Relations.



## KEY HISTORICAL FINANCIAL COMPARATIVES

### REVENUE - OPERATING REVENUE

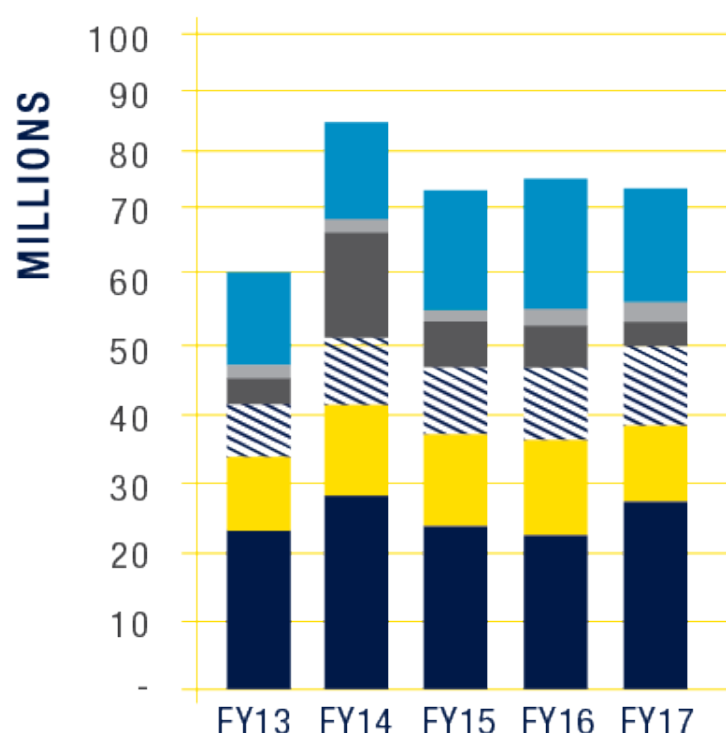


↑ **2%** on 2016 to \$105.6m

Key highlights of note are the uplifted broadcast revenue from FY2013 to FY2014 as a result of the commencement of a new broadcast contract. Furthermore, non-recurring revenue was received in FY2014 relating to participation in the 2014 World Cup, gate receipts from the Manchester United vs Hyundai A-League All Stars fixture and the proceeds on sale of the Western Sydney Wanderers FC.

■ BROADCAST ■ SPONSORSHIP ▨ GATE RECEIPTS ■ DISCONTINUED OPERATIONS ■ OTHER

### EXPENDITURE - OPERATING EXPENSES



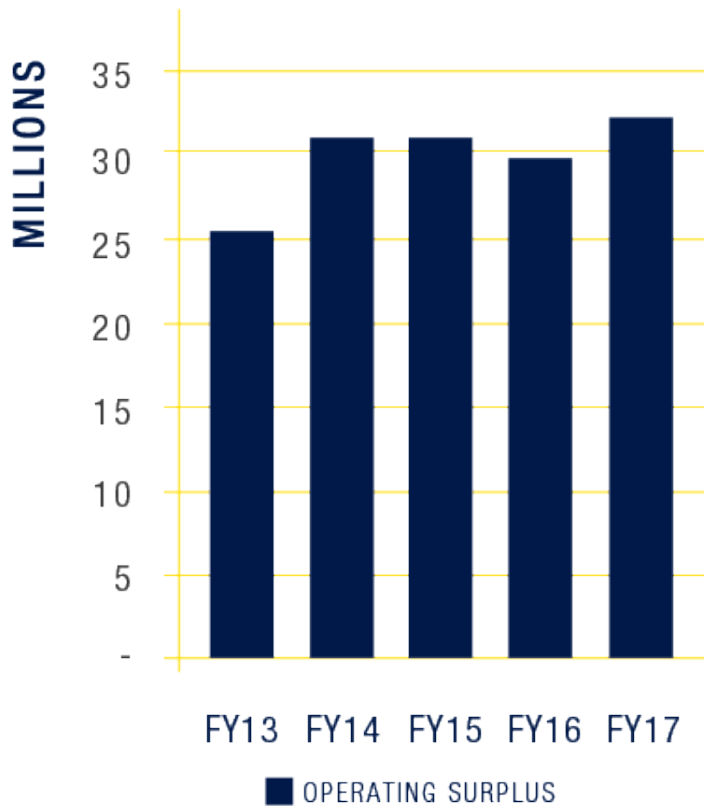
↓ **0.9%** on 2016 to \$73.5m

Significant items of note include increased contractual player payments to Caltex Socceroos in FY2014 (employee benefits) resulting from the 2014 FIFA World Cup. There were also significant event hosting expenses in FY2014 which related to the World Cup as well as the Manchester United vs Hyundai A-League All Stars fixture.

■ EMPLOYEE BENEFITS ■ TRAVEL ▨ MARKETING & MEDIA ■ EVENT HOSTING ■ ADMINISTRATION ■ OTHER



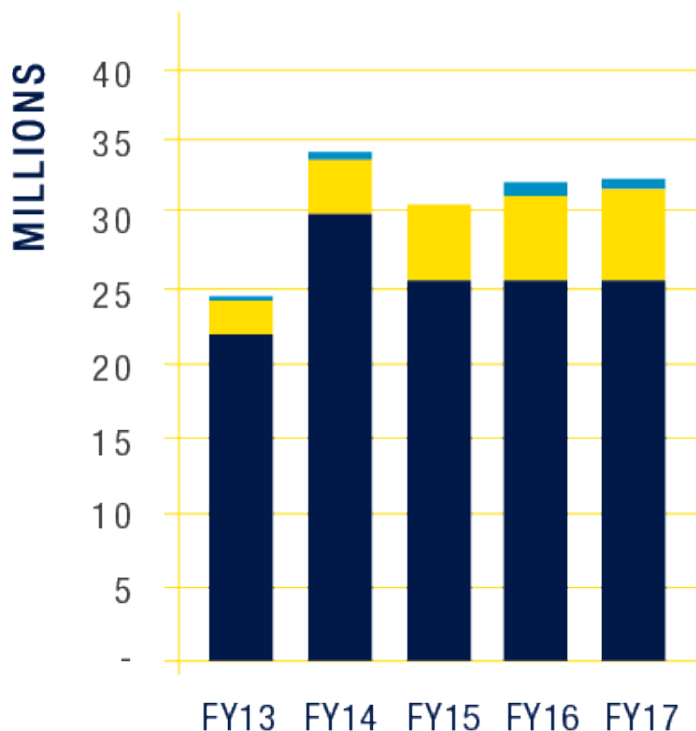
## OPERATING SURPLUS BEFORE GRANTS, DISTRIBUTIONS & DISCONTINUED OPERATIONS



**↑ 9%** on 2016 to \$32.1m

In FY2017 the operating surplus prior to grants and distributions reached \$32m, its highest level of the past 5 years.

## GRANTS & DISTRIBUTIONS



**↑ 0.9%** on 2016 to \$32.4m

Distributions in FY2014 to Hyundai A-League clubs increased in line with the uplifted broadcast agreement. In addition to this increase in base funding, a special one-off distribution was made in FY2014 to Hyundai A-League clubs, representing a share of the proceeds on sale of the Western Sydney Wanderers FC which also occurred in FY2014.

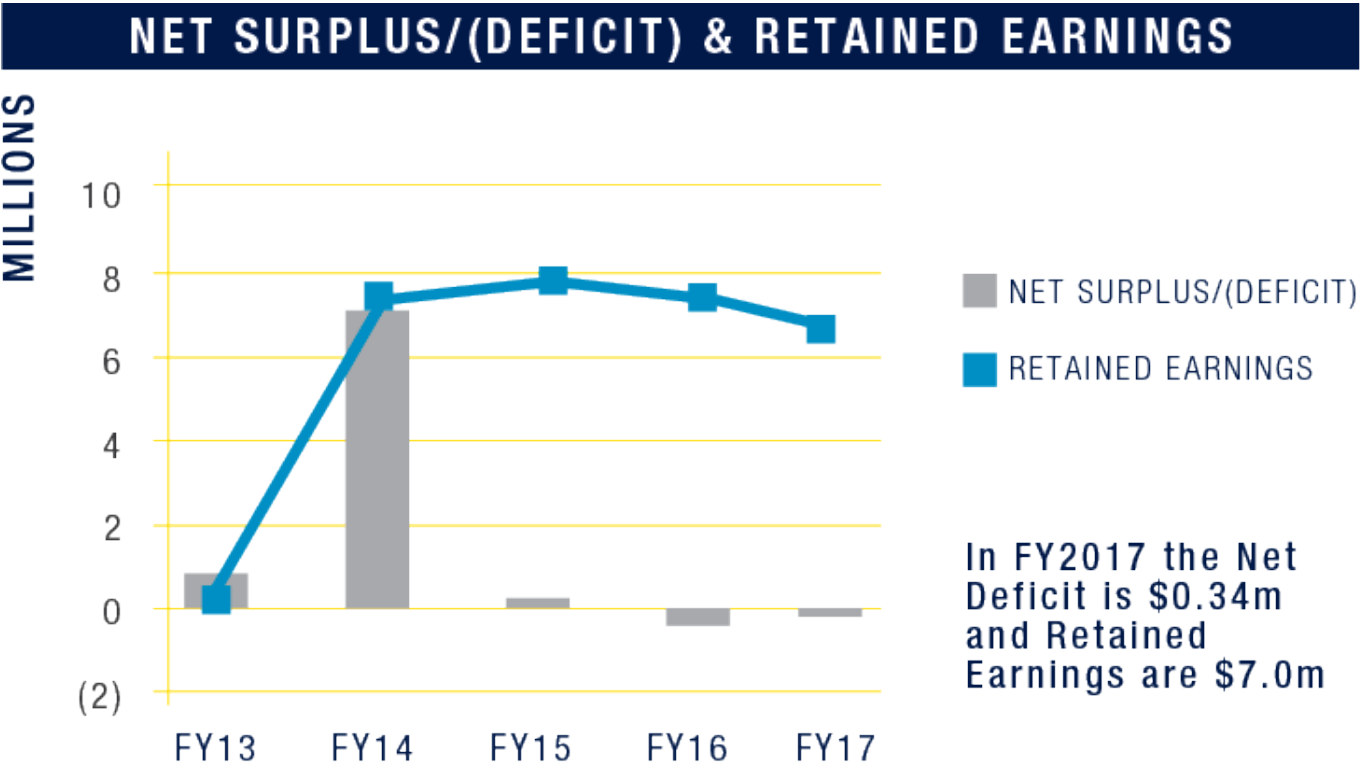
■ GRANTS TO A-LEAGUE CLUBS

■ GRANTS TO STATE MEMBER FEDERATIONS

■ OTHER GRANTS

# KEY HISTORICAL FINANCIAL COMPARATIVES

Net Surplus/ (Deficit) & Reserves (Consolidated)



In order to align with the Statutory Financial Statements, the above table has been prepared on a consolidated basis as opposed to a company level which is the basis of all previous data.

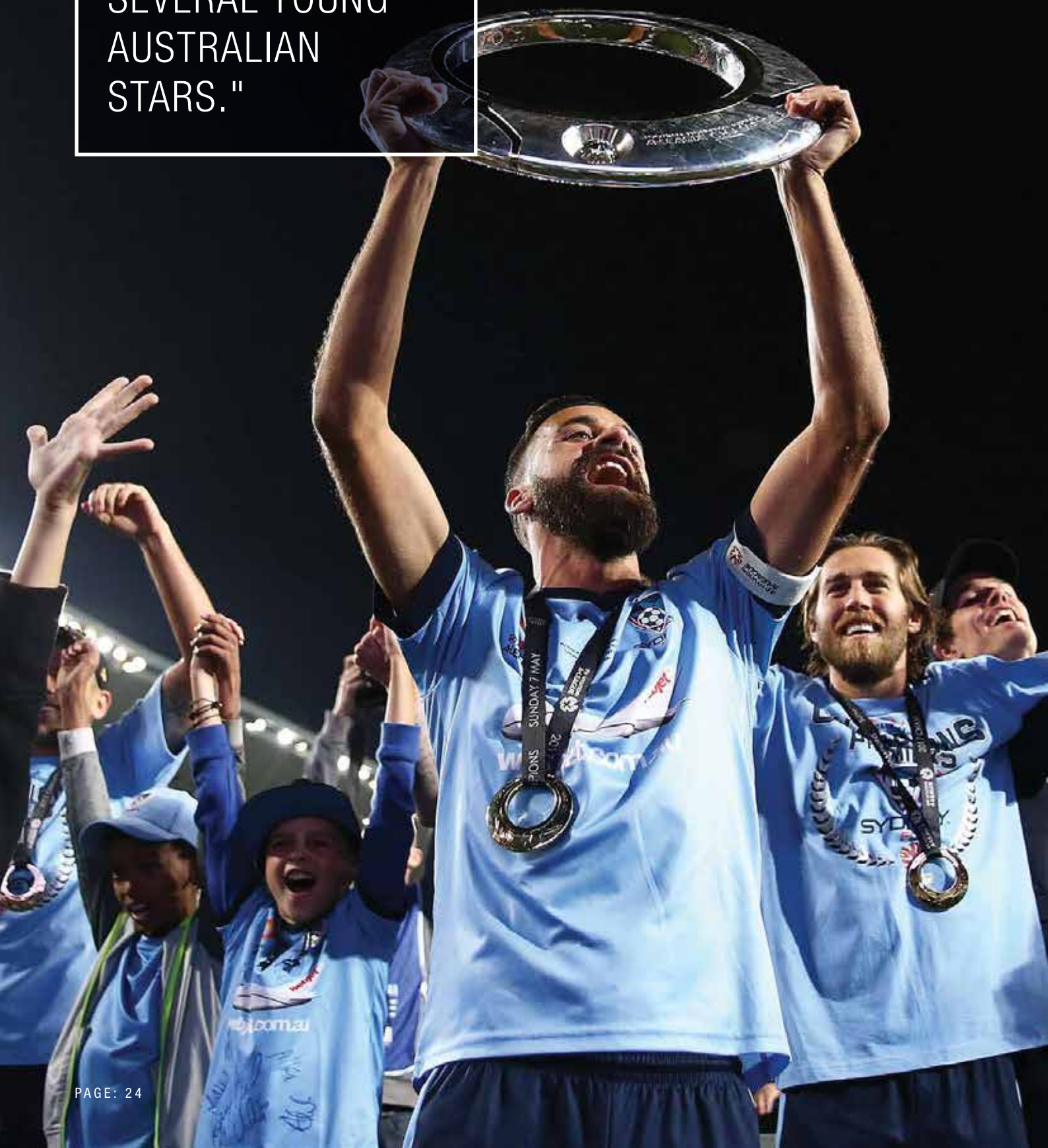








"THE SEASON  
WITNESSED  
THE RISE OF  
SEVERAL YOUNG  
AUSTRALIAN  
STARS."





# HYUNDAI A-LEAGUE

THE HYUNDAI A-LEAGUE 2016/17 SEASON WENT DOWN IN THE RECORD BOOKS FOR ALL THE RIGHT REASONS FOR SYDNEY FC AFTER THE TEAM FROM THE HARBOUR CITY LED THE COMPETITION FROM START TO FINISH. GRAHAM ARNOLD'S SIDE CLAIMED THEIR SECOND PREMIER'S PLATE AFTER AMASSING A MASSIVE 66 POINTS OVER THE COURSE OF THE REGULAR SEASON, AND THEIR THIRD CHAMPIONSHIP TROPHY BY DEFEATING MELBOURNE VICTORY ON PENALTIES IN THE HYUNDAI A-LEAGUE 2017 GRAND FINAL AT ALLIANZ STADIUM.

The Sky Blues' dominance in the Hyundai A-League saw them create many new benchmarks for the competition including the regular season record points tally (66), the most wins achieved in a season (20), least number of goals conceded (12), and most clean sheets (16).

But while the Hyundai A-League 2016/17 Season ultimately belonged to Sydney FC, there were many other success stories and memorable moments.

In Melbourne, lethal striker Besart Berisha enhanced his reputation as one of the league's greats by becoming not only the top goal-scorer in competition history, but the first player to reach 100 goals in the Hyundai A-League. Alongside Brisbane Roar's Jamie Maclaren, Berisha claimed the Nike Golden Boot Award at season's end – both players having netted 19 goals throughout their Club's regular season campaigns.

The season also witnessed the rise of several young Australian stars, some of whom earned moves abroad following the campaign. Roar's Maclaren – who shifted to Germany on the back of his brilliant performances – ultimately won the NAB Young Footballer of the Year Award. Other nominees included Sydney FC duo Brandon O'Neill and Joshua Brillante, plus Adelaide United midfielder Riley McGree who earned a call up to the Caltex Socceroos squad during his rookie Hyundai A-League campaign.

Numerous foreign players also made their mark on the Hyundai A-League in 2016/17, and none more so than the sublime Serbian, Milos Ninkovic. Ninkovic became the fifth foreign player to win the Johnny Warren Medal for the best player in the competition, his dazzling performances playing a major role in Sydney's success.

Off the field there were many key milestones for the Hyundai A-League and its participating Clubs, too. Club Memberships grew by 7% to reach 117,415 across the competition, the highest ever combined total. The competition also enhanced its reputation as an innovator when it became the first top-level domestic football league in the world to implement the Video Assistant Referee (VAR) system. The league kicked off with a bang with a record crowd of 61,880 fans attending the Sydney Derby at ANZ Stadium in round 1. Meanwhile, Caltex Socceroos star, Tim Cahill, announced his arrival in the competition in round 2 with a stunning strike from 30 metres to open the scoring in the Melbourne Derby before 43,188 screaming fans at Etihad Stadium which was also crowned Goal of the Season.

The Hyundai A-League Grand Final sold out for the sixth successive year, while over half a million people watched the broadcast of the decider between Sydney FC and Melbourne Victory via the competition's Host Broadcaster, FOX SPORTS.

# WESTFIELD W-LEAGUE

THERE WERE GOALS GALORE IN THE WESTFIELD W-LEAGUE IN 2016/17 WITH OVER THREE GOALS PER MATCH BEING SCORED THROUGHOUT THE TIGHTLY CONTESTED COMPETITION. WHILE CANBERRA UNITED ULTIMATELY CLAIMED THE PREMIERSHIP, AFTER 12 REGULAR SEASON ROUNDS, JUST THREE POINTS SEPARATED THE FIRST-PLACED SIDE FROM AUSTRALIA'S CAPITAL FROM FOURTH-PLACED MELBOURNE CITY FC. , MELBOURNE CITY FC WOULD GO ON TO BECOME BACK-TO-BACK WESTFIELD W-LEAGUE CHAMPIONS IN THE FINALS SERIES.

A strong number of Westfield Matildas mixed in with high quality foreign players helped the competition make its mark on the Australian sporting landscape in 2016/17. All told, players of nine different nationalities represented the league's nine Clubs in the ninth season of the Westfield W-League. The global nature and appeal of the Westfield W-League was recognised from start to finish, with a mural in Sydney's Pitt Street Mall at the competition's Season Launch highlighting the many locations across the globe where

Westfield W-League players have plied their trade, and a goal from America's Beverly Yanez sealing Melbourne City FC's Grand Final win in Perth.

The competition received strong broadcast support nationally and internationally, with a total of 17 fixtures being beamed to fans across Australia on FOX SPORTS and via free-to-air ABC TV. Moreover, on the eve of the season it was announced that a deal had been struck with American sports broadcaster ESPN 3 to televise Westfield W-League matches in the USA. This was a fitting partnership, given strong numbers of American players were set to star in the competition once again.

The Westfield W-League continued to evolve in 2016/17 both on and off the pitch. The playing standard rose to a new level with local stars including Ashleigh Sykes and Samantha Kerr – who would claim the competition's Julie Dolan Medal – hitting double figures for goals scored for their respective teams. International players including Sofia Huerta and Jess Fishlock played important roles for their sides, while Sydney FC signed the competition's first African player, Francisca Ordega, from Nigeria. Remy Siemsen from Sydney FC was the competition's NAB Young Footballer of the Year, while Australian football great Bobby Despotovski demonstrated his development as a tactician to win the Westfield W-League Coach of the Year title.

FFA together with its Clubs also worked diligently to create closer ties between the Westfield W-League and the Hyundai A-League. This was largely demonstrated through an increased number of 'double-header' matchdays – 19 in total. Newcastle Jets led the way in terms of hosting double header matchdays. The Jets' Westfield W-League squad played their six regular season home matches before the Club's Hyundai A-League side, including their final round fixture against Melbourne City FC in Coffs Harbour.

The Westfield W-League will enter its milestone 10th season in 2017/18, and on the back of the competition's growth and interest in 2016/17 is well placed to scale new heights. Overall, Australia's focus on the development of women's sport at both the grassroots and elite levels means that the Westfield W-League, as well as its Clubs and players, should continue to demonstrate improvement.



"THE WESTFIELD  
W-LEAGUE  
CONTINUED TO  
EVOLVE ON AND  
OFF THE PITCH."









# AFC CHAMPIONS LEAGUE

AUSTRALIA WAS REPRESENTED BY THREE HYUNDAI A-LEAGUE CLUBS IN THE 2017 VERSION OF ASIA'S PREMIER CLUB COMPETITION, THE AFC CHAMPIONS LEAGUE. WHILE THE TEAMS AND LEAGUE BENEFITED FROM MASSIVE TELEVISION EXPOSURE ACROSS ASIA ONCE AGAIN, OUR REPRESENTATIVES' RESULTS ON THE PITCH DIDN'T GO AS WELL AS HOPED.

After finishing third in the Hyundai A-League 2015/16 Season, Brisbane Roar FC booked their place in Asia's top club competition for a fourth time, though at first only in a qualification spot. To make the Group Stage proper, John Aloisi's team would need to navigate two rounds of qualifying. In Roar's first qualifier, the men from Queensland eased past Global FC from Philippines 6-0 on home soil. That result ensured that an away date against Shanghai Shenhua, featuring Carlos Tevez, no less, would be played in China. The winner would advance to Group E, and while Shanghai entered the fixture as favourites, Roar embraced their underdog status to produce a classic win over Gus Poyet's side. Brandon Borrello and Tommy Oar scored in the first half to settle the play-off and send Roar to the Group Stage.

In Group E Brisbane Roar FC were pooled against Muangthong United from Thailand, Ulsan Hyundai FC from Korea Republic, and Kashima Antlers from Japan. After a matchday 1 draw with Muangthong, Roar suffered heavy back-to-back defeats in Korea Republic and Japan. Roar's sole win of the group stage came on matchday 4 when they produced a strong showing to down the eventual group winners Kashima Antlers 2-1. Unfortunately, Roar lost their final two Group E games to bow out of the competition before the knock-out phase.

Australia was represented in Group F of the 2017 AFC Champions League by the 2014 Champions, Western Sydney Wanderers FC. Tony Popovic's team qualified for the AFC Champions League for the third time in 2017 after finishing the Hyundai A-League 2015/16 Season in second place. Wanderers were drawn in a tremendously tough group in 2017, with heavyweight clubs from China (Shanghai SIPG), Korea Republic (FC Seoul) and Japan (Urawa Red Diamonds) all presenting different, difficult tests for the red-and-black. The Wanderers ended their Group F campaign having secured credible wins over FC Seoul (away) and Shanghai SIPG (home), however defeats in all their other matches meant that there would be no repeat of their 2014 heroics this time round.

Adelaide United returned to the AFC Champions League Group Stage for a record sixth time in 2017, having earned qualification for the competition after finishing the Hyundai A-League 2015/16 Season as both Premiers and Champions. Placed in Group H, Adelaide United would be challenged by Jiangsu FC from China, Jeju United from Korea Republic, as well as Gamba Osaka from Japan. The Reds are a former finalist in the AFC Champions League, however like Western Sydney Wanderers FC could not repeat some of their past successes in 2017. Adelaide's sole win of their Group Stage campaign came on matchday 4 away to Jeju United. Goals to Kim Jae-sung, Dylan McGowan, and youngster Riley McGree sealed a strong 3-1 away win in the city of Seogwipo.

Overall, Hyundai A-League clubs will be aiming to produce stronger performances and achieve better results in the 2018 version of the AFC Champions League. Australia will be represented by Sydney FC, Melbourne Victory, and Brisbane Roar FC – who will again need to advance through the qualification phase.

# WESTFIELD FFA CUP

2016 WAS A RECORD BREAKING YEAR FOR THE WESTFIELD FFA CUP, WITH AUSTRALIA'S ONLY TRUE NATIONWIDE KNOCKOUT COMPETITION CREATING MANY FRESH BENCHMARKS IN ITS THIRD YEAR. ON THE PITCH AND OFF IT CLUBS, PLAYERS AND FANS EMBRACED THE #MAGICOFTHECUP LIKE NEVER BEFORE, SETTING MANY NEW MILESTONES AS THE COMPETITION CONTINUED TO GROW IN THE HEARTS AND MINDS OF SPORTING FANS ACROSS THE NATION.

The Westfield FFA Cup 2016 was won by a team from Melbourne for the second time – Melbourne City FC claiming its first piece of silverware at senior men's level. John van't Schip's City side joined Adelaide United and arch-rivals Melbourne Victory as winners of the Westfield FFA Cup, and did so by defeating Sydney FC 1-0 in front of the competition's largest ever crowd – 18,751.

A record 701 teams participated in the 2016 edition of the Westfield FFA Cup, which was the most that had entered the tournament since 619 Clubs entered in the debut year. Every Member Federation was represented in the competition, and this growth in participation translated not only to strong broadcast viewership growth, but also significant traffic on social media. Indeed, the average broadcast viewership of

FOX SPORTS' live coverage of the competition grew at every stage aside from the Quarter Finals (narrow -2% change), with the Semi Finals and Final achieving viewership growth of +65% and +96% respectively. On Facebook, the competition achieved over four million impressions across its 11 matchdays via Facebook.com/FFACup.

The best performing Club outside the Hyundai A-League in the Westfield FFA Cup 2016 was Canberra Olympic from Capital Football. Frank Cachia's side made it all the way to the Semi Final stage of the competition before being eliminated by Sydney FC. While Canberra Olympic could not produce a 'Cupset' in their Semi Final against the Sky Blues, Member Federation Clubs including Green Gully from Victoria and Redlands United from Queensland did manage to produce major boilovers in the Round of 32, eliminating Hyundai A-League teams Central Coast Mariners and Adelaide United respectively.

2016 also kept an interesting stat in the Westfield FFA Cup in check – as yet no Australian player has won the Mark Viduka Medal for the best player in the competition's Grand Final. Uruguayan marksman Bruno Fornaroli (2016) joined New Zealander Kosta Barbarouses (2015) and Spaniard Sergio Cirio (2014) as a recipient of the increasingly prestigious prize.

"A RECORD  
701 TEAMS  
PARTICIPATED IN  
THE 2016 EDITION."











# WESTFIELD MATILDAS

## THE WESTFIELD MATILDAS, ENJOYED A BUSY 2016/17 PACKED WITH KEY TOURNAMENTS AND MATCHES.

Under the guidance of Alen Stajcic, the Westfield Matildas featured at the 2016 Rio Games in Brazil, the 2017 Algarve Cup in Portugal, as well as the 2017 Tournament of Nations in the USA.

At each competition, the Westfield Matildas distinguished themselves both on and off the field, winning new fans and setting new standards for themselves, as well as future generations of elite female footballers in Australia.

The journey began at the 2016 Rio Games where the Westfield Matildas were drawn in Group F of the Women's Football Tournament alongside Canada, Germany and Zimbabwe. The Westfield Matildas played their first two group games in Sao Paulo at Arena Corinthians. Rio 2016 didn't start perfectly for the Westfield Matildas, losing 2-0 to Canada. However, the Westfield Matildas bounced back in their second fixture, earning a highly respectable 2-2 draw with perennial football heavyweights Germany. In the Westfield Matildas third and final group match they needed to earn a strong win over Zimbabwe to progress to the Quarter Finals. And produce they did. The Westfield Matildas dominated one of Africa's representatives to the tune of 6-1 – they led 6-0 before Zimbabwe netted a late consolation goal.

As one of the three best third-placed teams at Rio 2016, the Westfield Matildas earned a place in the Quarter Finals. The challenge? The host nation, Brazil, in front of over 52,000 passionate fans in Belo Horizonte. The Westfield Matildas took the fan favourites all the way to penalties, after the score was locked at 0-0 after both normal and extra time. Unfortunately, that's where the journey came to an end for the Westfield Matildas, as two saves from Brazilian custodian Barbara helped her side seal progression. Interestingly, the Westfield Matildas were one of only two teams throughout the tournament - the other being Canada - to earn a draw or better against the eventual gold medallists, Germany.

After a break following the Rio Games, the Westfield Matildas reconvened in Portugal at the start of 2017 for the 24th edition of the Algarve Cup. This was the Westfield Matildas

second participation in the 12-team invitational tournament, after placing fifth in the 1999 edition of the competition. Placed in Group C in the competition, the Westfield Matildas lost their first group game to Sweden in Lagos, before defeating Netherlands 3-2 in Vila Real de Santo Antonio. The Westfield Matildas won their final group game against China 2-1 in Albufiera, which ensured that the team would play its fourth and final fixture of the tournament in the third-place play-off against Denmark. The Westfield Matildas took the lead through Kyah Simon, however conceded a late equaliser. The game went to penalties, and unfortunately like in Brazil, Australia lost 4-1 against the Danes.

The Algarve Cup was the beginning of the next four year cycle. Increasing our squad depth and exposing more players to international football continues to be an area of real focus and at this tournament players such as Ellie Carpenter, Alex Chidiac, Gemma Simon and Emily Gelnick received significant game time.

The Westfield Matildas' final tournament in the 2016/17 window came in the United States at the inaugural Tournament of Nations. Four teams from three confederations – Australia, Japan, Brazil, and hosts USA – convened on the west coast of America to play in the foundation competition. Here the Westfield Matildas truly excelled against some of the powerhouses of international women's football. In the team's first fixture, Australia secured a landmark 1-0 win over the number one ranked nation in the world, USA, in Washington. Tameka Butt's 67th minute goal proved the difference, and set the tone for the remainder of the Westfield Matildas' tournament.

In game two the Westfield Matildas impressed again, defeating regional rivals Japan 4-2 in California. A hat-trick to Sam Kerr underlined the win over the 2011 FIFA Women's World Cup winners. The Westfield Matildas entered their third match at the 2017 Tournament of Nations knowing that a win over Brazil would see the team take out the 2017 Tournament of Nations. And win they did, in style. Doubles to Lisa De Vanna and Caitlin Foord combined with strikes from Katrina Gorry and Sam Kerr helped the Westfield Matildas to a very comfortable 6-1 victory over Brazil to take out the tournament.

With their profile rising, the Westfield Matildas will enjoy an even busier 2017/18 with the focus being the 2018 AFC Women's Asian Cup in Jordan, which crucially doubles as the qualification tournament for the 2019 FIFA Women's World Cup in France.

# CALTEX SOCCEROOS

ON NOVEMBER 15 MORE THAN 77,000 PEOPLE INSIDE SYDNEY'S ANZ STADIUM AND MILLIONS MORE AROUND THE COUNTRY COLLECTIVELY HELD THEIR BREATH UNTIL THE FINAL WHISTLE IN OUR FINAL QUALIFYING MATCH AGAINST HONDURAS CONFIRMED THE 3-1 SCORE LINE THAT WOULD SEND THE CALTEX SOCCEROOS TO RUSSIA NEXT YEAR.

The outpouring of emotion from everyone involved reflected the gruelling journey over the previous two and a half years. No team in history has played more matches to qualify for the tournament and no team has travelled as far.

The players, Head Coach Ange Postecoglou and his world-class coaching and support staff faced many challenges on the long road to Russia which lasted more than two and a half years and included 22 matches against 11 countries. The statistics tell their own story: Played 22, Won 14, Drawn 6, Lost 2. The Caltex Socceroos will now compete in their fourth consecutive World Cup, an achievement that not very long ago would have been considered highly unlikely.

The team played what amounted to a match a month between July 2016 and June 2017. All of Australia's matches in this period were with eight being 2018 FIFA World Cup Qualification matches, one a high-profile friendly against Brazil at the Melbourne Cricket Ground (MCG), and the remaining three group games at the 2017 FIFA Confederations Cup in Russia. Australia qualified for the 2017 FIFA Confederations Cup as Asia's representative after spectacularly winning the AFC Asian Cup 2015 on home soil.

Australia's 12 game run in 2016/17 began in Perth with a 2-0 win over Iraq in what was the team's first match in the third round of Asia's 2018 FIFA World Cup Qualification process. Placed in Group B alongside Iraq, United Arab Emirates (UAE), Saudi Arabia, Japan, and Thailand, Australia had a tricky group to navigate in the third phase of qualifying after they had earlier topped Group B in the second round. But after winning in the west against the Lions of Mesopotamia,

Australia backed up its match day 1 triumph by toppling UAE in Abu Dhabi just five days later to make the perfect start.

2018 FIFA World Cup qualifying resumed for Australia in October 2016 and while the team had started with a pair of wins, a succession of draws followed. First Australia drew 2-2 with Saudi Arabia in Jeddah, before traveling home to play out a 1-1 stalemate with Japan in Melbourne. Australia completed its run of matches in 2016 in November with a 2-2 draw against Thailand in Bangkok, which left the Caltex Socceroos with a record of two wins, three draws, and zero defeats from its first five fixtures.

It wasn't until March 2017 that Postecoglou had the chance to reassemble the national team and continue the road to Russia. Two games in five days yielded four points for Australia. First the team drew 1-1 with Iraq on neutral territory in Iran, before the squad defeated UAE 2-0 in Sydney. Two-and-a-half months later Australia won again, defeating Saudi Arabia 3-2 on June 8 at the Adelaide Oval to ensure that qualification for Russia 2018 remained well and truly in sight.

While no team managed to defeat Australia in FIFA World Cup Qualifying throughout 2016/17, Australia did suffer a loss to Brazil in the team's sole friendly fixture of the financial year. In the second of five huge matches in June 2017, Postecoglou's men were defeated 4-0 by the Seleção at the MCG. This game was held in the lead up to the 2017 FIFA Confederation Cup, where Australia was placed in Group B against Germany, Cameroon, and Chile. 2017 marked Australia's fourth appearance at the FIFA Confederations Cup, its first since 2005, and first representing AFC (Asian Football Confederation) rather than OFC (Oceania Football Confederation).

While Australia failed to win a game at the 2017 FIFA Confederation Cup, the team could be proud of its efforts in Russia. After a narrow opening round 3-2 loss to European heavyweights Germany in Sochi, Australia secured draws against African Champion Cameroon (1-1) in Saint Petersburg, plus South American Champions Chile (1-1) in Moscow. Germany would go on to defeat Chile in the Final.

Just three players – Mustafa Amini, Ajdin Hrustic, and Dylan McGowan – made their Caltex Socceroos debuts throughout the 2016/17 reporting period, while Australia scored 18 goals in all matches. Tomi Juric led the way with five goals to his credit, while Mile Jedinak (three goals), Mathew Leckie (two goals) and Tom Rogic (two goals) also hit double figures.

Following our successful qualification, attention will now be focussed on finalising preparations for the 2018 FIFA World Cup Russia.











# REPRESENTING AUSTRALIA

AUSTRALIA WAS REPRESENTED IN ASIAN AND INTERNATIONAL COMPETITION AT MANY LEVELS AND IN A VARIETY OF FORMATS THROUGHOUT 2016/17.

## U-23 MEN'S

Under new Head Coach Josep Gombau, the Australian U-23 Men's National Football Team were scheduled to play at the 2017 Lunar New Year Cup in Hong Kong, however the team ultimately withdrew from the competition to assist Hyundai A-League clubs with player availability throughout January 2017. Instead of venturing abroad, Gombau and his staff held a three-day training camp involving 26 Hyundai A-League based players on the Central Coast. Gombau also led a talent identification camp in Spain in March 2017. Although this was not exclusively an U23 camp, it provided Gombau with the chance to oversee a primarily European-based squad in training, as well as matches against the U21 National Teams of both Finland and Austria.

## U-20 MEN'S (Young Socceroos)

The Young Socceroos successfully won the 2016 AFF U19 Youth Championship held in Hanoi, Vietnam in September 2016. This was the fourth time that Australia had won this competition after previous successes in 2006, 2008, and 2010. Pooled in Group B alongside Thailand, Myanmar, Indonesia, Cambodia, and Laos, Australia finished second in its group after five matches. Against hosts Vietnam, Australia excelled in the Semi Final to win 5-2. Ufuk Talay's team produced another five-goal effort in the Final against Thailand, winning 5-1. Striker George Blackwood finished as the competition's top scorer with six goals, while Hyundai A-League players including Lachlan Scott, Mario Shabow, and Joe Champness also contributed strongly to Australia's campaign. We also participated in the AFC U-19 Championship where we failed to qualify for this year's FIFA U/20 World Cup.

## U-17 MEN'S (Joeys)

The Joeys claimed the AFF U16 Championship crown in Cambodia in July 2016. This was the second time that Australia had won this competition, after last winning the tournament in 2008. Pooled in Group A of the competition, the Tony Vidmar coached Joeys finished second in the Group Stage behind Vietnam, but crucially ahead of Myanmar, Malaysia, Singapore, and Philippines. Incredibly, Australia's next two matches at the tournament both finished with the

same result. First the Joeys drew 3-3 with Thailand in the Semi Final, before winning 5-3 on penalties. The Final saw an identical outcome as Australia saw off the challenge of Vietnam to take home the trophy. Striker John Roberts was the top goal-scorer at the 2016 AFF Championship, netting an impressive eight goals for his nation. As with the U/20's the Joeys also participated in the AFC U-16 Championship where we failed to qualify for this year's FIFA U/17 World Cup.

## U-20 WOMEN'S (Westfield Young Matildas)

The Westfield Young Matildas represented Australia at the 2016 AFF Women's Championship – a senior tournament – held in Mandalay, Myanmar, in July and August 2016. Impressively, the young Australian team managed to top Group B of the competition following wins over Malaysia and Timor-Leste. While the Westfield Young Matildas were held to a draw against Myanmar in their final pool match, seven points from a possible nine was enough to take the team through to the Semi Final stage. Unfortunately, Australia fell 2-1 to the eventual Champions Thailand in their Semi Final match, before being narrowly beaten by Myanmar in the third-place play-off two days later. Eliza Ammendolia, Melina Ayres, Melinda Barbieri, Emily Condon, and Ally Green all scored three goals for Australia throughout the tournament. Later in 2016 the Westfield Young Matildas ventured to China in a bid to qualify for the 2017 AFC U19 Women's Championship. Pooled in Group A, Australia played just two matches in Nanjing after two teams – Singapore and Lebanon – withdrew from the qualification process. The Westfield Young Matildas won their first match 16-0 over Northern Mariana Islands, before sealing progression to the 2017 Championships courtesy of a 7-1 win over Jordan in their final qualification fixture.

## U-16 WOMEN'S (Westfield Junior Matildas)

The Westfield Junior Matildas ventured to Vietnam in August 2016 with the express aim of qualifying for the 2017 AFC U16 Women's Championship to be held in Thailand. Placed in Group D in the qualification phase alongside the host nation, Uzbekistan, Hong Kong, Iraq, and Palestine, Australia won all their matches at Vietnam's Youth Football Training Centre to secure a berth at the Finals proper. Sofia Sakalis (11 goals), Courtney Nevin (10 goals), and India Kubin (8 goals) were just a few of the players who excelled at the 2017 AFC U16 Women's Championship qualifiers. The Westfield Junior won 28-0 over Palestine, 14-0 over Hong Kong, 8-0 over Iraq, 6-0 over Vietnam, and 9-1 over Uzbekistan to secure their ticket to Thailand.

# PARAROOS

THE PARAROOS ARE AUSTRALIA'S NATIONAL FOOTBALL TEAM FOR ATHLETES WITH CEREBRAL PALSY, ACQUIRED BRAIN INJURY OR SYMPTOMS RESULTING FROM STROKE.

In July and August 2016, the Pararoos ventured to Vejen, Denmark to compete in the 2016 IFCPF World Championships Qualification Tournament. Placed in Group A, Australia defeated Spain, then lost to Scotland in its pool matches. Australia then lost to Iran in the Quarter Finals, and subsequently entered the Semi Finals for teams ranked 5th to 8th. In their Semi Final match, Kai Lammert's side secured a 2-0 win over Japan, which took them through to the play-off for fifth against Northern Ireland. Against Northern Ireland, the Pararoos lost 2-0 to finish the qualification tournament in sixth position. Earning sixth spot in Denmark was enough to book a ticket for the Pararoos to the 2017 International Federation of Cerebral Palsy Football World Championships in Argentina.

# FUTSALROOS

AUSTRALIA'S NATIONAL FUTSAL TEAM, THE FUTSALROOS, WERE ONE OF ASIA'S FIVE REPRESENTATIVES AT THE 2016 FIFA FUTSAL WORLD CUP HELD IN COLOMBIA.

Prior to the tournament in September, Australia played friendly matches against Costa Rica and Kazakhstan to help the team prepare for the competition. Unfortunately, the Futsalroos failed to win either of those fixtures, however they did start their Group D campaign at the tournament proper with a 3-2 win over one of Africa's representatives, Mozambique. A heavy loss to perennial futsal heavyweights Brazil followed, before Australia lost 3-1 to Ukraine in its last group game to exit the tournament.







# LEADING



**WE ARE  
FOOTBALL**

THE WHOLE OF FOOTBALL PLAN RELEASED IN 2015  
MARKED A WATERSHED IN THE HISTORY OF FOOTBALL  
IN AUSTRALIA.



## "CONNECTING THE PARTICIPATION BASE WITH THE SUPPORTER BASE REMAINS A CORE PRIORITY."

For the first time, there was a long-term 20 year vision for the game as a whole, reflecting the input of the entire football family consulted during its development.

The 2016-19 FFA Strategic Plan takes the Whole of Football Plan as its starting point and builds on it to produce tangible initiatives to be implemented over the 2016-2019 period.

Within this Strategic Plan, the Leading Pillar seeks to build alignment and unity of purpose among the game's key stakeholders in pursuit of common objectives. Despite a rather complicated stakeholder environment, important progress has been made in this regard.

2017 represented a significant step forward for Australian Football. A record new broadcast deal signed in late 2016 provided the catalyst for a reset of funding arrangements from 1 July 2018 and reorganisation of certain aspects of the game.

Work has been undertaken to develop new funding arrangements with Hyundai A-League Clubs and Member Federations for the 2017/18 financial year whilst plans for a new operating model and expanded Hyundai A-League have been developed. In addition to this, FFA has undertaken to reduce its cost to serve and improve productivity with a view to creating the largest possible funding envelope to maximise the available financial distributions to Hyundai A-League Clubs and Member Federations.

These new funding initiatives not only provide greater financial investment, but also provide stakeholders with flexibility. For example, a Community Services Fund available to all Member Federations allows for specific grassroots-focussed initiatives to be pursued in-line with each Member Federation's own strategic priorities. The Community Services Fund, for the very first

time, inverts the funding pyramid from 'bottom-up' to 'top-down'. For Hyundai A-League Clubs, a Club Services Fund was established to enable investment in targeted business development initiatives as prioritised by each club, whilst the Club Marketing Fund was expanded to support marketing and promotional activities.

The recently announced Westfield W-League Collective Bargaining Agreement was another milestone within the Leading Pillar of the FFA Strategy and achieved through good stakeholder alignment involving FFA, Professional Footballers Australia and Westfield W-League Clubs.

Connecting the enormous participation base with the supporter base remains a core priority of the strategy. The Leading Pillar has worked in tandem with other pillars through 2017 to delivery this priority. As FFA enters the second half of its four year strategy cycle, the leagues will continue to be a core focus, with delivery of a new operating model and league expansion plans being core among multiple initiatives that will enable this. As football heads into a new and exciting broadcast cycle, it is poised to take further steps to deliver upon the continued growth of the game.

# GOVERNMENT RELATIONS

WITH THE EXPANSION OF THE GOVERNMENT RELATIONS DEPARTMENT AT THE START OF 2017, FFA HAS GREATLY INCREASED ITS CAPACITY TO ADVOCATE FOR THE WHOLE OF FOOTBALL ON A NUMBER OF KEY ISSUES WITH GOVERNMENT AT ALL LEVELS.

Whether that's proposing a national facilities fund or seeking investment for the development of women's football, the GR team supports a number of departments within FFA, and also represents the organisation within the Coalition of Major Professional and Participation Sports (COMPPS).

New relationships forged with state governments provide increased connections for Member Federations and Hyundai A-League Clubs, while engagement with federal members of parliament and Commonwealth Government departments in Canberra has resulted in the funding of a number of new initiatives, including:

## FIFA WOMEN'S WORLD CUP BID

In June, the Commonwealth Government confirmed its support for FFA's bid to host the 2023 FIFA Women's World Cup, with a funding pledge of up to \$5 million. This was announced at a media event in the Great Hall at Parliament House in Canberra, attended by the Prime Minister,





the Hon Malcolm Turnbull, MP, the Minister for Sport, the Hon. Greg Hunt, MP and the Minister for Women, Senator the Hon Michaelia Cash. They were joined by a number of Members and Senators from both sides of the House and a selection of Westfield Matildas, Young Matildas and junior players as Parliament House embraced the world game.

## ESTABLISHMENT OF AN ALDI MINIROOS MULTICULTURAL PROGRAM

The Commonwealth Government, through the Department of Social Services, is funding a pilot project to roll out ALDI MiniRoos to new arrival refugees, aged 5-11, in Western Sydney. This program is the first of its kind, and unites football stakeholders and settlement agencies in the development of social cohesion and multicultural inclusion, building capacity within FFA to develop further initiatives in this area.

"IN JUNE THE COMMONWEALTH GOVERNMENT CONFIRMED SUPPORT FOR FFA'S BID FOR THE FIFA WOMEN'S WORLD CUP 2023."



# INTERNATIONAL RELATIONS

FFA HAS CONTINUED ITS COMMITMENT TO BEING A LEADING MEMBER ASSOCIATION IN ASIA, AND SUPPORTING THE DEVELOPMENT OF FOOTBALL ACROSS THE CONTINENT.

## ASEAN WOMEN'S FOOTBALL DEVELOPMENT WORKSHOPS

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In partnership with the Australia ASEAN Council and as part of FFA's commitment to being a leading organisation for women, Australia hosted a number of female football administrators employed in Member Associations across South East Asia for two-week-long development workshops.

These workshops aim to provide additional professional development opportunities to women working in football in Asia, as well as grow the women's game across the continent.

Participants spent time being mentored by senior FFA staff, people involved in football in numerous capacities including media and administration, as well as visiting Member Federations, Hyundai A-League and Westfield W-League clubs.

## SPORT FOR DEVELOPMENT

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FFA continues to recognise the capacity of football to make an impact off the field, and our sport for development grassroots programs have expanded this year, with expansions to the Just Play program in India, an ongoing partnership with the All India Football Federation.

With the support of local governments in a partnership model, the Just Play program continues to educate children about the importance of hygiene and sanitation and gender equality.

The Indian cities of Kochi and Mumbai held their first Just Play Festivals to celebrate the progress of the program, which were attended by hundreds of children and their teachers,

as well as representatives from the Department of Foreign Affairs and Trade.

FFA's involvement in sport for development projects saw us invited to the AFC Development Stakeholder Workshop, an initiative designed to explore how football can accomplish social development objectives across the Asian continent.

It also led to the signing of a Memorandum of Understanding with another Member Association who is a leader in the sport for development space, the German Football Association. In the coming year, we will collaborate on a new project to grow football and tackle development issues in South East Asia.

FFA has also welcomed the continuation of work with the Oceania Football Confederation in the Pacific as part of the Pacific Sports Partnerships, and new opportunities with the Asian Football Confederation's Dream Asia Foundation.

## AUSTRALIAN TEAMS ABROAD

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Football is the world game, and Australia's National Teams travelled extensively throughout the past year to a number of regions. FFA is committed to using the movements of the National Teams to promote Australia's identity overseas, and work in partnership with Australian Embassies and High Commissions to use football as a tool for diplomacy.

The Caltex Socceroos conducted football clinics for youths in Lumpini, Bangkok and invited an international school in UAE to training. The Westfield Matildas hosted a number of young girls who were wards of the state for a day in Portugal ahead of their Algarve Cup tournament, and the Australian U-23 Men's Team conducted school visits in Myanmar.

With the support of the Australia Japan Foundation, a Perth Glory Youth Team had an opportunity to attend an international youth tournament hosted by the J.LEAGUE in December 2016.





# PARTICIPATING



THE PARTICIPATION PILLAR WITHIN THE FFA STRATEGY IS FOCUSED ON ENSURING GRASSROOTS PARTICIPANTS HAVE A GOOD EXPERIENCE IN FOOTBALL, WHILE INSPIRING FAMILIES TO BECOME FANS OF THE GAME.



## "FOOTBALL IS OFFICIALLY THE LARGEST CLUB-BASED SPORT IN AUSTRALIA."



The grassroots area of football has always been one of the strengths. The Australian Sports Commission's AusPlay survey - released for the first time in December 2016 - showed that football is the largest club-based sport in Australia by some margin.

Unlike other codes that are struggling to grow the club-based area of their sports, football's club participation continues to grow year on year. In the 2016 Calendar year 1.3 Million participants played football which is a 9.5% increase from 2015.

The core of the participation pillar is the MiniRoos program. This is an introductory program for boys and girls aged 4-11. In 2016 FFA officially partnered with ALDI as the naming rights partner of MiniRoos, thereby increasing the awareness and promotion of the program.

MiniRoos also provides a platform to enable football to convert participants into fans of the Hyundai A-League and Westfield W-League which, combined with "You've Gotta Have a Team" campaign", led to the number of participants becoming fans rising from 42% to 51% last season.

Through the Member Federation Funding model, FFA for the first time is providing funds to support Community Football and improve servicing to the grassroots through the "Community Services Fund" which assists Federations with facilities, club development, referee development and coach development.

The fastest area of growth for the grassroots is the women and girls area of the game.

Football offers a safe, fun and accessible game for girls to play. This, combined with the success and inspiration of the Westfield Matildas and the pathway opportunities available through the

Westfield W-League and PS4 National Premier Leagues, makes football a very attractive sport for girls.

FFA intends to invest more in this area going forward in partnership with the Federations. Offering girls more choice at the grassroots and providing girl friendly environments will be a priority.

# PARTICIPATION INITIATIVES

IN 2016/17, FFA WORKED WITH MEMBER FEDERATIONS AND HYUNDAI CLUBS ACROSS A RANGE OF NATION-WIDE INITIATIVES:

## School Sport

FFA's schools strategy, launched in 2014, places Hyundai A-League and Westfield W-League clubs at the shopfront in schools. In all, 53,000 students participated in Sporting Schools programs at 747 schools. That makes football the number one team sport within the Sporting Schools program. Feedback from teachers involved records a 91 percent satisfaction rating for the program.





# ALDI MINIROOS

THIS IS FFA'S INTRODUCTORY  
PROGRAM FOR CHILDREN 4-11.  
IN 2016, 218,077 PARTICIPANTS  
PLAYED MINIROOS.

The grassroots clubs are at the heart of the program,  
supported by development officers within each of the nine  
Member Federations.

In 2016 FFA also welcomed a new naming rights partner with  
ALDI, who have assisted with increasing the awareness of  
MiniRoos nationally.



# PLAY FOOTBALL

FFA works in partnership with the nine Member Federations each year to promote play Football in early February, and connects the grassroots community with the Hyundai A-League through the play football themed Hyundai A-League round and on social media.

This is an annual call to action for the grassroots registration period.





# FEMALE FOOTBALL WEEK

FEMALE FOOTBALL WEEK IS A NATIONWIDE ACTIVATION TO CELEBRATE AND PROMOTE THE INVOLVEMENT OF WOMEN AND GIRLS AT THE GRASSROOTS LEVEL.

This is an FFA partnership with the nine Member Federations and included gala days, coaching workshops and promotional activities. Female Football week took place March 8th to 19th 2017, and for first time included a Female Football week themed Hyundai A-League round.



# ENTERTAINING



THE ENTERTAINING PILLAR IS CENTRAL TO FFA'S STRATEGY TO BE AUSTRALIA'S LARGEST AND MOST POPULAR SPORT - MORE FANS ENJOYING BETTER EXPERIENCES, WATCHING ENTERTAINING COMPETITIONS AND CONSUMING FOOTBALL CONTENT AT ANY TIME ON ANY DEVICE.



## "INVESTMENT IN DIGITAL IS CRITICAL TO CONVERT PARTICIPANTS INTO FANS."

The past year has seen a number of significant initiatives towards that goal.

At the start of the Hyundai A-League 2016/17 season, FFA launched a new marketing campaign designed to connect more participants with Hyundai A-League clubs. Driven by research that showed less than 50% of football participants under the age of 12 followed a club, 'You've Gotta Have a Team' followed the journey of young AFL convert Yoshi as he visited the 10 clubs to learn from each why he should award his allegiances to them.

In the end, Yoshi chose Melbourne City FC, and in the process he became a household name featuring on social media, across free and subscription television, on buses and trams and on billboards around Australia and New Zealand. The campaign won many awards both in Australia and internationally, but more importantly saw the percentage of young participants who follow a Hyundai A-League increase from 42% to 49%.

The "'You've Gotta Have a Team' campaign" was the first public initiative as part of refreshing the brand of the national leagues to diversify the audience. The Hyundai A-League brand was showing its age, whilst the Westfield W-League was about to celebrate a decade and also needed a new look and position. The aim of the rebrand was to present the league as a fun, attractive entertainment experience for young families to grow the fan base, whilst retaining the authenticity and atmosphere that have appealed to the core traditional audience of 16-29 year old males.

Over the past year the marketing team has worked with leading brand agency Hulsbosch, to redevelop the brands of the leagues. Over 4000 stakeholders were consulted as part of the process, to find the essence of the brand of football in Australia. What we found was that people see Football as being

the most diverse, unifying and atmospheric sport in Australia and these are three attributes that are at the core of how we will position the Leagues going forward. The new logos are only one part of the new brand, but provide a dynamic visual representation for the Leagues. The use of the FOOTBALL positioning across all aspects of the game picks up the unity of the code as a game for all that connects us all, and provides a device to connect everything we do – participation, national teams and leagues.

The biggest single non-football investment in the history of the FFA was committed over the past year to the game's digital transformation. In building a new digital platform for all levels of the game, we will over the next two years deliver a new fan focussed network of websites and apps, new competition management systems to service our one million plus participants and a new registration system that will make it easier to sign up to play. The focus at all stages is on enhancing the experience of our fans, participants, and volunteer coaches, referees and administrators. When fully completed, the network will seamlessly link all aspects of an individual's football experience and provide relevant information on their local team's training and matches as well as their Hyundai A-League and Westfield W-League team's upcoming games, where to buy tickets and watch on a device.

This investment is critical to our desire to convert more participants into fans and finally leverage the great strength of the game, our participation base, connect it with the elite national leagues in greater numbers than ever before. The project is also a great example of what the sport can achieve when the Member Federations, professional clubs and FFA all work together to create a major new asset to grow the sport.



# WINNING



A KEY FOCUS OF THE 2016-19 STRATEGY IN THE WINNING PILLAR IS THE DEVELOPMENT OF SUCCESSFUL FUTURE GENERATIONS OF SOCCEROOS AND MATILDAS.



## "INTERNATIONAL SUCCESS INSPIRES YOUNG PLAYERS AND ATTRACTS NEW FANS TO FOOTBALL."

Historically the talented player pathway in Australia has been too narrow. Therefore, the Winning Pillar, through development programs and competition opportunities, aims to increase the number of players within the pathway, increase the quantity of football hours and improve the coaching environment.

Clubs are at the heart of the player pathway with Hyundai A-League/Westfield W-League and National Premier League clubs developing talented players, supported by Member Federations and FFA. Further to this the development of coaches is a key initiative which underpins the development of talented players at all levels within the game.

The first step - to put Clubs at the heart of the pathway - was demonstrated through the decision to close the Centre of Excellence (CoE) to direct players and future investment towards club-based development programs. The CoE had been at the heart of the boys' pathway for many decades. This decision was in line with the strategy and the first step to broaden the pathway and ensure clubs are the main developers of players.

Winning is an important aspect of any sport but it is not just defined by outcomes on the pitch. The football community in Australia is successful in many ways, not least by being the largest club-based participation sport in the country. FFA's strategies are designed to connect that huge grassroots community to the professional leagues and our national teams and make the whole bigger than the sum of the parts. In that context, international success with the Westfield Matildas and Caltex Socceroos inspires young players and attracts new fans to football. A strategic imperative is to continually improve the pathways through which elite players emerge.







# PATHWAY INITIATIVES

## NATIONAL PREMIER LEAGUES

Sydney United 58 FC became the PlayStation 4 National Premier Leagues (NPL) Champions of Australia for a second time after defeating the Edgeworth Eagles 4-1 in the 2016 Grand Final at Edensor Park.

A hat-trick from Glen Trifiro, who was named the John Kosmina Medallist for a second time after he also took out the accolade when Sydney United 58 FC won the inaugural title in 2013, led the Football NSW and former NSL club to claim the PS4 NPL trophy as well as securing an automatic spot in next year's Westfield FFA Cup Round of 32.

The visiting Edgeworth Eagles, who recorded impressive away wins over Bentleigh Greens and Perth SC to reach the decider, started brightly in front of a strong contingent of travelling supporters but went into the break trailing 2-0 after goals from Panny Nikas and Trifiro.

Edgeworth's Japanese star Keigo Moriyasu put the Northern NSW club back into the contest with 20 minutes to go when he found the back of the net on the follow up after Sydney United 58 goalkeeper Thomas Manos had saved his initial penalty effort.

But two more quality strikes from Trifiro on the counter attack as Edgeworth chased the game ended any hope of a grandstand finish as Sydney United 58 FC and Head Coach Mark Rudan finished their year on a high with victory in the match to decide the best PlayStation 4 NPL club in the country.

## FFA 2 STAR CLUB ACADEMIES

Development of top tier club academies is a major focus of the 20 year Whole of Football Plan.

Sydney FC, Western Sydney Wanderers, Central Coast Mariners, Perth Glory, Newcastle Jets, Melbourne Victory, Melbourne City FC and Brisbane Roar have all commenced the development of their Club Academies, and their academy teams will play in their respective National Premier Leagues.

In 2017 Sydney FC, WSW and Central Coast Mariners have advanced to earn FFA 2 Star Club academy accreditation.

FFA will work with remaining Hyundai A-League Clubs to transition them to become 2 star club academies within the next 2 years.

FFA will establish 1 star academy criteria and also enable any club including NPL clubs to accredit their academies as 1 star and 2 star by meeting and maintain a set of criteria.

## COACH DEVELOPMENT

FFA and the Member Federations had another big year in the Coach Development space with:

- 2,668 accredited coaches issued by FFA in 2016/17 – an 80% increase from 2015/16.
- 1,516 coaches attend a course.
- Total pool of 5,500 accredited coaches

Going forward FFA AFC have advised that the C License will no longer be an AFC approved course. AFC will only accredit B License and above, once the new convention is implemented in early 2018. The C License will be redeveloped into modules, to provide further development options for community coaches. Further to this FFA will also have a greater focus on utilising digital tools to support and educate coaches as part of FFA's Digital transformation project.

## HIGH PERFORMANCE SCHOOLS

FFA commenced a pilot program with Westfield Sports High in NSW to provide additional training for talented players supplementing club sessions.

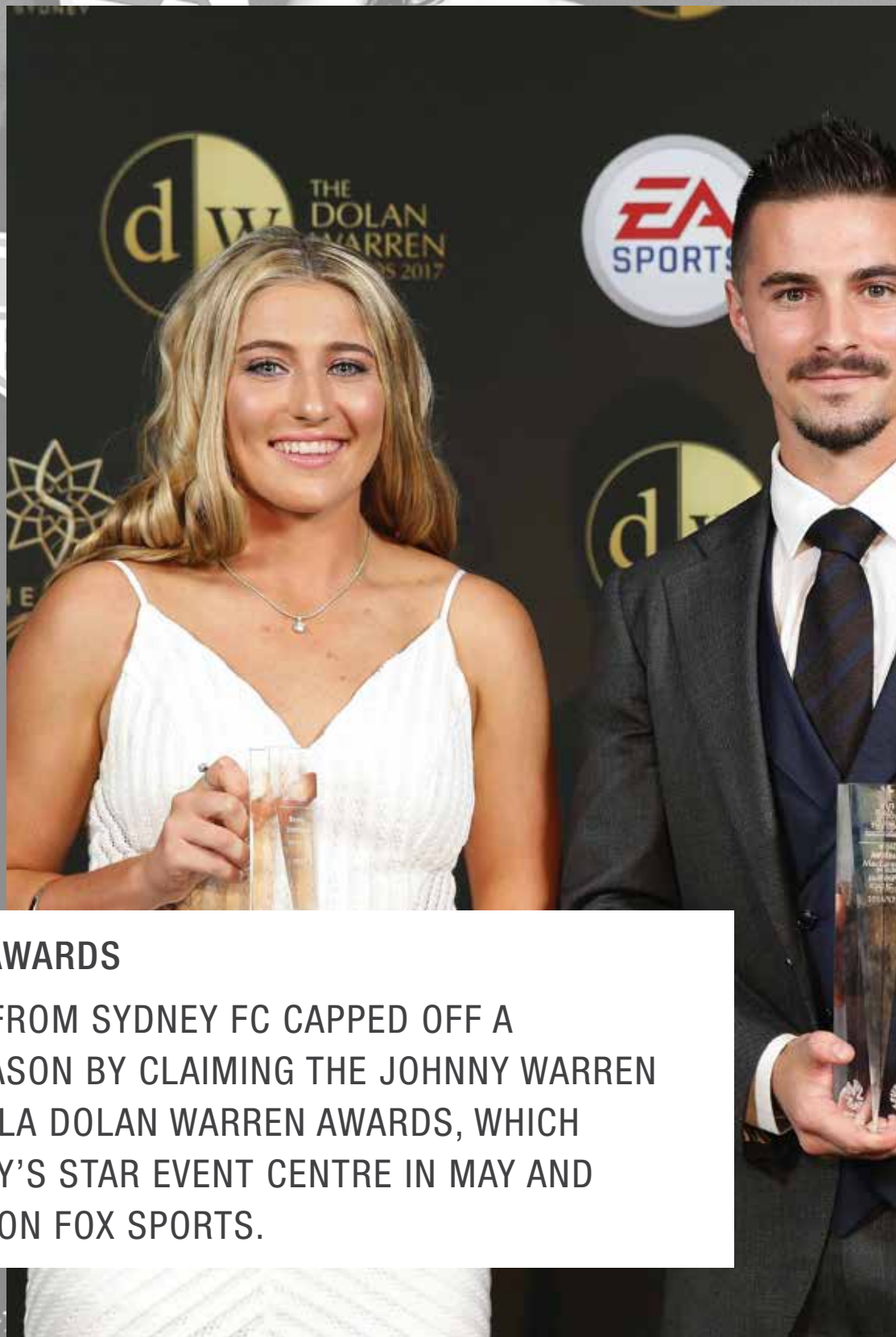
The program targets children from years 9-12 and is an important part of FFA's strategy to create elite training environments and increase the number of football hours, a critical aspect in the development of elite players.

FFA is in the process of identifying further schools across Australia in partnership with Member Federations.

## NATIONAL YOUTH TOURNAMENTS

FFA invited the most talented players from across Australia to participate in four national youth championships (NYC). Northern NSW hosted the U13 and 14 boys and U13 and U15 Girls NYC at Coffs Harbour, with the support of Coffs City Council. The National Talent Championships are held for U17 girls and U15 boys at the Australian Institute of Sport in Canberra. Teams from each of the nine Member Federations with 450 girls and 660 boys participated. The purpose of these tournaments is to identify talented players for Australia's youth national teams, and include a technical study group comprising national team coaches and Member Federation Technical Directors.

# AWARDS & HONOURS



## DOLAN WARREN AWARDS

MILOS NINKOVIC FROM SYDNEY FC CAPPED OFF A TREMENDOUS SEASON BY CLAIMING THE JOHNNY WARREN MEDAL AT THE GALA DOLAN WARREN AWARDS, WHICH WAS HELD SYDNEY'S STAR EVENT CENTRE IN MAY AND BROADCAST LIVE ON FOX SPORTS.





Samantha Kerr from Perth Glory took out the Julie Dolan Medal, the Westfield W-League's highest honour.

Ninkovic received 44 points from a panel that included former professional players, coaching experts, match officials and media representatives. He was followed by Diego Castro (Perth Glory – 37 points), Nicolás Martínez (Western Sydney Wanderers FC – 29 points), James Troisi (Melbourne Victory – 27 points) and Kosta Barbarouses (Wellington Phoenix – 22 points).

Kerr received 23 points and was followed by Katrina Gorry (Brisbane Roar FC – 21 points), Sofia Huerta (Adelaide United – 17 points), Natasha Dowie (Melbourne Victory – 13 points), Ashleigh Sykes (Canberra United – 11 points) and Megan Oyster (Newcastle Jets – 11 points).

Jamie Maclaren (Brisbane Roar FC) was named the Hyundai A-League NAB Young Footballer of the Year for the second time and Remy Siemsen (Sydney FC) was the winner of the Westfield W-League NAB Young Footballer of the Year Award. Both Maclaren and Siemsen received \$10,000 NAB personal investment portfolio, along with a NAB Private Client Manager to assist with a range of banking and financial services.

Sydney FC Head Coach Graham Arnold received the Hyundai A-League Coach of the Year Award and Bobby Despotovski from Perth Glory was named the Westfield W-League Coach of the Year, as voted for by their peers.

Melbourne Victory's Besart Berisha and Brisbane Roar FC's Jamie Maclaren were the joint winners of the Nike Golden Boot Award as the top goal scorers for the Hyundai A-League 2016/17 season with 19 goals apiece. Canberra United's Ashleigh Sykes took out the Westfield W-League 2016/17 Golden Boot Award courtesy of her 12 goals throughout the season while Pierce Waring from Melbourne Victory was the top goal scorer for the Foxtel National Youth League 2016/17 season with 6 goals.

Danny Vukovic from Sydney FC collected the Hyundai A-League Goalkeeper of the Year Award and Lydia Williams from Melbourne City FC received the Westfield W-League Goalkeeper of the Year Award.

Tim Cahill from Melbourne City FC scored the Hyundai A-League Goal of the Year for his stunning 35m strike against Melbourne Victory in Round 2. Samantha Kerr from Perth Glory scored the Westfield W-League 2016/17 Goal of the Year for her 18th minute strike against Sydney FC in Round 6.

Marc Tokich from FFA Centre of Excellence was named the Foxtel National Youth League Player of the Year.

The Central Coast Mariners won the Hyundai A-League Fair Play Award after accruing the least number of yellow and red card points whilst Adelaide United won the Westfield W-League Fair Play Award with the FFA Centre of Excellence claiming the Foxtel National Youth League Fair Play Award.

In the referee awards, Jarred Gillett was named the Hyundai A-League Referee of the Year award with Kate Jacewicz collecting the Westfield W-League's Referee of the Year, extending her record winning run to seven titles.

Melbourne Victory received the Community Champion Award in recognition for their community & corporate social responsibility programs and partnerships. The club's "Our Game, Our Community" initiative encapsulates their suite of programs delivered in schools, clubs and a number of community events engaging well over 150,000 people and driving membership over 26,000. Melbourne Victory's Hyundai A-League and Westfield W-League players completed 568 community appearances totalling over 1200 hours adding value to community programs and inspiring the next generation of players throughout Victoria. Melbourne Victory has shown the way in the female space engaging 3,440 girls YTD, which is a 32% increase on the previous year. Through their charity partners, Cancer Council Victoria and The Starlight Foundation, Melbourne Victory has impacted the lives of the local community by creating awareness and raising funds to address the effect of all cancers for all Victorians and transforming the experiences of hospitalisation and treatment for seriously ill children and their families.

## HYUNDAI A-LEAGUE 2016/17 AWARDS

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**JOHNNY WARREN MEDAL  
(PLAYER OF THE YEAR)**

Milos Ninkovic  
*Sydney FC*



**HYUNDAI A-LEAGUE NAB  
YOUNG FOOTBALLER OF THE YEAR**

Jamie Maclaren  
*Brisbane Roar FC*



**COACH OF THE YEAR**

Graham Arnold  
*Sydney FC*



**NIKE GOLDEN BOOT AWARD**

Besart Berisha *Melbourne Victory*  
Jamie Maclaren *Brisbane Roar FC (19 Goals)*



**GOAL OF THE YEAR**

Tim Cahill  
*Melbourne City FC (Rd 2)*



**GOALKEEPER OF THE YEAR**

Danny Vukovic  
*Sydney FC*



**FAIR PLAY AWARD**

Central Coast Mariners



**REFEREE OF THE YEAR**

Jarred Gillett



**COMMUNITY CHAMPION AWARD**

Melbourne Victory



## WESTFIELD W-LEAGUE 2016/17 AWARDS



### JULIE DOLAN MEDAL

Samantha Kerr  
Perth Glory



### WESTFIELD W-LEAGUE NAB YOUNG FOOTBALLER OF THE YEAR AWARD

Remy Siemsen  
Sydney FC



### COACH OF THE YEAR

Bobby Despotovski  
Perth Glory



### GOLDEN BOOT AWARD

Ashleigh Sykes  
Canberra United



### GOAL OF THE YEAR

Samantha Kerr  
Perth Glory



### GOALKEEPER OF THE YEAR

Lydia Williams  
Melbourne City FC



### FAIR PLAY AWARD

Adelaide United



### REFEREE OF THE YEAR

Kate Jacewicz

## FOXTEL NATIONAL YOUTH LEAGUE 2016/17 AWARDS



### FOXTEL NATIONAL YOUTH LEAGUE PLAYER OF THE YEAR

Marc Tokich  
FFA Centre of Excellence



### FOXTEL NATIONAL YOUTH LEAGUE FAIR PLAY AWARD

FFA Centre of Excellence



### FOXTEL NATIONAL YOUTH LEAGUE GOLDEN BOOT

Pierce Waring  
Melbourne Victory - 6 Goals

# HALL OF FAME

## MATILDA SACHA WAINWRIGHT, SOCCEROO PETER RASKOPOULOS AND FORMER INTERNATIONAL REFEREE TAMMY OGSTON WERE INDUCTED INTO THE FOOTBALL FEDERATION AUSTRALIA (FFA) HALL OF FAME IN NOVEMBER 2016.

The FFA Hall of Fame honours players and participants who have made a sustained and meritorious contribution to Australian football.

In addition to the FFA Hall of Fame inductions, in 2016 FFA also honoured members of the 1981 Young Socceroos who represented Australia at the first ever FIFA tournament hosted in Australia, the 1981 FIFA Youth World Championship.

Sacha Wainwright was born in Canberra in 1972 and represented Australia 81 times (including 65 A international caps) during her 12 years with the Westfield Matildas between 1992-2004. She played for the Westfield Matildas in 2 FIFA World Cups and 2 Olympic Games.

First identified for the national U-15 team in 1986 she transitioned from a speedy reliable goal scorer to an overlapping left fullback. Sacha progressed through the Young Matildas to selection into the Matildas in the early 90's and earned her first international cap against Russia in 1994 at age 22. During her 12 years with the Matildas she played in the 1995 World Cup Sweden, the 2000 Sydney Olympic Games, the 2003 World Cup USA and the 2004 Athens Olympic Games. Her international career saw her represent Australia in over 17 countries.

Sacha was the vice-captain of the Matildas between 2002-2004 and captained Canberra in the Women's National Soccer League including when Canberra became National Champions in 2002. She displayed resilience and determination overcoming 3 separate knee reconstructions during her career, each time returning to international level.

During her 18 years of football at elite level she managed to combine her sporting career with university law studies and working as a commercial lawyer, while competing for Australia. Sacha was awarded with the AIS Vocational Award

and the ACT Academy of Sport Balanced Athlete Award for balancing her international football career with her legal career.

Sacha represented the ACT for over 18 years at schools, youth and senior representative level. She was an ACT Academy of Sport scholarship holder for ten years and an AIS scholarship holder for seven years including a fulltime resident prior to the Sydney 2000 Olympics.

In 2000, Sacha received the Australia Sports Medal for contribution to Australian sport and has been involved in the administration of football as a volunteer on various committees.

Peter Raskopoulos was born on 22 February 1962 and started as a junior at Earlwood Wanderers.

Peter joined Sydney Olympic's youth team in 1977 and made his senior debut against Western Suburbs in the first season of the National Soccer League on 8 August while still only 15.

Peter represented the Australian schoolboys in 1978 and in 1980 he had a year at Marconi, but then returned to Olympic for the rest of his career.

In 1980 Peter played for the Socceroos for the first time in two Non-A International matches in the Oceania Cup competing against New Caledonia and Tahiti.

The following year after the resignation of Rudi Gutendorf as national coach, Les Scheinflug took a very young team to Indonesia and Taiwan for the final two matches of the 1982 FIFA World Cup qualifying campaign. This was the nucleus of the squad for the 1981 FIFA World Youth Championship. Raskopoulos made his A-International debut as the Captain of the Socceroos against Indonesia on the 30th August 1981 in Jakarta.

At the 1981 FIFA World Youth Championship, which was held in Australia, Raskopoulos captained the Young Socceroos in the first of these games where he drove the Australian team from midfield as it shocked Argentina by two goals to one in its opening match of the FIFA World Youth Championship in Sydney. He played in two drawn games against Cameroon and England which saw Australia reach the quarter-finals undefeated. Australia went down to Germany, the eventual winner, by a single goal.

In 1982 Raskopoulos played for the Socceroos as they won the Merlion Cup in Singapore. In 1984 he took part in the 'World Series' tournament which pitted Australia A and B teams against clubs including Manchester United, Rangers, Nottingham Forest, Juventus and Iraklis.



Peter missed the 1986 FIFA World Cup qualifying campaign but returned for matches against Czechoslovakia and New Zealand in 1986 and Everton, Chile B, South Korea and others in 1987. His final cap was against Malmö in 1989.

As his playing career wound down he became the football manager at Sydney Olympic from 1989 when Olympic won the NSL Championship and later became senior coach in 1992/93.

In 2001 he became CEO of the club as it won the NSL Grand Final in 2002 and the Premiership in 2003.

Tammy Ogston was born in Brisbane on 26 July 1970, and became the first Australian to referee the final of a major FIFA

tournament when she officiated the 2007 FIFA Women's World Cup Final featuring Germany and Brazil.

Following a ten-year playing career that saw her frustrated with the lack of qualified referees allocated to women's matches; Ogston undertook a referee's course in 1993 at the age of 23 and gained her FIFA referees badge in 1997.

Ogston made a significant contribution to refereeing in Brisbane and throughout Australia and she was appointed to referee at the 1999, 2003 and 2007 FIFA Women's World Cups, as well as the Sydney 2000 Olympic Games.

In 2008 Tammy became a training instructor for referees before retiring in 2011.



# BOARD & MANAGEMENT





## FFA BOARD OF DIRECTORS



### Mr S Lowy AM (Chairman)

Mr Lowy was appointed to the board on 17 November 2015 and is also Chair of the Nominations Committee and the Broadcast Committee. He is an executive Director of Westfield Corporation and currently serves as its Co-Chief Executive Officer. Mr Lowy is also a non-executive Director of Scentre Group. Since it was established in April 2003, Mr Lowy has been a director of the Lowy Institute for International Policy, an independent international policy think tank based in Sydney. He holds a Bachelor of Commerce (Honours) from the University of NSW. His previous appointments include President of the Board of Trustees of the Art Gallery of New South Wales, Chairman of the Victor Chang Cardiac Research Institute and Presiding Officer of the NSW Police Force Associate Degree in Policing Practice Board of Management.



### Ms C Bart AO (Director)

Ms Bart was appointed to the board on 29 November 2013 and is a member of the Digital Committee, the Finance, Risk and Audit Committee and the Women's Committee. Ms Bart is a non-executive Director on the Board of Audio Pixels Holdings Ltd, Invictus Games Sydney 2018, SG Fleet Group Limited, ME Bank Ltd, Powering Australian Renewables Fund, TEDxSydney and Trustee of Prince's Trust Australia. Ms Bart was also a director of the Local Organising Committee AFC Asian Cup Australia 2015 Ltd. Ms Bart holds a Bachelor of Commerce and a Bachelor of Law (B Comm LLB) and is a Fellow of the Australian Institute of Company Directors. She is also a member of Chief Executive Women and YPO-WPO.



### Ms K Bayer Rosmarin (Director)

Ms Bayer Rosmarin was appointed to the board on 17 November 2015. She chairs the Digital Committee and is a member of the Broadcast Committee and the Human Resources Committee. Ms Bayer Rosmarin is group executive for Institutional Banking and Markets at the Commonwealth Bank. She is a board member of the JCA (a community organisation), and is also a member of Chief Executive Women. Ms Bayer Rosmarin serves on the University of New South Wales Engineering Faculty Advisory Board, the Australian Government's FinTech Advisory Group and NSW Government Digital Advisory Panel. Ms Bayer Rosmarin has a Bachelor of Science in Industrial Engineering and a Master of Science in Management Science from Stanford University and received an Academic Excellence Award for being the top Masters graduate. She was also a 2011 Vincent Fairfax Fellow.



### Ms M Dodd (Director)

Ms Dodd was appointed to the board on 3 June 2007. She chairs the Women's Committee, is a member of the Football Development Committee and was a member of the ad hoc Congress Committee. At the Asian Football Confederation (AFC) she serves on the AFC Executive Committee, AFC Legal Committee, AFC Asian Cup 2019 Organizing Committee and chairs the AFC Women's Football Committee. She is a member of FIFA's Player Status Committee, having served on the FIFA Executive Committee from 2013-2016, and a member of the Athlete's Entourage Commission of the IOC. As a player, she represented the Westfield Matildas (1986-95) and served as Vice Captain. She is a partner of Gilbert+ Tobin Lawyers in the firm's Competition and Regulation group, a member of the International Council of Arbitration for Sport, and Honorary President of Women in Sports Law.



### **Mr J Healy (Director)**

Mr Healy was appointed to the board on 29 July 2010 and is Chair of the Football Development Committee, the Human Resources Committee, the New Operating Models and Expansion Committee and is a member of the Finance, Risk and Audit Committee and the Nominations Committee. A founder of Judo Capital, Mr Healy is a career international banker having held Executive positions at NAB, ANZ, CIBC World Markets, Citibank and Lloyds Bank. He is a director of Gweedore Investments Ltd, Judo Capital Holdings Ltd and Judo Capital Ltd. He holds MSc (Finance), MBA, MSc International Management (China), MA in Contemporary Chinese Studies and MBA (Banking) degrees and is a member of the Chartered Institute of Bankers in Scotland. Mr Healy authored a textbook 'Corporate Governance & Shareholder Wealth Creation' (2003) and is an Adjunct Professor at University of Queensland Business School. He holds five international caps at youth level for Scotland.



### **Mr S Hepworth (Director)**

Mr Hepworth was appointed to the board on 16 October 2014 and is Chair of the Finance, Risk and Audit Committee and a member of the New Operating Models and Expansion Committee and the Referees Committee. He has been the CFO of Caltex Australia Limited since 1999. He joined Ampol in 1996 after 10 years with Arthur Andersen. Mr Hepworth holds a Bachelor of Arts and a Masters of Applied Finance. He is a member of the Institute of Chartered Accountants in England and Wales. He is also a member of the Australian Institute of Company Directors.



### **Mr D Moulis (Director)**

Mr Moulis was appointed to the board on 17 November 2015 and is on the Football Development Committee and Nominations Committee and was on the ad hoc Congress Committee. Mr Moulis is the founder and principal of Moulis Legal. He worked within the Federal Attorney-General's Department in his early career before joining Freehills (now Herbert Smith Freehills) where he practiced for 21 years, 11 of those as a Partner of the firm. Mr Moulis has served as company secretary of The Sixth Australian Masters Games, director of the Johnny Warren Football Foundation, member of the Disciplinary Committee of Football Federation Australia and Chair of the Trade and Customs Law Committee of the International Bar Association. He is an experienced panelist in the World Trade Organisation's dispute settlement system. Mr Moulis is a former Soccerroo.



### **Mr C Murray (Director)**

Mr Murray was appointed to the Board on 17 November 2015 and is on the Broadcast Committee, the Human Resources Committee and the New Operating Models and Expansion Committee. Mr Murray is the Head of Equities at BT Investment Management having joined the business in 1994. Mr Murray holds an Honours degree in Economics and Human Geography from Reading University in the United Kingdom.



### **Mr C Nikou (Director)**

Mr Nikou was appointed to the board on 16 October 2014 and is Chair of the Referees Committee, was Chair of the ad hoc Congress Committee and is a member of the New Operating Models and Expansion Committee and the Women's Committee. He is a Senior Partner of international law firm K&L Gates, where he is head of the Corporate and Commercial Group across Australia and Asia. He is also a current director of the Melbourne Renegades. He was a director of the Local Organising Committee AFC Asian Cup Australia 2015 Ltd until resigning on 19 June 2015 following the conduct of the tournament in January 2015.





### Jo Setright (*Company Secretary*)

Jo joined Football Federation Australia on 2 July 2007. Jo previously held senior management positions at ANZ Stadium including Deputy Chief Executive Officer, Chief Operating Officer and General Counsel, and prior to this was a lawyer at Gilbert + Tobin, the Federal Airports Corporation and Blake Dawson Waldron solicitors. Jo has been on the Asian Football Confederation Disciplinary Committee since 2007 and the FIFA Disciplinary Committee since 2013.

## BOARD COMMITTEES

### Finance Review and Audit Committee

Director Members	FFA Members	External Members
Simon Hepworth (Chair)	David Gallop	
Cheryl Bart	Jo Setright	
Joseph Healey	David Cohen	
	Pat Kenny	

### Football Development (FDC)

Director Members	FFA Members	External Members
Joseph Healey (Chair)	David Gallop	Stan Lazaridis
Moya Dodd	Emma Highwood	Ron Smith
Danny Moulis	Luke Casserley	Kim Schaefer
	Jo Setright	
	Eric Abrams	
	Alen Stajcic	
	Luke Casserley	
	Ange Postecoglou	

### Women's

Director Members	FFA Members	External Members
Moya Dodd (Chair)	Moya Dodd (Chair)	Mia Garlick
Cheryl Bart	Cheryl Bart	Heather Reid
Chris Nikou	Chris Nikou	

### Nominations

Director Members	FFA Members	External Members
Steven Lowy (Chair)	David Gallop	
Joseph Healey	Jo Setright	
Danny Moulis		

### Referees

Director Members	FFA Members	External Members
Steven Lowy (Chair)	David Gallop	
Joseph Healey	Jo Setright	
Danny Moulis		

### Human Resources (HR)

Director Members	FFA Members	External Members
Joseph Healey (Chair)	David Gallop	
Kelly Bayer	Ros Reeves	
Rosmarin	Jo Setright	
Crispin Murray		

### Broadcast (ad hoc)

Director Members	FFA Members	External Members
Steven Lowy (Chair)	David Gallop	
Kelly Bayer	Luke Bould	
Rosmarin	Jo Setright	
Crispin Murray		

### New Operating Model & Expansion (NOME)

Director Members	FFA Members	External Members
Joseph Healey (Chair)	David Gallop	
Simon Hepworth	Mark Falvo	
Crispin Murray	Greg O'Rourke	
Chris Nikou	Jo Setright	
	David Cohen	

### Digital Transformation

Director Members	FFA Members	External Members
Kelly Bayer	David Gallop	Peter Rohde
Rosmarin (Chair)	Luke Bould	
Cheryl Bart	David Cohen	
	Tim Holden	

### Congress

Director Members	FFA Members	External Members
Chris Nikou (Chair)	David Gallop	
Moya Dodd	Mark Falvo	
Danny Moulis	Jo Setright	

## SENIOR MANAGEMENT TEAM

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**David Gallop AM**  
*Chief Executive Officer*



**Luke Bould**  
*Head of Commercial,  
Digital and Marketing*



**Luke Casserly**  
*Head of National  
Performance*



**David Cohen**  
*Chief Financial Officer*



**Mark Falvo**  
*Head of Corporate  
Strategy, International  
and Government  
Relations*



**Emma Highwood**  
*Head of Community,  
Football Development  
and Women's Football*



**Tim Holden**  
*Head of Legal and  
Business Affairs*



**John Kent**  
*Head of  
Communications and  
Corporate Affairs*



**Greg O'Rourke**  
*Head of  
Hyundai A-League and  
Westfield W-League*



**Ros Reeves**  
*Head of People  
and Culture*



**Jo Setright**  
*Company Secretary  
and Special Counsel*





# THANK YOU

## MEMBER FEDERATIONS



## HYUNDAI A-LEAGUE AND WESTFIELD W-LEAGUE CLUBS



## COMMERCIAL PARTNERS



## BROADCAST PARTNERS







