



2016 ANNUAL REVIEW



FOOTBALL
FEDERATION
AUSTRALIA



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CHAIRMAN'S REPORT

I AM PLEASED TO PRESENT THE 2016 FOOTBALL FEDERATION AUSTRALIA (FFA) ANNUAL REVIEW, AT A TIME WHEN THE PROSPECTS FOR THE FUTURE OF OUR GAME HAVE NEVER LOOKED BRIGHTER.

This document provides an update on our progress, explains the next steps in our ambitious strategy and describes our governance and financial arrangements.

By any measure, the foundation era of FFA beginning in 2003 under the leadership of the previous board was a resounding success positioning us for where we are today. From a standing start new national men's and women's competitions are flourishing, the Caltex Socceroos and Westfield Matildas do the country proud on the international stage, and we continue to benefit from being members of the Asian Football Confederation (AFC) in the fastest-growing region in the world.

And importantly, we are just starting to unlock the enormous potential of the millions of Australians involved in the game at the grassroots.

We have entered a new phase in the evolution of football in Australia.

In the past two years, the FFA board has been revitalised with six new directors. I am proud to be the new Chairman leading FFA along with a group of directors of the highest calibre, with deep experience at the most senior levels of international business, finance, marketing and sports administration as well as a genuine understanding of and passion for the game.

The first task of the new board was to agree on the priorities for the overall game through the development of a four-year strategy which was well advanced under the previous FFA board.

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Drivers of the strategy are:

- A greater focus and more resources for the Hyundai A-League – the domestic showcase for our game.
- Greater collaboration between the three key constituents of the game – FFA, Hyundai A-League clubs and State and Territory Member Federations.
- Increased commercial success to enable a disciplined, structured and sustainable approach to the growth of football and re-investment in the game, including expansion of the Hyundai A-League to 12 clubs or more in the next few years.

We are currently undertaking negotiations for a new broadcast deal which will provide the financial foundation upon which our game will grow. The outcome of the deal will determine the pace and scale of implementation of our strategy.

Some initiatives, however, could not wait for the finalisation of the broadcast deal. There was a pressing need to introduce a Marquee Player fund to help clubs recruit high-profile players with the potential to generate greater interest and excitement around the Hyundai A-League. The arrival of Tim Cahill, the Caltex Socceroos' most prolific goal scorer, to Melbourne City has already demonstrated the value of this initiative.

We also decided to move forward with a rebranding and new marketing push for the Hyundai A-League and to invest more heavily in our digital platforms to better connect our game at all levels.

Greater collaboration is all about making the most of the game's greatest strength – the sheer numbers of Australians who love and play football.

We need greater alignment and connection between the grassroots, the Hyundai A-League clubs and FFA at the national level. We have the potential to create a self-reinforcing relationship between these three groups that will make each individual aspect of our game stronger and the overall game itself much, much stronger.

The theme of collaboration extends to how the FFA board operates.

In addition to the typical board committees overseeing financial and other issues, we have established new board committees reflecting our strategic priorities – Football Development; Broadcast and Women's Football.

We recognise that there is enormous untapped experience among the wider football family and we were keen to establish a structured way to benefit from the store of knowledge outside the boardroom.

So we have already recruited football people outside FFA to add value to the board's deliberations. Perhaps the best

example of this to date is the inclusion of former Soccerroo Stan Lazaridis, former Matilda Kim Schaefer and former Australian Institute of Sport Head Coach Ron Smith to the Football Development Committee. The Referees' Committee also includes members with specialist experience and expertise in the area.

We are now in the process of making similar external appointments to our Women's Committee.

I am also determined to make sure that the FFA leadership continues to collaborate closely with the valued members of the football family, both in Australia and internationally.

In my early days as Chairman FFA hosted the ASEAN Football Confederation Conference in Sydney; we attended the AFC Awards in New Delhi and an AFC meeting in Kuala Lumpur and FIFA Congresses in Zurich and Mexico City.

I met with Hyundai A-League Club Chairmen and representatives from the State and Territory Member Federations on many occasions, attended grassroots games as well as the Hyundai A-League, Westfield W-League and Westfield FFA Cup finals.

All this activity is a reminder that more than any other sport, football operates on a broad front domestically and internationally and we need to devote time and resources to both endeavours.

The breadth and depth of the game, driven by its popularity and global nature, are reflected in the financial position of FFA. In FY16 we generated an operating deficit of \$0.39m and members' equity stood at \$7.3 million. It is our objective to enhance revenue through improved broadcast and sponsorship arrangements and, as a not-for-profit entity, distribute and invest those funds to serve the broad interests of the game.

On the international front, FIFA has undergone major change and is taking genuine steps to reform. Australia is a strong supporter of these reforms and has offered to work closely with new FIFA President Gianni Infantino and his team to assist in any way possible.

We also continue to be an enthusiastic member of AFC led by President Sheikh Salman Bin Ibrahim Al-Khalifa. Our participation in AFC takes place on and off the pitch and we are determined to demonstrate and build on our credentials as good football citizens within the Asia region.

Over the past 12 months, we have worked hard to further strengthen ties with our fellow AFC Member Associations. Amongst a number of initiatives we have partnered with the All India Football Federation to implement a sport for development program in the Indian state of Kerala. The Hyundai A-League and J.League entered into a partnership to grow the quality of football in our respective countries.

Staff members from FFA have continued to be active participants on AFC and FIFA Committees to grow the profile and strength of Asian football. FFA Director Moya Dodd played an important role in introducing positive reforms for the game at a global level through her chairing of the FIFA Task Force for Women's Football.

Important as the administrative work is, the Soccerroos and Matildas will always be our best and most effective ambassadors abroad. I would like to take this opportunity to

place on record our pride in the Soccerroos being named as 2015 Asian 'Team of the Year' and Ange Postecoglou 2015 Asian 'Coach of the Year'.

Both national teams have performed strongly over the past year or so and we look forward to the Caltex Soccerroos striving to make their fourth consecutive World Cup appearance in Russia in 2018.

The performance and high profile of the Westfield Matildas recently underscore the importance of women in our game.

It has been an exciting year for women's football, from the grassroots to elite. The Westfield Matildas' success and performance in Japan and Brazil have increased the awareness and respect for the team, while at the grassroots we have seen record growth, with football now exceeding netball in girls' participation from ages four to 11.

Other sports are now introducing elite women's competitions but the Westfield W-League is now in its ninth year and FFA is committed to nurturing a culture of inclusion and equality as we continue to build on these achievements.

As a new Hyundai A-League season gets underway it is clear that it is now part of the Australian sporting mainstream.

A number of former Soccerroos have returned home from overseas to join the League and crowds and broadcast viewer numbers are up.

Investment in the Hyundai A-League has continued with the acquisition by experienced Chinese company, Ledman Group, of the Newcastle Jets. Together with the investment by the City Football Group in Melbourne City and the purchase of Western Sydney Wanderers it demonstrates a flow of international and domestic capital and growing confidence in the long-term future of football in Australia.

There is impatience from all levels of the game to do more, and do it more quickly. This is welcome ambition. It shows our game is brimming with enthusiasm and that there's a hunger for success.

Many issues are continually up for discussion – expansion of the Hyundai A-League; providing greater representation for stakeholders; and the introduction of a promotion/relegation system are just some of these.

All of them have the focus of the FFA board, but we must approach the future with a strategic view, with financial discipline and sustainable initiatives. We must plan carefully and spend wisely. This must and will be the hallmark of the board's approach.

With this in mind, the FFA board will develop plans to expand the Hyundai A-League, initially to 12 clubs over the next few years.

Greater representation for stakeholders in the governance structure of FFA is another important focus of the board. In September this year, FFA met with representatives of FIFA, AFC, the Hyundai A-League clubs, State and Territory Member Federations, the Professional Footballers Association and the Australian Sports Commission.

The discussions were held to consider potential changes to FFA's membership composition to recognise the evolution of the game in Australia and align FFA with international football governing statutes.

The outcome was a commitment by FFA to work towards enlarging its membership by March 2017 to include a broader representation of stakeholders to complement the ongoing independence of the FFA board.

It will take longer to consider reforms like promotion and relegation and expanding the competition beyond ten clubs must be the first priority. The fact is that our league is not yet mature enough to introduce a system that would place an unrealistic burden on incoming clubs and at the same time undermine existing clubs that have already made a substantial investment in establishing their base and potentially see a major city, state or region not represented at all in our national league.

Our ability to attract and retain our valued corporate sponsors is another important area in which we made strong progress over the past year. Caltex came on board as naming rights sponsor of the Socceroos, Hyundai renewed its major sponsorship of the A-League and NAB and Qantas also re-committed. Tag Heuer, Continental and SABA joined our commercial family. We thank all commercial partners across all levels of the game for their ongoing support.

I encourage all who love our game to read this report and share it with friends and family. It tells an exciting story that promises to grow into an even more exciting one over the next few years.

Whilst our focus is on the exciting future, it is only made possible because of the legacy of the past. There are too many who have created this to acknowledge here, however special mention must be made to honour one of the true greats of our footballing history, Joe Marston MBE, who passed away aged 89 late last year. A pioneer for Australian footballers and a member of the FFA Hall of Fame, his name lives on in the Joe Marston medal awarded to the best player in the Hyundai A-League Grand Final.

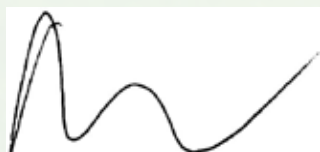
Recognition and appreciation also goes to the previous board led by Frank Lowy AC who, along with Deputy Chairman Brian Schwartz AM and Phillip Wolanski AM, retired in November 2015 after 12 years' dedication to overseeing transformation of the game.

Recognition and appreciation also extends to the Member Federations, their associations, clubs, officials and volunteers and of course the millions of fans of the game. It is all of these whose dedication and passion week in week out make the game the force that it is across the country.

Finally, I would like to thank my fellow directors, the FFA executive team, led so ably by Chief Executive Officer David Gallop, and the whole football family for their support for our game.

We look to the next 12 months and beyond with optimism and renewed energy to take football in Australia to the next level.

STEVEN LOWY AM





CEO'S REPORT

IT WAS ANOTHER REMARKABLE YEAR FOR FOOTBALL IN AUSTRALIA.

I believe the game will look back on 2015/16 as a year when FFA continued to march forward while laying a sustainable plan for the future.

After a decade of establishment, FFA concentrated its efforts on setting long-term objectives, developing the required strategies and getting on with the job of implementation to ensure we have a base that will continue to underpin the growth of football.

Our financial results support this, with distributions in the order of \$32.1m to Hyundai A-League clubs and Member Federations. After distributions the operating result was a modest deficit of \$0.39m with members' equity of \$7.3m at 30 June 2016, as outlined in the summary that is included in this Annual Review.

In my four years as CEO, I've seen the great reaction from people

in the game to the big, bold moves such as starting a new club like the Western Sydney Wanderers or launching a new national competition in the Westfield FFA Cup, but I have also seen a great desire for ambitious long term planning and achievements that set the game on a path for decades of success.

Football has firmly entrenched itself in the Australian sporting mainstream and 2015/16 was about digging deep roots. The major strategic and administrative events of the year include:

- launch of the FFA Strategic Plan 2016-19, with an important tilt towards the Hyundai A-League
- first phase implementation of the Whole of Football Plan vision
- conclusion of a new four-year Whole of Game Collective Bargaining Agreement (CBA) with the Professional Footballers Australia covering the Hyundai A-League and Australia's national teams

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- roll out of the National Women's Football Development Plan
- success on the international stage for the Caltex Socceroos and Westfield Matildas
- establishment of a new, fairer national spectator banning process and a review body, the Football Independent Banning Appeals Committee
- Hyundai's recommitment to the game through a new four year sponsorship agreement.

Just before this reporting period, we unveiled the Whole of Football Plan (WOFP) with unprecedented consultation with the Australian football community and major stakeholders.

More than 20,000 people joined an online survey, hundreds attended 13 community forums and the game's leaders and key commercial partners provided individual feedback. It's worth restating the key long-term projections of the WOFP:

The plan is a set of ambitious, yet tangible goals that everyone in Australian football can work towards over the next 20 years. In developing this plan, FFA has a firm conviction that football's best years are ahead of us.

- a 15 million strong football community by 2035, including 1 million club members
- a distinctive Australian style of playing that puts our national teams in contention for all FIFA and AFC championships
- hosting the 2023 FIFA Women's World Cup as a driver of women's football participation and professionalism
- national competitions that attract 75% of participants to support a top tier club
- a combined pool of 3,000 elite male and female players from 12 to 19 vying for future national selection and professional contracts
- academies that provide world-class coaching so that no Australian youth needs to go overseas to find elite development
- a redistribution of resources to community football
- lower cost and higher quality coach education from the grassroots to professional tier
- making schools and social football the focus of an "Anytime, Anyhow, Anywhere" approach to playing the game
- sourcing football facilities that accommodate the increasing urban density of Australian society
- redefining the role of referees as game facilitators, not just as arbitrators of the Laws of the Game.

THIS 20-YEAR VISION MUST INFORM EVERY DECISION WE MAKE. IT PROVIDED THE TEMPLATE FOR THE FFA STRATEGIC PLAN 2016-19.

The Strategic Plan has four pillars with key targets:

- lead towards a unity of purpose
- connect more fans with the Hyundai A-League and Westfield W-League
- improve the experience for all participants
- build generations of successful national teams.

In the first year of the plan in 2015/16, FFA began to implement several key initiatives aligned to the plan.

1. The first was a major decision to refresh the Hyundai A-League brand to connect more fans to the competition as viewers, members, ticket buyers and consumers of digital content.
2. We made a new investment in digital platforms to improve the experience of the 2 million grassroots participants and connect more of them to the Hyundai A-League and Westfield W-League.
3. A new centralised approach to marquee player recruitment was developed to assist Hyundai A-League clubs in attracting top class international players, including Caltex Socceroos returning home. The biggest signing in the League's history, Socceroos legend, Tim Cahill, was a direct result of this strategic planning.
4. FFA also began developing the incentives for football stakeholders at all levels to collaborate and align their programs to the game's overall national objectives.

In line with the new strategy, we undertook an organisational restructure to ensure our human resources are aligned to deliver the strategy in the most direct and effective way. This included some realignment of key peoples' areas of responsibility and management as well as some key new appointments to refresh and strengthen the senior executive team.

On the international stage, our teams enjoyed success with the Caltex Socceroos progressing to the final stage of World Cup Qualifying and the Westfield Matildas qualifying for the 2016 Olympic Games with an emphatic undefeated campaign in a tough Asian qualifying tournament.

Our underage national teams had mixed success on the international stage with the Men's U17 team (Joeys) qualifying for the World Cup for the second time in five attempts through AFC. The boys beat Argentina to get out of their group, losing to the eventual champions Nigeria in October 2015.

The Joeys and U20 team (Young Socceroos) both qualified for their respective AFC Asian Cup tournaments, to be played in India (Joeys) and Bahrain (Young Socceroos) during the 2016/17 year while the Futsalroos also qualified for the 2016 FIFA World Cup in Colombia.

The Hyundai A-League 2015/16 Season also had many highlights culminating in a spectacular celebration at the sold-out Grand Final, with over 50,000 fans cheering Adelaide United to victory over the Western Sydney Wanderers at Adelaide Oval.

The Westfield W-League 2015/16 Season was notable for the domination by Melbourne City. On and off the field, Melbourne City raised the bar and it led to them claiming the 2016 championship by defeating Sydney FC in the decider.

We acknowledge the significant ongoing investment by Hyundai A-League owners and are pleased that 2015/16 continued to be a year that demonstrated we are increasing the value in A-League licences. On 13 June 2016, FFA announced that the Newcastle Jets had been purchased by the Ledman Group, a leading high-tech LED signage manufacturer, operator and integrated sports business headquartered in Shenzhen, China. I travelled to China and was able to see first-hand the commitment of the Ledman Group and its principal Martin Lee to the game and would like to acknowledge the highly professional approach of the group to concluding the sale transaction.

The trip to China was one of a number I undertook throughout the football world in 2016, particularly in Asia, meeting with fellow football associations, attending ASEAN Football Federation, AFC and FIFA congresses and AFC Competition Committee meetings and generally representing the game and building our relationships. This activity, along with the work of other FFA senior executives and staff on committees and at international events as match and tournament officials, plays a key role in Australia's commitment to being an active and leading member of AFC.

Another significant achievement was the conclusion of a new four-year Whole of Game Collective Bargaining Agreement (CBA) with the Professional Footballers Australia covering the Hyundai A-League and Australia's national teams.

The CBA delivers affordable increases in player payments and improved conditions across all three playing groups, while providing economic certainty for Hyundai A-League clubs and FFA's national teams unit.

It was regrettable that in the lead up to finalising the CBA, the PFA's leadership at the time rejected an offer from FFA for new Matildas terms and conditions, resulting in a tour to the USA being cancelled. The material terms for the four year CBA subsequently accepted were in essence those that had been earlier rejected. Whilst the situation was regrettable the outcome was positive and under the PFA's new leadership we are now working together with a mutual commitment to continuing to grow the women's game.

Commercially, FFA had a strong year as revenues were up in an environment where our partners increased their leveraging to help build the brand of football, the Leagues and national teams.

Caltex Australia joined as naming rights partner of the Socceroos and Hyundai extended its long term naming rights sponsorship of the A-League, while NAB and Qantas extended their partnership across our football properties. We also welcomed Tag Heuer, Continental Tyres and SABA to our commercial family.



JACK OATEY STAND

MAX BASHEER STAND



On one key external matter, we achieved an excellent result for the game when the NSW Government allocated \$1.6 billion in infrastructure spending on Sydney's major event stadia.

The outcome of the NSW Stadia strategy was consistent with FFA's submission to the NSW Government Strategy Review Panel. We are delighted that Parramatta will have a brand new stadium as a home for the Western Sydney Wanderers and that ANZ Stadium will become a world-class permanent rectangular venue for our national teams and major club matches.

It's also great that Allianz Stadium will benefit from a refurbishment that will mean Sydney FC will have an up-to-date world class facility and certainty over tenancy so that the club and its fans won't face being dislocated for several years.

2015/16 also saw FFA implement a Women's Development Plan to ensure the growth of women's football is at the forefront of our strategy over the coming years. Football has long been a leader in women's sport and that will continue into the future.

In closing, I wish to firstly acknowledge the outgoing Chairman Frank Lowy AC, Deputy Chairman Brian Schwarz AM and long-serving director Phillip Wolanski AM for their service to the game in these last 12 transformational years. Secondly I would like to acknowledge the leadership and support of the new FFA Chairman Steven Lowy AM and our board of directors.

The new Chairman and board endured a challenging first few weeks as a result of the fan protests and boycotts at Hyundai A-League matches.

Together with FFA management, the board instigated a review under the chairmanship of FFA director Chris Nikou, which was the foundation for new procedures that have become part of FFA's regulations covering the Hyundai A-League and other FFA events.

In dealing with these complex matters, the board and FFA management quickly forged a bond that will serve the organisation well in the years ahead.

We also move into 2016/17 with enthusiasm.

The Caltex Socceroos have made a strong start to the final stage of World Cup Qualification with Ange Postecoglou's squad brimming with confidence as they continue on the Road to Russia.

On the domestic front, the Hyundai A-League clubs have been proactive in recruiting foreign stars and bringing Socceroos back into the League while the Westfield W-League continues to raise the bar against strong competition from rival codes.

It is going to be an exciting year for football and we look forward to working together with all stakeholders to make sure we continue to take the game forward.

DAVID GALLOP AM





FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2016

For the year ended 30 June 2016 we highlight the following consolidated results:

Net Deficit for the year ended 30 June 2016 is \$0.39m

Net Members' Equity at 30 June 2016 is \$7.3m

The breadth and depth of this truly global sport cannot be overstated and the financial results encapsulate the revenues and expenditures of administering and/or supporting the key pillars of our game including:

- Five national competitions (Hyundai A-League, Westfield W-League, Foxtel National Youth 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
- Community football (AIA Vitality MiniRoos, PS4 National Premier Leagues, Football Pathway, coaching)

Beyond the challenges posed by the scale of football, FY2016 presented financial challenges on several fronts. The key challenges included the operation of the Newcastle Jets prior to its sale to the Ledman Group, a disappointing commercial outcome from the two match series between the Socceroos and Greece, and the fact that revenues from our current broadcast rights package remain flat across the four year term (ending 30 June 2017).

As noted FFA owned and operated the Newcastle Jets Hyundai A-League club during the year prior to acquisition of the club by the Ledman Group. Ledman is a leading high-tech LED signage manufacturer, operator and integrated sports business headquartered in Shenzhen, China. This investment is another significant step in Australian football's engagement with Asia. We welcome their investment into the Hunter Region and this further demonstration of the strength and growing international status of the Hyundai A-League. The FY2016 result reflects both the proceeds from sale and the costs of operating the club throughout the year.

Notwithstanding the challenges noted, the quantum and make-up of the revenues and expenditure in FY2016 is broadly consistent with FY2015 on a "like for like" basis at a "Company" level. It is also worth highlighting that the cyclical nature of national team programs results in year on year variances to both revenue and expenditure comparatives.

REVENUE

Operating revenue for FY2016 of \$103.5m is consistent with prior year revenue.

Broadcast Revenue

FY2016 is the third year of a four year broadcast rights package – the revenue from which remains flat across the term. Total broadcast related revenue (including contra) for FY2016 was \$42.5m and in line with revenue in FY2015.

Non-Broadcast Revenue

Significant drivers of non-broadcast revenue streams include sponsorship up \$3.7m (17%), gate receipts up \$1.8m (22%), and net surplus upon sale of the Newcastle Jets club licence of \$2.4m on a consolidated basis. It is noted that the FY2015 comparative includes a \$4.0m share of the Asian Cup event surplus.

EXPENDITURE

Total expenditure increased by 3% to \$106.3m impacted primarily by the cyclical and varying nature of national team programs and contractual increases. Of the total expenditure, grants and distributions comprise \$32.1m inclusive of \$25.0m distributed equally to all clubs competing in the Hyundai A-League.

The key elements comprising total expenditure are as follows:

Employee Benefits

In addition to corporate staff this category includes contracted payments to Socceroos and Matildas players as well as all match officials across the national competitions.

Travel

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, the cost of which is allocated to this category.

Marketing and media

This category includes the production and creative costs for all properties along with marketing and other event costs.

Other

This category includes all other expenses of FFA including broadcast costs, insurance, IT and consultants.

Distribution to Clubs

FFA provides annual distributions to all clubs participating in the Hyundai A-League and Westfield W-League.

Distribution to Member Federations

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

Looking forward we remain firmly focused on growing the sport in a considered and fiscally responsible manner. Our clear objective with a new broadcast deal is to continue to invest in the key pillars of the game.

FINANCIAL SUMMARY

It is noted that the Financial Summary below has been prepared on both a "Consolidated" and "Company" basis. The FY2015 consolidated comparatives include the financial impact of hosting the Asian Cup in 2015 via a wholly owned subsidiary entity created for that purpose. The operating costs associated with the event were offset by the recognition of grant revenues to give a nil breakeven result for the Asian Cup subsidiary in FY2015. The inclusion of the Asian Cup in 2015 does not therefore impact the overall result for the FFA Group, but does inflate both the revenues and expenditures of the FFA Group in FY2015 on a consolidated basis.

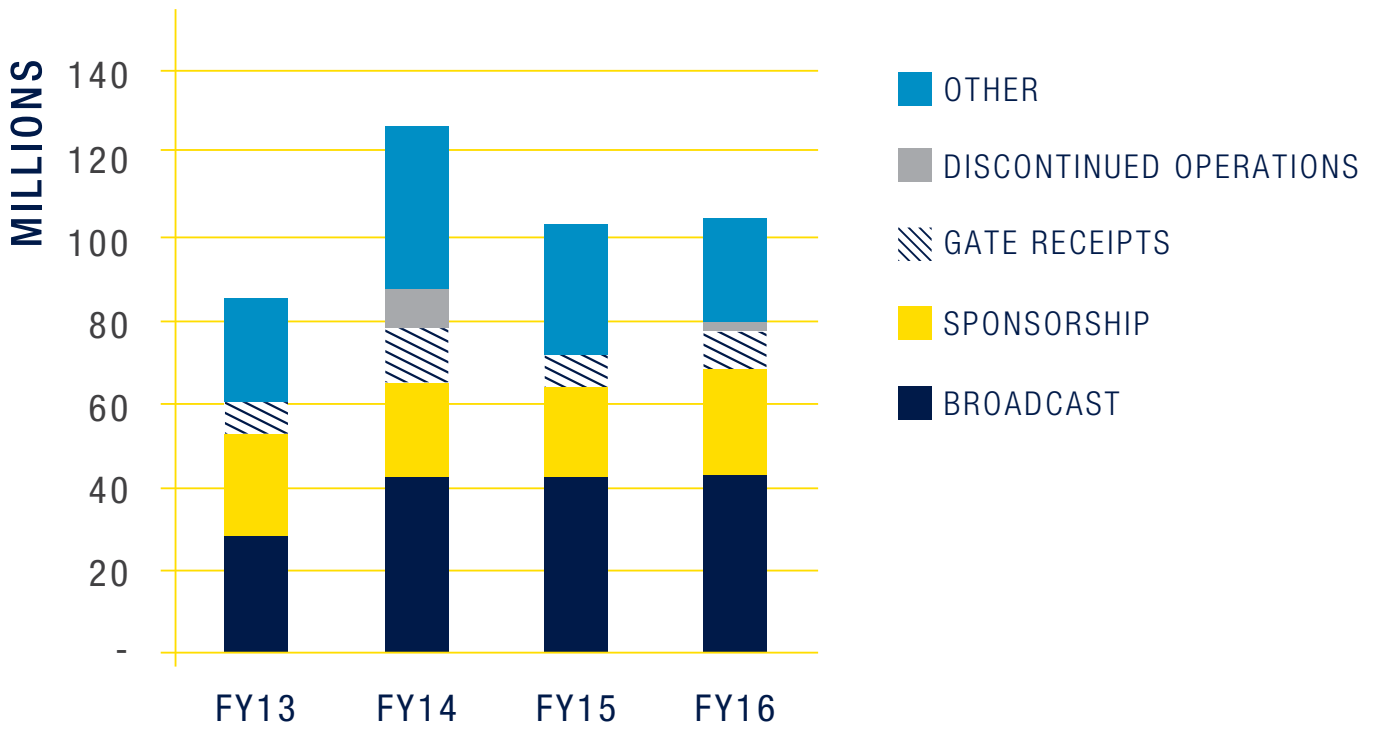
The Financial Summary highlights FFA's most significant revenues and expenses. For a detailed disclosure please refer to the FY2016 Audited Financial Statements available via the FFA website.

Summarised Profit & Loss (\$'000)	2015		2016	
	Company	Consolidated	Company	Consolidated
Operating Revenue				
Broadcast	42,683	42,683	42,523	42,523
Sponsorship	21,830	21,830	25,557	25,557
Gate Receipts	8,146	8,146	9,933	9,933
Other	31,036	90,339	25,506	25,506
Total Operating Revenue	103,695	162,999	103,519	103,519
Operating Expenses				
Employee Benefits	24,727	35,057	23,474	23,474
Travel	11,287	12,664	12,430	12,430
Marketing & Media	9,916	26,925	10,534	10,534
Other	26,824	57,743	27,751	27,751
Total Operating Expenses	72,754	132,390	74,188	74,188
Operating Surplus (before Grants, Distributions & Discontinued Operations)	30,941	30,608	29,330	29,331
Discontinued Operations	-	-	2,276	2,404
Operating Surplus (before Grants & Distributions)	30,941	30,608	31,607	31,734
Grants & Distributions	30,558	30,349	32,122	32,122
Net Surplus/(Deficit)	383	259	(515)	(387)
Summarised Balance Sheet Extract (\$'000)				
Total Assets	39,857	58,851	35,852	35,852
Total Liabilities	32,023	51,143	28,533	28,533
Net Assets	7,835	7,707	7,320	7,320

KEY FINANCIAL INDICATORS

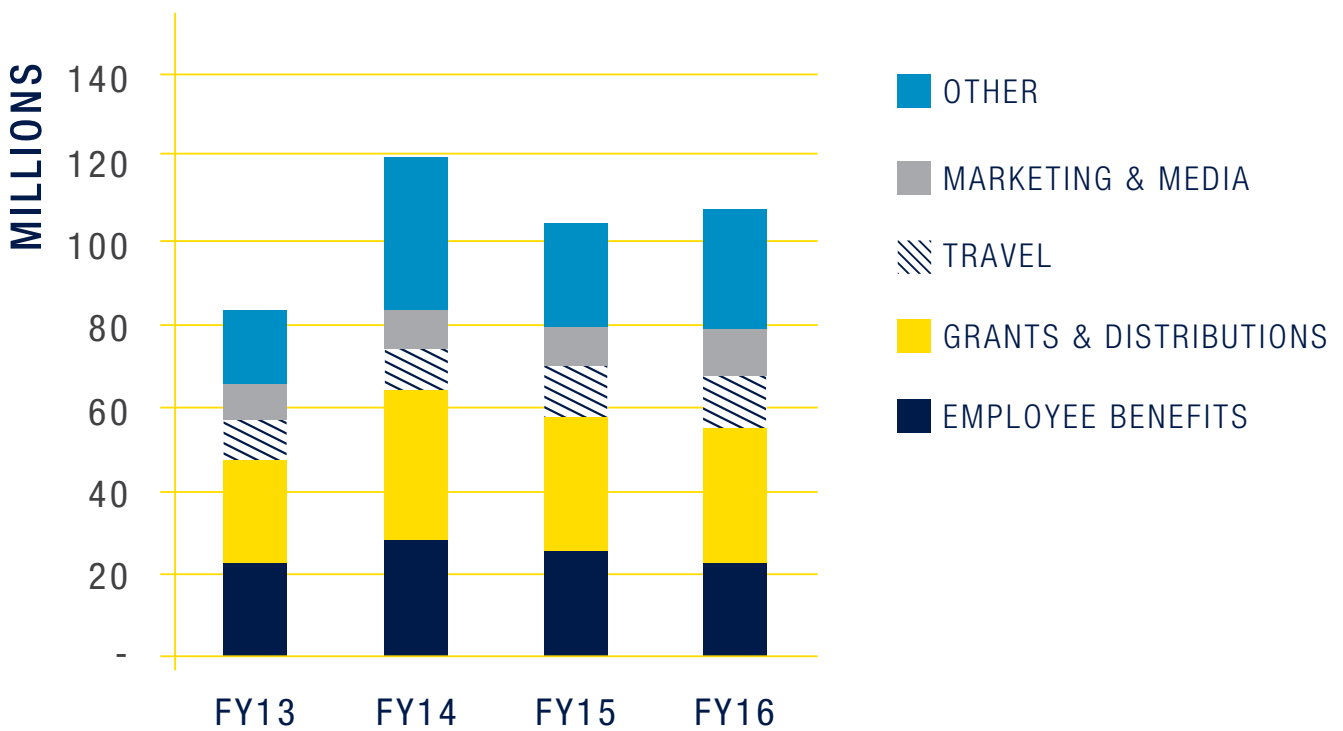
Revenue (Company)

TOTAL REVENUE



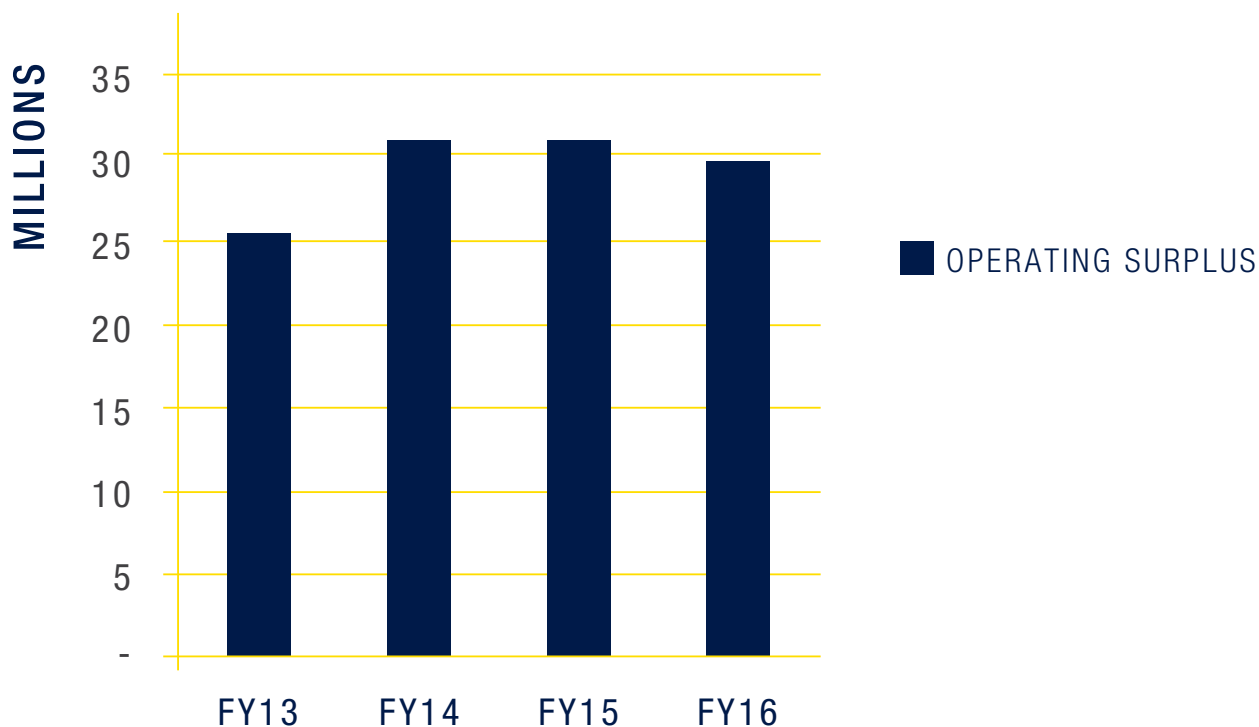
Expenditure (Company)

TOTAL EXPENSES



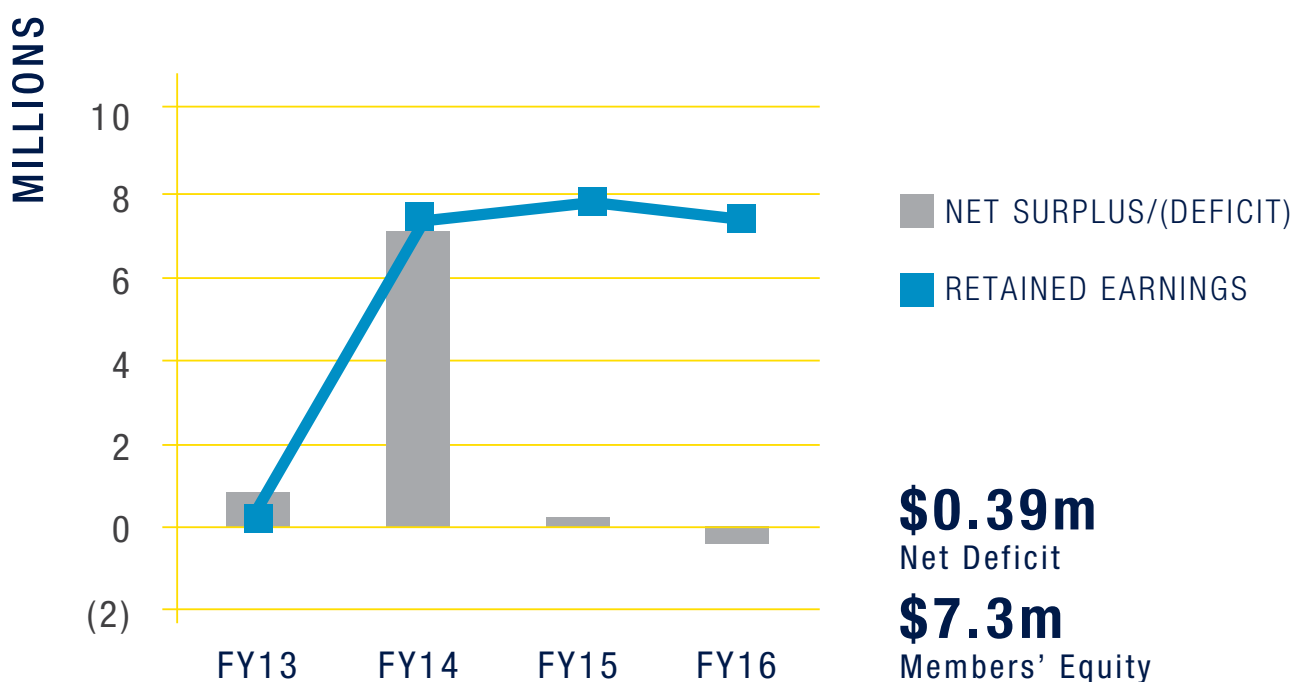
Operating Surplus before Grants, Distributions and Discontinued Operations (Company)

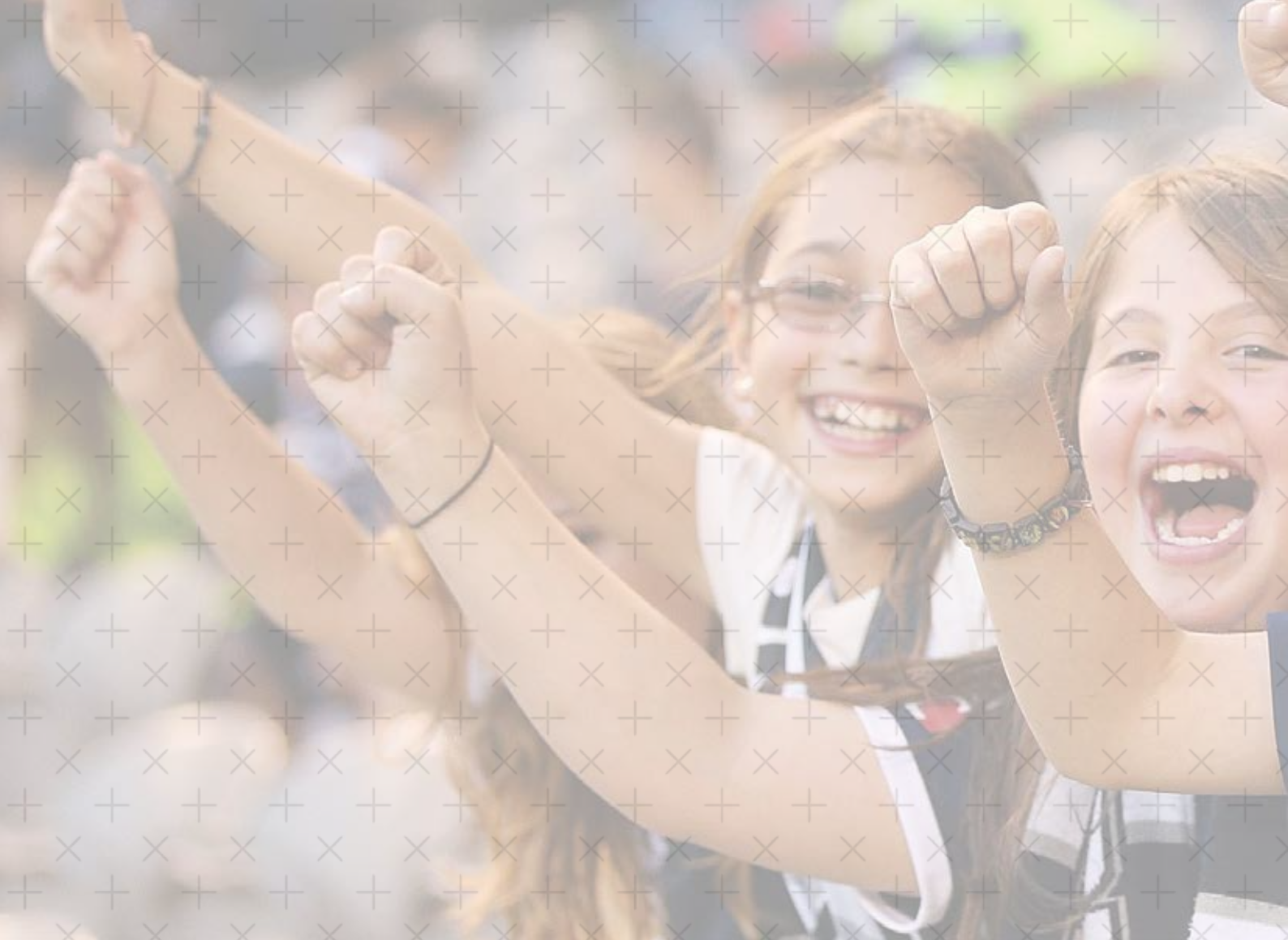
OPERATING SURPLUS



Net Surplus/ (Deficit) & Reserves (Consolidated)

NET SURPLUS/(DEFICIT) & RETAINED EARNINGS





FANS

STRATEGIC PILLAR

WITHOUT OUR FANS THE GAME WOULDN'T BE WHAT IT IS NOW IN AUSTRALIA. THIS STRATEGIC PILLAR PLACES MEMBERS AND FANS AT THE CENTRE OF OUR DECISION MAKING. THE AIM OF THE FANS STRATEGIC PILLAR IS TO DRIVE AUDIENCE GROWTH – TO CONVERT MORE FANS TO BECOME FANS OF CLUBS, CREATE EXCITEMENT AND AIM TO DELIVER THE BEST FAN EXPERIENCES IN AUSTRALIAN SPORT.

This pillar focuses on driving audience growth through a number of FFA's key products including the Caltex Socceroos, the Westfield W-League, Westfield FFA Cup, the Westfield Matildas and the Hyundai A-League.

A key initiative in this pillar is the product of the Hyundai A-League – in particular the composition of playing squads. This initiative aims to deliver exciting players that are marketable to mainstream Australia, in particular marquee players who

can change the landscape of Australian football. This has been executed via the addition of the full season guest to playing squads in the Hyundai A-League, demonstrated via Melbourne City FC's signing of Socceroos great Tim Cahill.

Looking into the future, it is imperative for FFA's suite of brands to have clear definition and strength in market to align to the ultimate objective of audience growth and broadening the fan base across our entire suite of products.



One key initiative which is underway is to redefine the brand strategy and look and feel across all three leagues – the Hyundai A-League, Westfield W-League and Foxtel National Youth League. This initiative is still a work in progress and is pivotal to the long term growth of all three leagues in Australian football.

Another key focus of the pillar is to convert junior participants into fans of our clubs. Following the launch of the strategy FFA's community and fan engagement teams have been working with clubs to deliver an increase in the number of community appearances and events delivered by clubs.

A workshop was held at FFA in March 2016 with CEOs of all Hyundai A-League clubs and Member Federations where alignment in delivery of fan development programs was the key topic of discussion. A number of initiatives have since been launched between Member Federations and Hyundai A-League clubs including a #ThanksCoach program aimed at rewarding coaches affiliated with Football Queensland in Brisbane and a further refined Grassroots to Glory program in Perth aimed at offering junior participants access to Perth Glory matches.

Continuing the theme of converting participants to fans, FFA has decided to invest in redefining the digital experience for our participants, coaches, referees and club administrators

in the football community. A digital plan has been adopted which aims to develop a whole of football personalised portal to serve members of the Australian football community with timely and relevant content to enhance their day to day and week to week experience with Australian football.

A digital team is set to be in place in late 2016 with the aim of delivering against a four year plan to redefine what it means for members of the football community to interact with Australian football via digital and mobile channels.

All initiatives in the fans pillar work towards driving audience growth and delivering great experiences for our players, coaches, referees, club administrators, volunteers, members and fans.

"TO DELIVER EXCITING
PLAYERS THAT ARE
MARKETABLE TO
MAINSTREAM AUSTRALIA."



HYUNDAI A-LEAGUE

SEASON 2015/16

THE 2016-19 STRATEGY RECOGNISES THE FANS AS CORE TO THE SUCCESS AND FUTURE OF THE GAME. THE CENTRAL FOCUS OF THE FANS STRATEGIC PILLAR IS THE HYUNDAI A-LEAGUE, THE SHOPFRONT OF FOOTBALL IN AUSTRALIA. IN 2015/16 IT CONSOLIDATED ITS POSITION IN THE AUSTRALIAN SPORTING LANDSCAPE WITH A SEASON OF SPECTACULAR FOOTBALL.

The Hyundai A-League 2015/16 Season provided fans with more goals than ever before while foundation club Adelaide United made history by winning their first ever Championship.

These were just two of the stories to come out of a season to remember.

The season proved that the equalisation measures in place via the salary cap ensure fans of every Hyundai A-League club can dream of winning silverware. As an example, in the

final round of the season any one of four clubs – Brisbane Roar FC, Adelaide United, Western Sydney Wanderers FC and Melbourne City FC could have secured the Premiership and direct entry into the AFC Champions League in 2017.

The Hyundai A-League continues to be a breeding ground for Australian coaches with many young local managers at the helm. Former Socceroos hero John Aloisi took over at Brisbane Roar FC, Scott Miller was appointed at Newcastle Jets while Kevin Muscat and Tony Popovic continued their



successful coaching careers at Melbourne Victory and Western Sydney Wanderers FC respectively.

Across the Hyundai A-League, Australian players such as Jamie Maclaren of Brisbane Roar FC, Adelaide United's Stefan Mauk, Jason Geria at Melbourne Victory and Aaron Mooy of Melbourne City FC all showed that good form in the Hyundai A-League could lead to a national team call up. Mauk and Mooy were also subsequently signed by clubs in Europe and the UK.

The Hyundai A-League also showcased the global nature of football with a strong contingent of foreign players adding greatly to the excitement and style of the competition.

Perth Glory's Diego Castro from Spain was crowned Johnny Warren Medal winner as best player of the Hyundai A-League. Melbourne City FC's Uruguayan striker Bruno Fornaroli scored some breathtaking goals, assisted by Aaron Mooy on many occasions, ending the season as Nike Golden Boot winner with 23 goals for the regular season. Teammate Thomas Sorensen from Denmark, a former English Premier League shot-stopper, won the best goalkeeper award.

Former Barcelona great and Spanish international Guillermo Amor received the Coach of the Year award for his remarkable season with Adelaide United.

The quality of the foreign signings, together with the Australian talent, made the Hyundai A-League very entertaining to watch in Season 2015/16. FFA plans for a marquee player fund (which subsequently helped Melbourne City FC sign Caltex Socceroo Tim Cahill in the 2016 off-season) only added to the League's growing reputation.

Cross-city derbies, a feature of football world-wide, continued to capture the imagination of fans in both Sydney and Melbourne. The Sydney Derby has become a major sporting event in the Harbour City with all three matches in Season 2015/16 sold out.

The season was one to remember and to underline that fact the Hyundai A-League 2016 Grand Final was sold out with 50,119 fans in attendance, the sixth straight time the competition's showpiece match has sold out and a crowd record for a football match in South Australia.

THE HIGHEST ATTENDED REGULAR SEASON MATCH WAS IN ROUND 2



v



40,539
ATTENDANCE



444 GOALS IN TOTAL

3.2 GOALS PER MATCH

(HIGHEST FOR ANY HYUNDAI A-LEAGUE SEASON)

MELBOURNE CITY FC, 66

MOST TEAM GOALS IN A SEASON

MELBOURNE CITY FC

FIRST TEAM TO HAVE THREE PLAYERS

SCORE 10 OR MORE

**WESTERN SYDNEY
WANDERERS FC 5 : 4**

BRISBANE ROAR FC

MOST GOALS EVER IN A FINALS SERIES MATCH

BRUNO FORNAROLI

(MELBOURNE CITY FC, 25) HIGHEST EVER

INDIVIDUAL SCORER FOR ENTIRE SEASON

GOALS GALORE
IN SEASON 2015/16





HYUNDAI





AN AGGREGATE
1.7M FANS
ATTENDED MATCHES

11.2M CUMULATIVE FANS WATCHED ON TV

79,829 AVERAGE TV AUDIENCE PER MATCH

86% INCREASE IN AVERAGE TV AUDIENCE SINCE 2010/11

7.1M ON AVERAGE
CONSUMED HYUNDAI A-LEAGUE RELATED MATERIAL EACH DAY

12,695 AVERAGE ATTENDANCE FOR THE SEASON

109,710 MEMBERSHIPS ACROSS THE 10 CLUBS
(A 74% GROWTH OVER THE PAST FIVE SEASONS)

86 COUNTRIES
THE INTERNATIONAL BROADCAST REACH OF THE HYUNDAI A-LEAGUE 2015/16 SEASON

17TH MOST ATTENDED LEAGUE IN THE WORLD
(FIRST IS BUNDESLIGA, MLS IS EIGHTH AND J-LEAGUE 13TH)

11% VERSUS 9.4%
MORE AUSTRALIANS ARE NOW WATCHING THE HYUNDAI A-LEAGUE
THAN THE ENGLISH PREMIER LEAGUE

KEY STATS
IN SEASON 2015/16





CLUBS IN HIGH-PROFILE EXHIBITION MATCHES





THE GLOBAL PULLING POWER OF FOOTBALL WAS ON DISPLAY DURING THE OFF-SEASON WITH THE VISIT OF A NUMBER OF POWERHOUSE EUROPEAN FOOTBALL CLUBS.

Football fans were able to celebrate their support of Liverpool and Manchester City as well as their local Hyundai A-League clubs in a series of tight matches which highlighted the growing quality of Australia's domestic competition.

- Liverpool FC faced Brisbane Roar FC at Suncorp

Stadium in July 2015. There was an average TV audience of 418,000 and 50,000 fans at the venue

- Manchester City met Melbourne City FC with 22,000 at Gold Coast's Cbus Stadium and an average TV audience of 72,000 on Fox Sports
- Liverpool FC met Adelaide United at Adelaide Oval in front of 53,008 fans and an average TV audience of 307,000
- It was also announced that Arsenal will play two matches against Sydney FC and Western Sydney Wanderers FC in Sydney in 2017



HYUNDAI A-LEAGUE 2016 GRAND FINAL

THE HYUNDAI A-LEAGUE 2016 GRAND FINAL WAS AN HISTORIC OCCASION AT ADELAIDE OVAL AS A SELL-OUT CROWD SAW ADELAIDE UNITED CLINCH THEIR FIRST CHAMPIONSHIP.

After losses in two previous Hyundai A-League Grand Finals, Adelaide United finally gave their loyal supporters the ultimate prize thanks to a 3-1 win over Western Sydney Wanderers FC.

Adelaide completed the Premiership/Championship double and capped a remarkable turnaround after being bottom of the ladder and winless after the first eight rounds of the season.

Underlining the popularity of the Grand Final, airlines were forced to charter extra flights from Sydney to cope with the demand. It made for an electric atmosphere at the historic sports venue and around the precinct. Both clubs had lost two

Hyundai A-League Grand Finals so the result guaranteed a new champion would be crowned.

A predictably tense opening was followed by Adelaide taking the initiative midway through the first half.

A flowing move down the left finished with youngster Bruce Kamau turning in Marcelo Carrusca's cross on 21 minutes. The atmosphere then reached fever pitch as Spanish midfielder Isaias curled a super free kick into the top corner for a 2-0 lead at the break.



The Wanderers gave their sizeable contingent of travelling fans hope when Scott Neville pulled a goal back 15 minutes after the break.

But the Reds weren't about to be denied with Pablo Sanchez scoring in stoppage-time to make it 3-1 to spark celebrations to complete an unforgettable revival in the club's season.

The success capped an incredible campaign for first-year coach Guillermo Amor who defied the early-season critics and turned Adelaide United fortunes around in emphatic fashion.

KEY STATS FOR THE GRAND FINAL

**BROADCAST INTO
86 COUNTRIES**

(A 51% INCREASE ON THE 2015 GRAND FINAL)

**SOLD OUT WITH 50,119 FANS
IN ATTENDANCE**

THE SIXTH STRAIGHT TIME THE
HYUNDAI A-LEAGUE'S SHOWPIECE
MATCH HAS SOLD OUT



**ATTENDANCE WAS THE
BIGGEST FOR A DOMESTIC
FOOTBALL MATCH** IN SOUTH AUSTRALIA

PRINT MEDIA COVERAGE REACHED AN AUDIENCE OF
70,698,719 READERS

589,610
THE AVERAGE VIEWERSHIP
ON FOX SPORTS AND SBS



WESTFIELD W-LEAGUE SEASON 2015/16

THE WESTFIELD W-LEAGUE WELCOMED A NEW TEAM IN MELBOURNE CITY FC, AND THE CLUB WENT ON TO DOMINATE IN BREATH-TAKING FASHION AS INTEREST IN THE COMPETITION REACHED AN ALL-TIME HIGH.

In its eighth season, the Westfield W-League continued to play a cornerstone role in the development of women's elite football, providing club opportunities for the best female players across the country. The growth, depth and quality of women's football was reflected in expansion of the League to nine teams.

ABC TV, broadcast partner of the League since its inception, was joined by Fox Sports in a simultaneous broadcast arrangement that significantly increased exposure of the League. A feature of the coverage was an all-female broadcast team. Well-known women's football commentator Stephanie Brantz and former Matilda Amy Duggan led the

coverage. Other former Westfield Matildas including Sarah Walsh, Heather Garriock and Sally Shipard also provided expert analysis. Double-headers with Hyundai A-League matches attracted new fans and will be an ongoing feature.

The League kicked off in mid-October and it was Melbourne City FC that shone brightest, going undefeated throughout the season.

The City team assembled by coach Joe Montemurro was a who's who of women's football with Westfield Matildas Stephanie Catley, Lisa De Vanna and Laura Alleway signing up. Overseas players Kim Little and Jess Fishlock added international flavour. Striker Larissa Crummer's efforts saw



her called up to the Westfield Matildas and win the Golden Boot award and NAB Young Footballer of the Year.

Melbourne City FC finished top of the League ahead of Sydney FC, Canberra United and Brisbane Roar FC. In the Semi-Finals, Sydney FC edged out Canberra United 1-0, while Melbourne City FC won a tight contest in a penalty shootout against Brisbane Roar FC.

In the Grand Final at AAMI Park in front of 4,206 fans,

Melbourne City FC took a 2-0 lead with goals to Jennifer Beattie and Kim Little before Westfield Matildas star Kyah Simon pulled one back for Sydney FC from the penalty spot. Late strikes from rising star Beattie Goad and captain Lisa De Vanna rounded out a convincing 4-1 win to City. Little was named player of the match after having a hand in three of City's goals.

It was a fitting end to a season in which Melbourne City FC took the Westfield W-League to a new level on and off the pitch.

KEY STATS

1,316,021 VIEWERS
IN TOTAL THROUGHOUT THE SEASON

151,656 VIEWERS
WATCHED THE WESTFIELD W-LEAGUE 2016 GRAND FINAL,
AN INCREASE OF 20% ON THE 2015 GRAND FINAL

**20% ACCUMULATED
INCREASE IN AVERAGE
ATTENDANCES**
FROM 2014/15 AND THE HIGHEST
EVER SINCE THE WESTFIELD
W-LEAGUE COMMENCED IN
SEASON 2008/09





WESTFIELD FFA CUP

2015

THE SECOND EDITION OF THE WESTFIELD FFA CUP SAW MORE TEAMS AND GREAT DRAMA AS CUP FEVER TOOK HOLD ONCE AGAIN ACROSS AUSTRALIA IN A COMPETITION THAT IS UNIQUE TO FOOTBALL.

The Cup's ability to entertain and connect is demonstrated by the extent to which it has been embraced by fans, coaches, media and players. On social media, #MagicOfTheCup has become a popular hashtag, sparking lively debate while media coverage continues to be nationally very strong including Fox Sports' commitment to live coverage from the Round of 32 onwards.

After the stunning success of the inaugural Westfield FFA Cup, the 2015 version again captured the imagination of the Australian sporting public with its romance and drama as minnows mixed it with the full-time professional Hyundai A-League clubs.

The competition reached a new frontier as for the first time clubs from all eight States and Territories were involved including teams from Darwin, Alice Springs and even Borroloola in the Northern Territory's Barkly Tablelands.

Run in conjunction with Member Federations, their clubs and armies of volunteers, the Cup featured 638 clubs from all corners of the country including inland regional centres such as Kalgoorlie in Western Australia, South Australia's Barmera, Toowoomba in Queensland and Wagga Wagga in the NSW Riverina. The knock out Cup can lay claim to being Australia's only true national competition.



The Round of 32 threw up some true “David v Goliath” battles. Top End debutants Darwin Olympic were pitted against defending champions Adelaide United, while Balmain Tigers – a side from the third tier of football in NSW – took on reigning Hyundai A-League champions Melbourne Victory.

Hume City FC would go on to become the fairytale story of the 2015 Westfield FFA Cup, being the only Member Federation club to reach the semi-finals, losing 3-0 to eventual champions Melbourne Victory.

On the other side of the draw, Perth Glory made it through to a second successive Cup final, surviving penalty shoot-outs against Newcastle Jets and Western Sydney Wanderers FC before beating Melbourne City FC 3-1 in their semi-final.

The 2015 Westfield FFA Cup final was played on a Saturday night between Melbourne Victory and Perth Glory at AAMI Park. Goals to Oliver Bozanic and Besart Berisha ensured Melbourne Victory won 2-0 to lift the trophy in front of more than 15,000 fans. The Mark Viduka Medal for best on ground went to Melbourne Victory’s Kosta Barbarouses.

KEY STATS

**638 MEMBER
FEDERATION CLUBS**
ENTERED THE COMPETITION

THE ROUND OF 32

CONSISTED OF 21 MEMBER FEDERATION CLUBS, 10 HYUNDAI A-LEAGUE CLUBS AS WELL AS THE PLAYSTATION 4 NPL 2014 CHAMPIONS METROSTARS (FROM PS4 NPL SA)

3.39 GOALS SCORED

ON AVERAGE PER MATCH THROUGHOUT THE COMPETITION

AN EXTRA 53 CLUBS

PARTICIPATED MEANING AN EXTRA 37 PRELIMINARY MATCHES THROUGHOUT AUSTRALIA





2016 AFC CHAMPIONS LEAGUE

PARTICIPATION IN THE ASIAN REGION'S PREMIER CLUB COMPETITION SHOWED THE INTERNATIONAL OPPORTUNITIES PRESENTED BY FOOTBALL AND THE QUALITY OF HYUNDAI A-LEAGUE CLUBS' SQUADS AND COACHING.

Melbourne Victory and Sydney FC qualified as the two Hyundai A-League representatives in the 2016 AFC Champions League, the premier club competition in football's largest and fastest growing confederation. The two clubs faced some of Asia's biggest and best clubs and showed why the Hyundai A-League is a growing power in the Asian Region. Both clubs claimed some impressive wins on the way to qualifying for the Round of 16, the first time two Hyundai A-League clubs have progressed to the knockout stage in the same year.

Demonstrating the opportunities presented by participation the Hyundai A-League clubs were part of huge TV viewing numbers across Asia.

GROUP STAGE

Premiers and Champions Melbourne Victory and second-placed Sydney FC went directly into the group stage of the 2016 AFC Champions League as a result of their performances in the Hyundai A-League 2014/15 Season.

Adelaide United who finished third that season failed to gain entry losing a play-off match against Chinese Super League club Shandong Luneng 2-1 at Hindmarsh Stadium.

The group stage saw Melbourne Victory pitted against China's



Shanghai SIPG, Gamba Osaka of Japan and Korean club Suwon Bluewings in Group G.

Sydney FC was in Group H with defending AFC Champions League winners Guangzhou Evergrande from China, Urawa Red Diamonds of Japan and Pohang Steelers from the Korea Republic.

While Sydney FC began their campaign with a 2-0 loss to Urawa in Japan, Melbourne Victory made a significant statement beating Shanghai SIPG 2-1 in Melbourne. Jai Ingham, plucked from PS4 NPL Victoria club Hume City, scored the winning goal. The match had an average broadcast viewership in Asia of 4.25 million.

Sydney FC's second match in the group stage was at home against Asia's powerhouse Guangzhou Evergrande coached by Luiz Felipe Scolari. Sydney prevailed 2-1 in a match that was a ratings hit in Asia, with an average viewership of 7 million and reach of over 30 million. The club's performances in the rest of the group stage, including wins home and away against Pohang Steelers, saw them top a tough group and qualify for the knock-out stages for the first time.

Melbourne Victory followed up their opening win over Shanghai with three consecutive draws against Gamba (1-1) and Suwon (1-1 away and 0-0 at home).

A 3-1 away loss to Shanghai on Match Day 5 meant

Melbourne Victory had to win their final group game at home against Gamba to progress.

First-half goals to Besart Berisha and Archie Thompson were enough to secure a 2-1 win to join Sydney FC in the last 16.

ROUND OF 16

Melbourne Victory came up against the K-League's Jeonbuk Motors in the knockout stage and after a 1-1 draw in Melbourne in the first leg they lost 2-1 in Korea to end their campaign.

As group winners, Sydney FC played their first leg away from home and came back to Sydney in a strong position after a 1-1 draw in China against Shandong Luneng.

They looked on course for a spot in the quarter-finals as goals from Brandon O'Neill and Rhyan Grant had Sydney FC leading 2-1 heading into the final minute.

But a long-range shot from substitute Hao Junmin saw Shandong Luneng snatch a 2-2 draw and advance on the away-goals rule.

While there was ultimately disappointment on the field for the two Hyundai A-League clubs, their participation showcased their brands and that of the Hyundai A-League and Australian football to a vast audience in the world's fastest growing economy.



**WE ARE
FOOTBALL**

THIS IS OUR VISION
WHOLE OF FOOTBALL PLAN

LEADING STRATEGIC PILLAR

FFA BROUGHT THE WHOLE OF FOOTBALL PLAN TO LIFE IN DEVELOPING ITS STRATEGIC PLAN FOR 2016-19. THE LEADING STRATEGIC PILLAR PLACES COLLABORATION BETWEEN STAKEHOLDERS AT ITS HEART.

The Whole of Football Plan released in 2015 marked a watershed in the history of football in Australia. 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 engagement of the community in the Whole of Football Plan demonstrated the power, passion and potential of the game. It also demonstrated that for the game's full potential to be realised, collaboration between stakeholders was key.

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. In the Leading Pillar, a key initiative is the Triangle of Collaboration. This involves FFA leading collaboration between Member Federations and Hyundai A-League clubs in each state and territory to harness resources and maximise benefits to their fans and participants, thereby driving growth in both clubs and Member Federations alike.

The key to FFA's four year Strategy is recognition that football has an enormous participation and supporter base with

05

relatively limited resources and that strategic priorities and resourcing decisions were required.

The Triangle of Collaboration is directed at bringing Hyundai A-League clubs and Member Federations together to clarify their roles and responsibilities and develop locally relevant solutions to avoid duplication, maximise efficiencies and deliver improved experiences across their constituents.

Following the launch of the strategy in April 2016, FFA has been working with Hyundai A-League clubs and Member Federations to establish open dialogues in each state and territory.

The mutual objectives include conversion of participants into fans and members of Hyundai A-League clubs, using the appeal of the Hyundai A-League to drive participation growth

and retention and adopt a more coordinated approach to government relations.

Another key aspect of the Triangle of Collaboration is collaborating on player development to ensure an integrated national approach to elite player development incorporating Hyundai A-League and Member Federation programs. A key outcome in this area will be the participation of Hyundai A-League teams in their respective Member Federation National Premier Leagues competitions from the National Youth League (NYL) teams down through junior age groups. This has been achieved for each NYL team and FFA is now joining the parties together to roll out this integration through all age groups on a state by state basis.



“FOOTBALL IN AUSTRALIA HAS A MULTITUDE OF STAKEHOLDERS WITH DIVERSE NEEDS. WITH FINITE RESOURCES, FFA NEEDS TO ENSURE MAXIMUM IMPACT FOR ANY INVESTMENT IN DEVELOPMENT OF THE GAME. REDEFINING OR CREATING NEW SYSTEMS, RELATIONSHIPS AND STRUCTURES TO ENABLE OUR STAKEHOLDERS TO WORK WITH UNITY OF PURPOSE IS KEY”.

MARK FALVO, Head of Corporate Strategy, Government & International Relations



AUSTRALIA IN ASIA

INTERNATIONAL AND GOVERNMENT RELATIONS FORM ANOTHER KEY PART OF THE LEADING PILLAR. FFA WORKED ON KEY PROJECTS WITH THE AUSTRALIAN GOVERNMENT AND WITH PARTNERS IN THE ASIAN FOOTBALL CONFEDERATION TO SHOWCASE WHAT FOOTBALL CAN BRING TO SPORTS DIPLOMACY IN THE REGION.

FFA HOSTS ASEAN COUNCIL MEETING

In December 2015, FFA welcomed delegates from ten South East Asian Member Associations to Sydney for the first ASEAN Football Federation (AFF) Council Meeting hosted on home soil since Australia joined the AFF in 2013.

Hosting key regional events such as these provides the opportunity to engage with and strengthen cultural, economic

and political ties with Australia's Asian neighbours using football as the common interest. Representatives from the Department of Foreign Affairs and Trade and the Australia-ASEAN Council also attended events held during the visit.

AFF delegates also experienced the best of what football in Australia has to offer, attending Hyundai A-League and Westfield W-League matches as well as taking part in football development workshops which shared experiences and strategies used in the successful hosting of the 2015 AFC Asian Cup.



HYUNDAI A-LEAGUE AND J.LEAGUE SIGN MOU

FFA's International Relations Department worked on an initiative that will see Australia sharing best practice and expertise with one of Asia's strongest leagues. The work led to entry into a Memorandum of Understanding (MOU) between FFA representing the Hyundai A-League, and Japan's J.League.

FFA hosted a delegation from the J.League at the Hyundai A-League 2016 Grand Final in Adelaide. Managing Director of the J.League, Mr Daisuke Nakanishi, said the J-League shared a number of similarities with the Hyundai A-League.

"Since last year, we had a number of meetings with Football Federation Australia and found that we have similar environment and visions," said Nakanishi. "Both the J-League and the Hyundai A-League are still young and developing and we are both aiming to be world class competitions."

Under the terms of the MOU, the historic co-operation agreement will see the two leagues share technical, marketing and administrative expertise, as well as using sports diplomacy to build on the relationships between the governments of Australia and Japan.

The MOU also paves the way for player loan deals between the Leagues, and facilitates matches at elite youth level between Australian and Japanese clubs. The Australia – Japan Foundation has already provided funding for Perth Glory to participate in a J-League International Youth Tournament in December 2016, and an FFA delegation is scheduled to travel to Japan at the end of the year to share administrative expertise.

ASEAN WOMEN'S FOOTBALL ADMINISTRATION DEVELOPMENT EXCHANGE

FFA in partnership with Australia-ASEAN Council has announced the ASEAN Women's Football Administration Development Exchange. Running for the next three years the program will see female football administrators from Member Associations in the AFF hosted in Australia working within FFA's departments for a two-week intensive skills development course.

AFC ANNUAL AWARDS

IN NOVEMBER 2015, A NUMBER OF AWARDS WERE BESTOWED ON AUSTRALIA AT THE AFC ANNUAL AWARDS HELD IN DELHI, INDIA.

Australia's entry in 2005 into the Asian Football Confederation, FIFA's largest and fastest-growing confederation, was a landmark event in the history of football in Australia. FFA is committed to being a leading nation in Asia in terms of its performances on the field, and its contribution to the development of Asian football off the field.

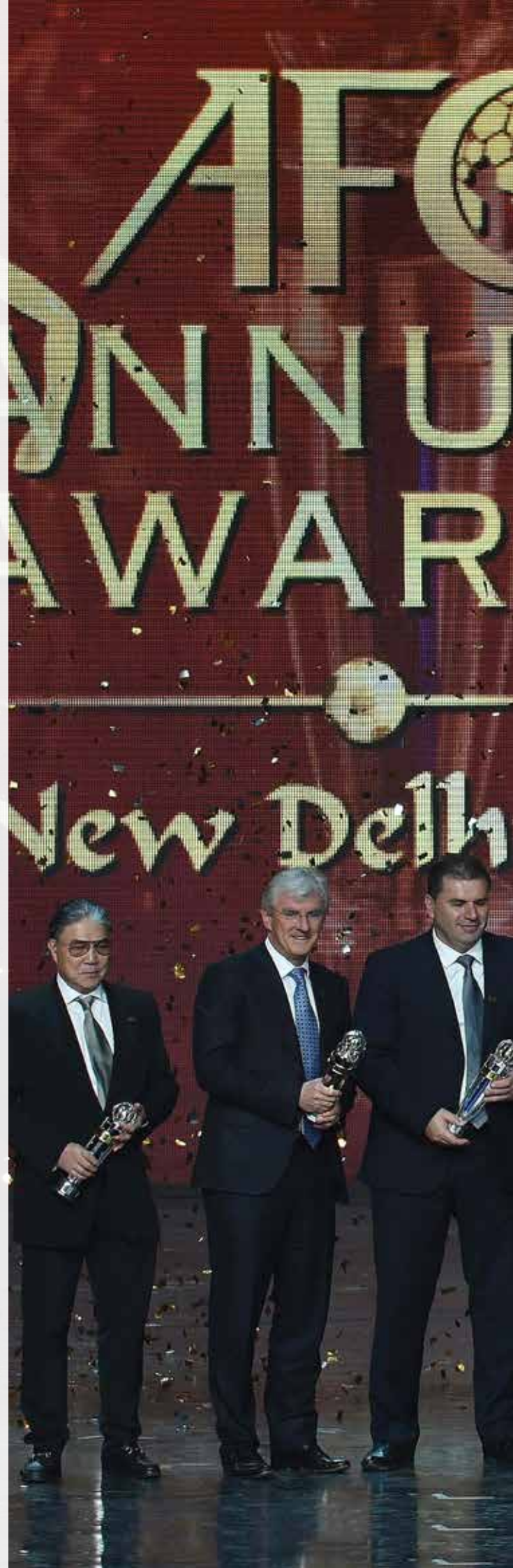
The past year was a big year of recognition for on-field achievements.

Australia's historic 2015 AFC Asian Cup victory catapulted the Caltex Socceroos and Head Coach Ange Postecoglou to the National Team of the Year and Coach of the Year awards.

Football Federation Australia (Member Association of the Year), Elise Kellond-Knight (AFC Women's Player of the Year) and Massimo Luongo (AFC Asian International Player of the Year) were also nominated for awards at the ceremony, attended by Postecoglou, FFA Chairman Steven Lowy and FFA CEO David Gallop.

With captain Mile Jedinak in London, new FFA Chairman Mr Steven Lowy accepted the Socceroos award. "Congratulations to the Socceroos and Ange Postecoglou on receiving these prestigious awards," he said. "This recognition by the AFC underlines the exciting times we can look forward to with some fantastic work put in place over the last two years by the coaches, management, staff and players."

FFA CEO David Gallop also paid tribute. "For the Socceroos to claim the award for the AFC National Team of the Year with an Australian coach as dedicated and passionate as Ange Postecoglou shows how far we have come as a nation and the foundations we are laying for the continued growth of Australian football."





2015





GOVERNMENT RELATIONS

FFA WORKED WITH THE AUSTRALIAN GOVERNMENT TO DELIVER PROGRAMS AND WORK IN PARTNERSHIP WITH TRADE MISSIONS.

JUST PLAY INDIA PROGRAM

In January 2016, Australia's Foreign Minister Julie Bishop announced the Just Play India program at an event attended by FFA CEO David Gallop.

This sport for development program is a joint effort between the All India Football Federation and FFA to be conducted in Kerala, India in 2016. Delivered with the support of the Oceania Football Confederation, it provides a fun introduction to football and through interactive sessions involving boys and girls teaches basic football skills combined with positive

messages about hygiene, sanitation, physical activity, gender equality and respect.

MIKTA (MEXICO, INDONESIA, KOREA REPUBLIC, TURKEY AND AUSTRALIA)

MIKTA is a grouping of these five countries with the aim of using collaboration and constructive dialogue to address international problems.



Working with the Department of Foreign Affairs and Trade, FFA organised several football grassroots events which engaged members of MIKTA diaspora communities in Australia. The events showcased Australia's multiculturalism to MIKTA nation dignitaries, and highlighted the leading role FFA is taking on gender equality. A number of Westfield Matildas participated in events with young girls from local MIKTA communities who participate in FFA's AIA Vitality MiniRoos for Girls program.

AUSTRALIA UNLIMITED – UNITED ARAB EMIRATES/QATAR

In January 2016, an FFA delegation led by AFC Asian Cup 2015 Local Organising Committee General Counsel Stuart Corbishley travelled to the United Arab Emirates and Qatar as part of a Match Australia Trade Mission.

Visiting the respective Football Association headquarters, the focus was a transfer of knowledge from the 2015 AFC Asian Cup to the 2019 AFC Asian Cup hosts, the UAE.

PARLIAMENTARY FRIENDS OF FOOTBALL

Around the Caltex Socceroos' World Cup qualifier with Kyrgyzstan in Canberra in November 2015, a Parliamentary Friends of Football event was held at Parliament House.

FFA CEO David Gallop delivered an update to politicians on the progress of the game. Socceroos Head Coach Ange Postecoglou, Socceroo Tim Cahill, Matildas Head Coach Alen Stajic, a number of Matildas players as well as members of the Pararoos, Australian National Paralympic Football team, also attended the event.

GOVERNMENT HOSTING SUPPORT

Over the reporting period FFA hosted a number of FIFA World Cup Qualification and friendly international matches which received significant support from the State and Territory Governments of New South Wales, Victoria, South Australia, Western Australia and the Australian Capital Territory. FFA extends its deep appreciation to all governments for their considerable assistance.



FFA IN THE COMMUNITY



HARMONY DAY

Round 24 was Harmony Round which aligned with Harmony Day on March 21. This showcased football's cultural diversity and how multiculturalism enriches football in Australia. Hyundai A-League clubs conducted school visits and home grounds were transformed into a celebration of diversity among players, spectators, supporters and partners.

INDIGENOUS FOOTBALL WEEK

In an Australian football first, a group of young Indigenous footballers from remote parts of the Northern Territory walked out with the Caltex Socceroos at the 2018 FIFA World Cup qualifier at Allianz Stadium in Sydney on 29 March 2016 to mark the launch of Indigenous Football Week (29 March – 3 April 2016), a major fundraising initiative for John Moriarty Football.

Proudly supported by Football Federation Australia, Professional Footballers Australia, SBS and FOX Sports, Indigenous Football Week highlighted the achievements of Indigenous players past and present, as well as the next generation of incredible talent.

The initiative aimed to raise more than \$200,000 for John Moriarty Football, a not-for-profit organisation that works to improve education and life outcomes for young Indigenous footballers and their families in remote Australia, at the same time ensuring Indigenous football succeeds in Australia.

MOVEMBER

In early November, the “Movember” charity, whose mission is to change the face of men's health, celebrated its partnership with the Hyundai A-League. Using club ambassadors, digital platforms, social media and Round 4 of the season, FFA and the clubs worked with Movember to drive awareness of men's health issues.



WINNING STRATEGIC PILLAR

THERE HAVE BEEN A NUMBER OF SIGNIFICANT ACHIEVEMENTS AS PLANS CONTINUE TO PRODUCE GENERATIONS OF WORLD-CLASS, TECHNICALLY GIFTED PLAYERS BOTH MALE AND FEMALE.

The Winning Pillar naturally is focused on the development and performance of elite footballers. Australia's senior national teams, the Caltex Socceroos and Westfield Matildas, represent the pinnacle of achievement and aspiration for young Australian players. Under Head Coaches Ange Postecoglou and Alen Stajcic, the current generation of players have had an exceptional 12 months, representing Australia in the most competitive game in the world in a truly Australian style.

Both coaches have also made squad regeneration and depth-building a key priority positioning the teams for the upcoming

years and in particular the FIFA World Cups in 2018 and 2019. FIFA world rankings rose in the period, with the Socceroos moving into the top 50 out of 211 FIFA nations for the first time since 2012 and the Matildas climbing to a highest-ever world ranking of 5th in the lead-up to the Rio Olympics.

There have been a number of significant achievements as plans continue to produce generations of world-class, technically gifted players both male and female.

A key focus of the 2016-19 Strategy in the Winning Pillar is the development of successful future generations of



Socceroos and Matildas. Historically, the talented player pathway in Australia has been too narrow. Therefore, the Winning Pillar, through the development of 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 Leagues clubs developing talented players, supported by Member Federations and FFA. Further to this the development of coaches is a key principle which underpins the development of talented players at all levels within the game.

AUSTRALIAN NATIONAL REPRESENTATIVE FOOTBALL TEAMS

Caltex Socceroos

Westfield Matildas

Olyroos (U23 Men's Team)

Young Matildas (U20 Women's Team)

Young Socceroos (U20 Men's Team)

Junior Matildas (U17 Women's Team)

Joeys (U17 Men's Team)

Futsalroos (Open Men's Futsal team)

Pararoos (National Paralympic Football Team)

CALTEX SOCCEROOS



THIS YEAR SAW THE
CALTEX SOCCEROOS
PROGRESS SAFELY
THROUGH TO THE
FINAL STAGE OF
2018 FIFA WORLD
CUP QUALIFYING
WHILE SIGNIFICANTLY
BROADENING THE BASE OF

PLAYERS THAT WILL HOLD US IN GOOD STEAD
FOR THE CHALLENGES OF THE NEXT 18 MONTHS,
AND IN FACT – YEARS TO COME.

Hot on the heels of the historic success that was the 2015 AFC Asian Cup, the recent part of our journey has been about ensuring we are ready to not only qualify for the 2018 FIFA World Cup but to make an impact during the tournament in Russia.

It also presented the off field staff with some significant challenges, which they overcame to underpin our belief that we have created a world class environment in and around the team. That is critical to our future success.

After winning the opening game of the first stage of FIFA World Cup Qualifying 2-1 against Kyrgyzstan in Bishkek in June 2015, the Socceroos defeated Bangladesh 5-0 in front of a full house at nib Stadium in Perth before a 3-0 win over Tajikistan in Dushanbe during the September 2015 international window.

The next task was a single match, away to Jordan, in October and it was a reminder to us that qualifying for a FIFA World Cup through the Asian Football Confederation is no easy task. A 2-0 loss dampened the mood but not our desire and resolve.

November saw us travel to Canberra where the Socceroos were clinical in defeating Kyrgyzstan 3-0 in front of another

full house before a well-deserved 4-0 win over Bangladesh, played under intimidating conditions in Dhaka.

The twin victories set us up for the final two matches of the first stage of qualifying – both at home – against Tajikistan and then Jordan in March 2016. Two wins and we were through.

The team was ruthless in Adelaide, defeating Tajikistan 7-0 in front of a vocal crowd before we took on Jordan in Sydney. There was a tense edge to the clash with Jordan but there was never any doubt and the players were magnificent in snaring a 5-1 win to progress through to the final stage of FIFA World Cup Qualifying.

The year finished with us testing ourselves against European opposition. The FIFA World Cup Asian Qualifiers give us a constant flow of competitive matches that challenge the side on and off the pitch but it is important that we spread our wings when friendly windows open up.

A match against England in England was a great occasion for the players but more importantly gave us the chance to face opposition at another level. The 2-1 loss will stand in the record books but the performance gave us great belief that we were heading in the right direction.

The final stop of the year was two matches against Greece. The first match in Sydney ended in a 1-0 win, which was a nice boost for the players, before we let our standards slip in the return match – going down 2-1 in Melbourne. Honours even but no time to look behind us.

Ten matches for seven wins and three losses was the statistical upshot of the year but I prefer to look at the progression we made as a team and the depth we created by giving a number of young Australians a chance to join us on this special journey. We still have a way to go but the road ahead is clear.

Bring on 2017!

ANGE POSTECOGLU

A handwritten signature in black ink, appearing to read 'Ange Postecoglou'.



WESTFIELD MATILDAS



THIS YEAR SAW THE WESTFIELD MATILDAS BUILD ON THEIR EYE-CATCHING PERFORMANCES AT THE 2015 FIFA WOMEN'S WORLD CUP BY QUALIFYING IN STYLE FOR THE RIO 2016

OLYMPICS. THIS IN TURN HELPED OUR NATIONAL TEAM TO AN ALL-TIME HIGH OF FIFTH IN FIFA'S WOMEN'S WORLD RANKINGS.

And it was fitting that Australia's success in qualifying for the Rio 2016 Olympics was played out as we celebrated Women's Football Week back in Australia.

The year began in the afterglow of the 2015 FIFA Women's World Cup in Canada. There, Australia reached the quarter finals before our great rivals Japan got the better of us in Edmonton. Along the way the Westfield Matildas defeated world power Brazil and played the sort of football we think will inspire the next generation of female footballers.

Eight months later in the Rio 2016 Olympics qualifiers we took some key learnings from that defeat and used it to our advantage when we met the Japanese again.

For the remainder of 2015 Australia played friendlies against Korea Republic and England, but as 2016 ticked over the focus was Osaka where in February the Rio 2016 Olympics qualifiers would take place for the AFC.

With excellent preparation, well supported by FFA, our squad arrived in Japan quietly confident that we'd be ready for the physically demanding task of playing five tough games in ten days. The equation was simple. The two top teams in this round robin format would qualify for Rio.

Our first game against the hosts Japan loomed as the toughest test. It was in this game that we put into practice what we'd learnt from that loss in Canada. The impressive 3-1 win set the tone for the tournament. It gave the group enormous confidence and to defeat a nation like Japan in Osaka ranks as one of our best results in recent times.

Subsequent wins over Vietnam, Korea Republic and DPR Korea meant we were able to celebrate qualifying for the Rio Olympics along with China P.R.

The qualification journey was watched on free-to-air TV back in Australia on the Seven Network as a whole new generation of fans tuned in to enjoy the Westfield Matildas' fearless brand of football.

The Westfield Matildas' success saw Australia move up the FIFA Women's Rankings to an all-time high of fifth in the world in March 2016.

With backing from FFA and the Australian Sports Commission, preparations for Rio began with camps in May and June for home-based players. We also faced New Zealand twice, once in Ballarat and in a double-header with the Caltex Socceroos before their friendly with Greece at Etihad Stadium.

This year has seen the Westfield Matildas strengthen their reputation as a rising world power that plays attacking, fearless football, at the same time inspiring young Australian girls to dream of football glory in the green and gold.

ALEN STAJCIC





REPRESENTING AUSTRALIA

AUSTRALIAN YOUTH NATIONAL TEAMS PERFORMED ON A NUMBER OF DIFFERENT STAGES THROUGHOUT THE PERIOD, INCLUDING FIFA AND AFC COMPETITIONS.

OLYROOS (U23)

The Olyroos played friendlies against Korea, Turkey, Macedonia, Qatar and Iran in the September, October and November FIFA windows to prepare for their AFC U23 Championship which also served as the Olympic qualifiers, held in Qatar in January 2016. We were grouped with UAE, Vietnam and Jordan and despite finishing on 4 points with one win, one draw and one loss we did not qualify for the knock-out stage and ultimately missed the Rio Olympics. This was a disappointing result which, at least in part,

was affected by the non-release of players by a number of European clubs (the tournament falls outside the designated FIFA international calendar weeks).

YOUNG SOCCEROOS (U20)

The Young Socceroos were grouped with Japan, Philippines and Laos at the AFC U19 Championship qualifying tournament in Laos 2016 and successfully qualified for the Championships in Bahrain after finishing second in the group to Japan.



JOEYS (U17)

The Joeys participated at the FIFA U17 World Cup in Chile. We were in a strong group with Germany, Mexico and Argentina. After a loss to Germany in the first match the team responded well to draw with Mexico (who finished 4th) and beat traditional South American powerhouse Argentina in our final group match to advance to the round of 16 where we lost 6-0 to eventual champions Nigeria. Having only qualified for this tournament once previously since joining AFC this was seen as good progress and the national playing style of our team was evident at the tournament.

Concurrently the next Joeys group (players born after 1 January 2000) had their AFC U16 Championship qualifiers in Vietnam where we won all 3 matches against Vietnam, Guam and Myanmar to successfully qualify for the AFC U16 Championship in India.

YOUNG MATILDAS (U20)

The Young Matildas qualified for the AFC U19 Women's Championship after topping their qualification group with Vietnam, Hong Kong and Singapore. The AFC U19 Women's Championship, which also serves as the qualification tournament

for the FIFA U20 Women's World Cup, was held in China and we were drawn in Group A alongside hosts China, Japan and Uzbekistan. We finished 3rd with one win and two losses and did not qualify for the 2016 FIFA U20 Women's World Cup.

FUTSALROOS

The Futsalroos qualified for the AFC Futsal Championship after making the final of the AFF tournament in Thailand. At the AFC Futsal Championship in Uzbekistan we qualified for the FIFA Futsal World Cup in Colombia after beating Kyrgyzstan in a play-off match.

PARAROOS

The Pararoos are Australia's national football team for athletes with Cerebral Palsy, Acquired Brain Injury or symptoms resulting from stroke. Since the Pararoos lost Australian Sports Commission funding in 2014, FFA has partnered with the Australian Sports Foundation to support the Pararoos and ensure their long term success. Together, we have raised more than \$500,000, providing these athletes with the preparation they need to begin their journey towards the 2019 World Cup. We believe this is an important purpose for the football family. Their next challenge will be to compete in the 2017 World Championships in Argentina.

KEY DEVELOPMENT INITIATIVES

PS4 NATIONAL PREMIER LEAGUES

THE NATIONAL ROLLOUT OF THE PS4 NATIONAL PREMIER LEAGUES (NPL) HAS BEEN A SIGNIFICANT FOOTBALL DEVELOPMENT PROJECT.

The eight NPL competitions run by the Member Federations are key to the development of talented players across the states and territories and an integral component of the national player pathway. The establishment of the NPL with the application of important national standards in such areas as coach accreditation, youth development and governance also played a foundational role in the introduction of the Westfield FFA Cup. The competition is greatly supported by its national naming rights partner, PlayStation 4 (PS4).

The PS4 NPL competition has grown year on year and is now into its fourth season. Since its inception, the competition has grown to include opportunities for both men's and women's and now features: Men's First Division across eight Member Federations; Men's Second Division across Victoria and NSW; Men's Third Division in NSW; Women's First Division across four Member Federations and Women's Second Division across NSW.

A key objective of the Men's NPL is to provide greater opportunities for younger Australian players, an objective supported by a Player Points System. Over the last four years, there has been an increase in the number of young players, with the average age of players in the men's senior competition in 2015 at 23.

The importance of the PS4 NPL in the national pathway was further demonstrated in 2015 with 40 players who participated in the men's NPL going on to sign a professional contract at a Hyundai A-League club in the 2015/16 Season.

The PS4 NPL is also a critical plank in the overall strategy of ensuring that the best young male players in Australia are playing football 12 months of the year. This has now been achieved by the entry of the National Youth League (NYL) teams of each of the nine Australian Hyundai A-League clubs into their respective NPL. This represents a significant milestone in the national plan to produce representative players that can match it with their counterparts in Asian and world competitions, as well as increase the pipeline of talent into the Hyundai A-League.

The development objectives of the NPL are supported by naming rights partner PS4 with the PS4 Player Pathway Camp. This provides the most talented 24 players between the age of 16 and 20 in the PS4 NPL an opportunity to take part in an intense two day training camp, with the goal for the most talented player to train with the Sydney FC youth team.

In 2015, the PS4 NPL clubs proved to play a significant part of the national pathway, with 40 players who participated in the men's NPL going on to sign a professional contract at a Hyundai A-League club in the 2015/16 Season.







1644 ACCREDITED COACHES

IN THE NPL IN 2016. AN INCREASE OF 15% ON 2015

481 PROFESSIONAL PLAYERS

IN THE NPL. AN INCREASE OF 24% ON 2015

IN 2015, EACH MEN'S NPL CLUB FIRST TEAM HAD AN

AVERAGE OF 7.3 HOME-GROWN PLAYERS

(A PLAYER THAT HAS PROGRESSED THROUGH
THE CLUB'S YOUTH TEAMS) ON THEIR PLAYER ROSTER



KEY STATS



BLACKTOWN CITY CROWNED PS4 NPL CHAMPIONS 2015



IN OCTOBER 2015 NEW SOUTH WALES NPL PREMIERS BLACKTOWN CITY WERE CROWNED NATIONAL PS4 NPL CHAMPIONS 2015.

Blacktown City defeated WA outfit Bayswater City in front of over 1,000 fans at Dorrien Gardens in Perth.

Former Hyundai A-League striker Joey Gibbs was outstanding in the victory and was rewarded with the John Kosmina Medal for his outstanding display.

Gibbs' double and a goal from Mitch Mallia were enough to seal a 3-1 win over Bayswater, whose consolation came from the head of Gustavo Giron Marulanda.

Bayswater had progressed to the final with a 2-1 Elimination Final win over West Adelaide in South Australia and a 6-0 home victory over Tasmania's Olympia FC in the semi-finals.

Progression for Blacktown came via a 4-1 defeat of Canberra FC and a 2-1 semi-final victory over Queensland's Moreton Bay United.

The Finals Series for the Men's competition includes the eight premiers from each Member Federation. The eventual champions are granted an automatic slot in the following season's Westfield FFA Cup Round of 32.





KEY DEVELOPMENT INITIATIVES

FFA-ACCREDITED CLUB ACADEMIES

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

Five Hyundai A-League clubs - Sydney FC, Central Coast Mariners, Western Sydney Wanderers FC, Perth Glory and the Emerging Jets - commenced the development of youth programs, which included playing in their local NPL. This is the foundation for these clubs to become 2-Star accredited academies for the 2017 Season. The criteria and accreditation process for 2-Star academies were developed and launched in June 2016, through a process informed by a working group including Hyundai A-League clubs and Member Federations representatives.

FFA will establish a rollout plan for 1 Star Academies in 2017 to provide an avenue for NPL clubs to enter the accreditation system.

WOMEN'S MENTORING PROGRAM

FFA's female coaches mentor program aims to increase the number of advanced accredited female coaches with the knowledge and experience to coach at the highest level.

The following received a scholarship between January 2015 and January 2016: Mel Andreatta (Brisbane), Tanya Oxtoby (Perth), Lauren Colthorpe (Newcastle), Heather Garriock (Sydney), Leah Blayney (Sydney) and Rae Dower (Canberra).



HIGH PERFORMANCE SCHOOLS PROGRAM LAUNCH

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 nine to 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.

WOMEN'S NPL

The Women's NPL underpins the Westfield W-League in Australia and is a key component of the Women and Girls Player Pathway.

It aims to increase the playing and coaching environments for our most talented players, including Matildas and Young Matildas. FFA is working closely with the nine Member Federations to roll out the Women's NPL across Australia. In 2015 Football Federation Victoria and Football Federation South Australia joined Football Queensland and Football NSW in the rollout.

TALENT IDENTIFICATION

FFA invited the most talented players from across Australia to participate in four national youth tournaments.

Northern NSW Football hosted the U13 & U14 boys and U13 & U15 girls National Youth Championships at Coffs Harbour, with the support of the Coffs Harbour City Council. The National Talent Challenge tournaments are held for U17 girls and U15 boys at the AIS 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 teams coaches and Member Federation Technical Directors.

COACH DEVELOPMENT

Better Coaches Better Players

Coach Development is critical to the development of talented players and to ensure that participants have a positive experience. FFA in partnership with the nine Member Federations provides courses for community coaches through to the elite side of the game, where greater accessibility saw accreditation of 1484 advanced coaches in FY16, an increase of 155% on FY15.



IMPROVING REFEREEING STANDARDS

FFA UNDERTOOK A RANGE OF NEW INITIATIVES AIMED AT IMPROVING REFEREEING STANDARDS IN THE HYUNDAI A-LEAGUE AND WESTFIELD W-LEAGUE IN 2015/16.

The appointment of three full time referees has provided a clear pathway for Australian referees to progress to the elite levels of the game. Additional Assistant Referees were introduced in both the Hyundai A-League and Westfield W-League Finals Series, providing an extra set of eyes in the penalty areas for these matches. In May, FFA became one of the first countries to commit to participating in a trial of Video Assistant Referees with FIFA and the International Football Association Board.

Australian football and Futsal match officials were regularly appointed by AFC and FIFA to international tournaments, demonstrating that Australian referees continue to be regarded as world class officials.



REFEREES DEVELOP THEIR SKILLS

FFA PROVIDED MANY OPPORTUNITIES FOR GRASSROOTS AND ELITE REFEREES TO DEVELOP THEIR SKILLS.

The majority of referees in Australia participate in grassroots football. FFA has a close working relationship with Member Federation Referee Technical Committees and Referee Departments. FFA worked with the Member Federations to provide community referees at all levels with appropriate education and coaching resources to improve their skills, performances and enjoyment of the game.

Funding from the FIFA Goal Project enabled two female referees the opportunity to train with FFA's full time referees. These two referees were also the first women to referee

Westfield FFA Cup matches. Two female referees were selected on AFC's Project Future program, while four other referees participated in the National Officiating Scholarship, funded by the Australian Sports Commission. FFA has worked closely with its counterparts in Japan, USA and England to provide opportunities for referees to gain international experience, such as the referee exchange between the J-League and the Hyundai A-League.



PARTICIPATION STRATEGIC PILLAR

WITH TOTAL PARTICIPATION UP, THE GRASSROOTS FOOTBALL FAMILY IS GROWING AND ATTRACTING NEW FANS TO THE GAME.

FFA is focused on delivering a better service to the grassroots participants and conducts a bi-annual customer satisfaction survey in partnership with the nine Member Federations.

In 2015 this enjoyed a 90% satisfaction rating.

Due to the work at all levels of the game by the Member Federations, clubs and associations across Australia, total participation is 1,188,911 – a 20% increase from 2014.

"DUE TO THE WORK BY THE MEMBER FEDERATIONS, CLUBS AND ASSOCIATIONS ACROSS AUSTRALIA, TOTAL PARTICIPATION IS 1,188,911 – A 20% INCREASE FROM 2014."



**HEAD OF COMMUNITY,
FOOTBALL
DEVELOPMENT,
WOMEN'S
FOOTBALL SAYS
IMPROVING THE
PARTICIPANT
EXPERIENCE IS AT
THE HEART OF THE
PARTICIPATION PILLAR.**

“Football has always benefited from a strong participation base, particularly in club football. Football is accessible, safe, and a sport which can be enjoyed by boys and girls, and mums and dads.

However, going forward we will focus on improving the service to the grassroots. We will work with our nine Member Federations to improve the participant experience to ensure that children develop a lifelong connection to our game, as a player, a coach or a fan. We have a healthy base to start from with 90% satisfaction rating in our 2015 bi-annual satisfaction survey which is completed by players, coaches,

referees and club administrators. We will increase this satisfaction by delivering tools to clubs and coaches, and digital will be at the heart of this.

In order to improve the participant experience there will be stronger integration of our Hyundai A-League/Westfield W-League clubs into grassroots football - connecting boys and girls with their heroes while also encouraging our participant base to become fans of the Hyundai A-League/Westfield W-League.

EMMA HIGHWOOD

TOTAL PARTICIPATION

1,188,911



20% INCREASE FROM 2014

OUTDOOR PARTICIPATION - 2,155 CLUBS -

AIA VITALITY MINIROOS

214,414 PARTICIPANTS



YOUTH (12-18)

155,539 PARTICIPANTS



SENIOR (19+)

129,408 PARTICIPANTS



OTHER PARTICIPATION



FUTSAL - 22,513



SOCIAL COMPETITIONS - 43,377



SCHOOL COMPETITIONS - 217,022



SCHOOL PROGRAMS - 249,354



TOURNAMENTS & EVENTS - 157,284

TOTAL OTHER PARTICIPATION 689,550

TOTAL OUTDOOR PARTICIPATION

499,361



7% INCREASE FROM 2014



OF ALL REGISTERED OUTDOOR PLAYERS ARE NEW TO THE SPORT



OF ALL GIRLS AGED 5 - 11 WERE FIRST YEAR PLAYERS



OF ALL REGISTERED PLAYERS RETURNED FROM 2014



FFA's annual football participation census for the Australian Sports Commission, sourced from data of the nine Member Federations and nine Hyundai A-League clubs.

There is a further group of Australians who participate in football in unaffiliated forms bringing total participation to 1.96m.





PARTICIPATION INITIATIVES

FFA WORKED WITH MEMBER FEDERATIONS AND HYUNDAI A-LEAGUE CLUBS ACROSS A RANGE OF NATION-WIDE INITIATIVES IN 2015/16.

SCHOOL SPORT

FFA's schools strategy, launched in 2014, places Hyundai A-League clubs at the shopfront in schools. The strategy's objective of inspiring kids to get involved in the game and connect to the Hyundai A-League as a fan is driven through three main programs:

1. Hyundai A-League/Westfield W-League

Schools Programs The success of this program is illustrated by the following:

- A total of 769 school football programs were delivered with 86% of teachers extremely satisfied with the delivery of the programs.
- 50,000 children participated in a Hyundai A-League/Westfield W-League-branded program in the last 12 months.
- Football has now moved from fifth most participated sport in schools to second, just behind gymnastics, with football the most participated team sport.



2. Hyundai A-League/Westfield W-League In-curriculum resource

A legacy of the AFC Asian Cup Australia 2015, an interactive digital education resource is utilised by teachers which features Hyundai A-League and Westfield W-League players and branding. Launched in 2015, over 700 teachers have used the resource.

3. Play Project

The Play Project is a primary school project which promotes healthy eating in Primary Schools. This has primarily been focused on NSW and has been linked to Western Sydney Wanderers FC and Sydney FC reaching 44,556 children.

GIRLS PARTICIPATION

In 2015 FFA launched two important initiatives to increase the number of girls playing the game – the Women and Girls Football Guide and Female Football Week:

Women and Girls Football Guide

The Women and Girls Football Guide was developed for the football community to assist in the development of girls

football at the grassroots. The operational guide provides how-to tips for clubs, coaches and referees to ensure the best possible experience for female football participants.

FFA CEO David Gallop launched the Women's Football Development Guide at the Australian Institute of Sport alongside Federal Minister for Sport, the Hon. Sussan Ley MP, Australian Sports Commission CEO Simon Hollingsworth and the Westfield Matildas.

The 116-page guide, the brainchild of the FFA Community Football Department under the guidance of Women's Football Development Manager and former Matilda and Westfield W-League player Sarah Walsh, provides useful practical advice and strategies to create the best possible club environment for the growth, development and enjoyment of female football.



FEMALE FOOTBALL WEEK



FEMALE FOOTBALL WEEK WAS A NATIONWIDE ACTIVATION TO CELEBRATE AND PROMOTE THE INVOLVEMENT OF WOMEN AND GIRLS AT THE GRASSROOTS LEVEL. THIS WAS AN FFA PARTNERSHIP WITH THE NINE MEMBER FEDERATIONS, AND INCLUDED GALA DAYS, COACHING WORKSHOPS AND PROMOTIONAL ACTIVITIES SUCH AS:

- Female only coaching courses - Advanced and community
- Referee courses
- Girls football festivals and gala days
- 5-a-side football friendlies
- AIA Vitality MiniRoos for Girls Kick-off programs
- Parent and daughter sessions
- Administrator networking functions
- Women's leadership workshops
- Women's National Premier Leagues launch
- Community club female engagement education workshops
- Regional club visits
- Westfield Matilda and Westfield W-League player signing sessions



PARTICIPATION INITIATIVES

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.

AIA VITALITY MINIROOS





THIS IS FFA'S INTRODUCTORY PROGRAM FOR CHILDREN AGED 4-11. IN 2015, 214,414 PLAYERS PARTICIPATED, A 10% INCREASE FROM 2014.

The grassroots clubs are at the heart of MiniRoos, as the main deliverers of this national program supported by development officers within each of the nine Member Federations.

MYFOOTBALLCLUB ONLINE REGISTRATION

MyFootballClub is the national registration system for football in Australia, which assists clubs, associations and Member Federations to administer club football at the grassroots.

The system enables players to register online, which is faster and decreases administration for club volunteers. This was a record year for MyFootballClub with 433,000 players registering online, equating to 87% of club football.

FFA is committed to continuing to improve the service to the grassroots, and digital tools are critical to improving the participant experience. As a result FFA, in partnership with its nine Member Federations, is undertaking a digital transformation program and is focused on providing user-friendly tools for the community as a priority.



**VOLUNTEERS ARE THE
BACKBONE OF THE GAME**



FOOTBALL WOULD NOT EXIST AT THE GRASSROOTS WITHOUT THE ARMY OF VOLUNTEERS THAT GIVE UP THEIR TIME. THE NATIONAL VOLUNTEER WORKFORCE IS CRITICAL TO THE SUCCESS OF A NUMBER OF NATIONAL INITIATIVES, WHETHER THEY BE MUMS AND DADS OR LOCAL CLUB ADMINISTRATORS.

The mums and dads in MiniRoos give up their time to become coaches supporting their local community and ensuring children have an enjoyable playing experience. MiniRoos would not exist without their commitment and support, and this is the reason we are growing our participation base year on year.

We have 2,155 clubs with volunteers playing a key role in all areas from participating on committees to assisting with the canteen. Our clubs are at the heart of football development in Australia and our club volunteers are critical to the ongoing success of the game.

The FFA Cup which brings the grassroots and elite football together, is a real demonstration of what is possible when all levels of the game work together towards a common goal. However the FFA Cup would not be what is today without the 1,000's of club volunteers who assist with the match day preparation and help ensure fans can enjoy the magic of the Cup.

FFA recognises and thanks all the volunteers who commit so much time to support the game at the grassroots. This enormous contribution continues to drive community football and make the game the force that it is.



AWARDS & HONOURS

THE DOLAN WARREN AWARDS 2016

THE DOLAN WARREN AWARDS CELEBRATE THE FINEST IN OUR GAME WITH THE JULIE DOLAN MEDAL AND THE JOHNNY WARREN MEDAL FOR THE BEST PLAYERS IN THE WESTFIELD W-LEAGUE AND HYUNDAI A-LEAGUE REGULAR SEASON RESPECTIVELY.

The Dolan Warren Awards ceremony was broadcast live on Fox Sports.

The glittering night also included awards for the NAB Young Footballer of the Year, Coach of the Year, Goalkeeper of the Year, Goal of the Year and Referee of the Year.



AWARD WINNERS



Johnny Warren Medal
DIEGO CASTRO

Rewarded for a stunning season with Perth Glory, where he scored 13 goals and had four assists. Beat a star-studded field including Aaron Mooy, Bruno Fornaroli and Jamie Maclaren.



Julie Dolan Medal
ASHLEIGH SYKES

Sykes played a key role in Canberra United's second-place finish in the Westfield W-League, catching the eye with her goals and incredible speed.



**Nike Golden Boot Award
Hyundai A-League
BRUNO FORNAROLI**

The talismanic Uruguayan broke a range of records throughout the Hyundai A-League season, where he finished with 23 goals for Melbourne City FC in the regular season.



**Hyundai A-League
Goal of the Year
ROY O'DONOVAN**

The Central Coast Mariners striker showed his quality when he controlled the ball on his chest and fired off a powerfully volley into the top corner against Adelaide United in Round 25.



**Hyundai A-League
Coach of the Year
GUILLERMO AMOR**

Amor guided Adelaide United to the Hyundai A-League Premiership and Championship – the first in the club's history.



**Hyundai A-League
Fair Play Award
BRISBANE ROAR FC**

Brisbane Roar FC took out this award for a record fifth time after accruing the least number of yellow and red card points throughout the Hyundai A-League season.



**Hyundai A-League
Referee of the Year
JARRED GILLETT**

Gillett claimed the award for a third time and also refereed the Hyundai A-League 2016 Grand Final.



**NAB Young Footballer of the Year
Hyundai A-League
JAMIE MACLAREN**

The Brisbane Roar FC striker was a standout, having scored 20 goals – the most ever by an Australian – in a single Hyundai A-League season.



**Westfield W-League
Fair Play Award
MELBOURNE CITY FC**

As well as being the Westfield W-League's best team, Melbourne City FC was also the fairest picking up the least amount of yellow and red cards.



**Westfield W-League
Referee of the Year
KATE JACEWICZ**

Reaffirmed her position as Australia's leading female referee, named the Westfield W-League's best for a record sixth time.



**Westfield W-League
Players' player of the Year
KIM LITTLE**

The Scottish attacking midfielder made quite an impact at the championship-winning Melbourne City FC, scoring nine goals from just 12 appearances.



**Westfield W-League
Coach of the Year
CRAIG DEANS**

The Newcastle Jets boss was voted by his peers as the Westfield W-League's best after guiding his young squad to sixth place.



**Westfield W-League
Goal of the Year
VANESSA DI BERNARDO**

Perth Glory's US-import deservedly took out the Westfield W-League Goal of the Year for her scorching 88th minute strike against Brisbane Roar FC in Round 5.



**Westfield W-League
Golden Boot Award
LARISSA CRUMMER**

The Westfield Matildas star was prolific in Melbourne City FC's march to the Westfield W-League title, scoring 11 goals for the season.



**Westfield W-League
Goalkeeper of the Year
KAITLYN SAVAGE**

In her first season with Adelaide United, the 25-year-old shot-stopper was voted the Westfield W-League's best as the Lady Reds finished fifth, conceding just 19 goals in 12 matches.



**NAB Young Footballer of the Year
Westfield W-League
LARISSA CRUMMER**

The Melbourne City FC striker was the inaugural winner of this award for her brilliant performances in helping her club win the Premiership/Championship double.



**Foxtel National Youth League
Player of the Year
DYLAN SMITH**

Finished the campaign with seven goals as Adelaide United won the Foxtel National Youth League's Conference A and qualified for the grand final against Sydney FC.



**Foxtel National Youth League
Golden Boot Award
JOSEPH KATEBIAN**

The Melbourne Victory attacker took out the top scorer award in the Foxtel National Youth League 2015/16 season with ten goals.



**Hyundai A-League
Goalkeeper of the Year
THOMAS SORENSEN**

The former Danish International was impressive for Melbourne City FC, keeping five clean sheets and making 103 saves in 29 appearances.

SOME OF THE GREATS WERE RECOGNISED AND INDUCTED INTO THE HALL OF FAME

Lisa Casagrande

Casagrande was a teenage football prodigy making her Westfield Matildas debut at just 14 years of age, and is regarded as one of Australia's greatest female footballers.

An excellent attacking midfielder with great skill and tremendous work-rate, Casagrande played junior football in Lismore where she was selected to wear the green and gold and went on to be a star.

Her international debut came in 1994 against Japan and just a year later she was off to her first FIFA Women's World Cup. At that tournament she became Australia's youngest-ever World Cup scorer when she gave the Matildas the lead in a 4-1 loss to the USA.

It was the first of two World Cup's Casagrande would feature at, while she was also selected to represent Australia at the Sydney Olympics in 2000.

Among her many achievements, Casagrande became the youngest ever Australian to get to 50 international appearances – at just 20 years of age – while she scored 13 goals for the Matildas from 64 caps.

She also played with Canberra Eclipse in the Women's National League, where she finished as the competition's top scorer.

Casagrande then moved to America to study and play at University in Portland before deciding to retire from football at the age of just 22.

But her exploits in those eight years ensure she's still regarded as one of Australia's best-ever female players and a deserved inductee into the Hall of Fame.

John Moriarty

Indigenous pioneer Moriarty defied the odds to make his mark on football in Australia.

Born in Borroloola in the Northern Territory, he was a part of the stolen generation and was removed from his Aboriginal mother at the age of four.

He was placed in a home for Aboriginal children in Sydney before eventually moving to Adelaide, where he started playing football. A dashing talent, Moriarty played for first division clubs Port Thistle, Adelaide Juventus and Adelaide Croatia, while he also represented South Australia 17 times.

In 1960 he became the first Indigenous player to be selected for the Socceroos but unfortunately never played for the national team. At the time, the Australian federation was suspended from FIFA, a ban that lasted until 1963.

Before the ban lifted, injury forced Moriarty into an early retirement, meaning he never officially earned an international cap, but he is still recognised as the first Indigenous player to earn Australian selection. Moriarty remained close to the game once he stopped playing, co-founding John Moriarty Football, a foundation that fosters young Indigenous footballers in remote communities like Borroloola.

Away from football Moriarty also held executive positions in the Department of Aboriginal Affairs at both Federal and State government levels and is a recipient of an Advance Australia Award for service to industry and commerce. John Moriarty is also a member of the Order of Australia.

HALL OF FAME





1965 SOCCEROOS HONoured

IN ADDITION TO THE FOOTBALL FEDERATION AUSTRALIA HALL OF FAME INDUCTIONS, FFA ALSO HONoured MEMBERS OF THE 1965 SOCCEROOS, THE PIONEERS OF AUSTRALIA'S WORLD CUP JOURNEY.



November 2015 saw the 50th anniversary of Australia's first ever FIFA World Cup Qualification campaign.

Gathered in Sydney were 14 of the original 20-man squad for their first official reunion, including captain Les Scheinflug, vice-captain Pat Hughes, and fellow players Stan Ackerley, John Anderson, Roy Blitz, Archie Blue, Jim Pearson, Ron Giles, John Roberts, Bill Rorke, Nigel Shepherd, Geoff Sleight, David Todd and John Watkiss.

FFA CEO David Gallop paid tribute to the group "These pioneers laid the foundations for future World Cup qualifying campaigns and broke new ground under trying conditions and with extremely limited resources as they travelled to play in a place totally foreign to them," Mr Gallop said. "Considering the challenges they faced and the magnitude of what they were up against, these trailblazers epitomised what it meant to represent this country. They have and will continue to leave a lasting legacy for Australian football."

NOVEMBER 2015 GALA EVENT

ON 17 NOVEMBER 2015 AT THE FFA 2015 AGM, CHAIRMAN FRANK LOWY AC RETIRED FROM THE FFA BOARD AFTER TWELVE YEARS' SERVICE, ALONG WITH DEPUTY CHAIRMAN BRIAN SCHWARTZ AM AND LONG STANDING BOARD MEMBER PHILLIP WOLANSKI AM. THE FFA MEMBERS AWARDED THEM THE TITLES OF HONORARY PRESIDENT, HONORARY VICE PRESIDENT AND HONORARY MEMBER IN RECOGNITION OF THEIR MERITORIOUS SERVICE TO THE GAME.

The night before, over 700 people attended a gala dinner to jointly recognize their contributions and celebrate the ten year anniversary of Australia's Qualification to the 2006 FIFA World Cup in Germany. Fittingly the event was held at ANZ Stadium, the site of the Socceroos' historic penalty shootout over Uruguay on 16 November 2005. Many of the members of the team were at the dinner along with players from the 1965

World Cup squad. The 2006 Socceroos Head Coach, Guus Hiddink travelled to Australia for the special event.

Former Prime Minister John Howard OM AC paid tribute to the immeasurable contribution of Mr Lowy in assuming the role of FFA chairman at his request in 2003 following the Crawford Report. Mr Howard spoke to the transformation of the game of football under the leadership of Mr Lowy.





BOARD & MANAGEMENT

THE PAST YEAR SAW THE END OF AN ERA WITH MR FRANK LOWY AC STEPPING DOWN AS CHAIRMAN OF FOOTBALL FEDERATION AUSTRALIA AFTER JOINING THE BOARD IN 2003.

During his tenure, Mr Lowy oversaw the rebirth of Football Federation Australia (FFA), the genesis of the Hyundai A-League, Westfield W-League, Foxtel National Youth League and Westfield FFA Cup competitions and Australia's admission into the Asian Football Confederation. In addition, long serving directors, Brian Schwartz AM and Phillip Wolanski AM, also stood down after also joining the board in 2003.

At the FFA Annual General Meeting, four new directors were elected unanimously by the Members. They were Steven Lowy AM, Daniel Moulis, Crispin Murray and Kelly Bayer Rosmarin. The foursome joined the continuing directors Cheryl Bart AO, Moya Dodd, Joseph Healy, Simon Hepworth and Chris Nikou on the nine-member board.

Following the 2015 Annual General Meeting (AGM), Steven Lowy AM was elected as chairman of FFA.



FFA BOARD OF DIRECTORS

Steven Lowy AM (*Chairman*)

Steven 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. Steven is also a non-executive director of Scentre Group. Since it was established in April 2003, Steven 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.

Cheryl Bart AO (*Director*)

Cheryl was appointed to the board on 29 November 2013 and is a member of the Finance, Risk and Audit Committee and the Women's Committee. Cheryl is a non-executive director on the board of Audio Pixel Holdings Ltd, SG Fleet Group Limited, Australian Himalayan Foundation, ME Bank Ltd, TEDxSydney and Trustee of Prince's Charities Australia. Cheryl was also a director of Local Organising Committee AFC Asian Cup Australia 2015 Ltd until resigning on 19 June 2015 following the conduct of the tournament in January 2015. Cheryl 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.





Kelly Bayer Rosmarin *(Director)*

Kelly was appointed to the board on 17 November 2015 and is a member of both the Broadcast and Human Resources Committees. Kelly is group executive for Institutional Banking and Markets at the Commonwealth Bank. She serves as Deputy Chair of the Australian Financial Markets Association (AFMA) and is a member of Chief Executive Women and the Stanford Australia Association (of which she was president for five years). She also 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.

Kelly 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.

Moya Dodd *(Director)*

Moya was appointed to the board on 3 June 2007. She chairs the Women's Committee, and is a member of the Football Development Committee. Internationally, she serves on the Asian Football Confederation (AFC) Executive Committee, AFC Legal Committee, and chairs the AFC Women's Football Committee. She is Deputy Chair of FIFA's Committee for Women's Football and the FIFA Women's World Cup (TM) and Chair of its Women's Football Taskforce, having served on the FIFA Executive Committee from 2013-2016. As a player, she represented the Matildas (1986-95) and served as Vice Captain. She is a partner of Gilbert + Tobin Lawyers in the firm's Competition and Regulation group, and is a member of the International Council of Arbitration for Sport.



Joseph Healy *(Director)*

Joseph was appointed to the board on 29 July 2010 and is Chair of the Football Development Committee and Human Resource Committee and a member of the Finance, Risk and Audit Committee and the Nominations Committee. A founder of Judo Capital, Joseph is a career international banker having held executive positions at NAB, ANZ, CIBC World Markets, Citibank and Lloyds Bank. 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. Joseph 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.

Simon Hepworth *(Director)*

Simon was appointed to the board on 16 October 2014 and is Chair of the Finance, Risk and Audit Committee and a member of the Referees Committee. He has been the CFO of Caltex Australia Limited since 1999. He joined Ampol in 1996 after ten years with Arthur Andersen. Simon 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.



Daniel Moulis *(Director)*

Danny was appointed to the board on 17 November 2015 and is on the Football Development Committee and Nominations Committee. Danny 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 practised for 21 years, 11 of those as a partner of the firm. Danny 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 panellist in the World Trade Organisation's dispute settlement system. Danny is a former Soccerroo.

Crispin Murray *(Director)*

Crispin was appointed to the board on 17 November 2015 and is on the Broadcast Committee and Human Resources Committee. Crispin is the Head of Equities at BT Investment Management having joined the business in 1994. Crispin holds an Honours degree in Economics and Human Geography from Reading University in the United Kingdom.



Chris Nikou *(Director)*

Chris was appointed to the board on 16 October 2014 and is Chair of the Referees Committee and a member of 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.

COMPANY SECRETARY

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

Broadcast Committee

Steven Lowy (Chair), Crispin Murray and Kelly Bayer Rosmarin.

Finance Review and Audit Committee

Simon Hepworth (Chair), Cheryl Bart and Joseph Healy.

Football Development Committee

Joseph Healy (Chair), Moya Dodd, Stan Lazaridis, Danny Moulis, Kim Schaefer and Ron Smith.

Human Resources Committee

Joseph Healy (Chair), Crispin Murray and Kelly Bayer Rosmarin.

Nominations Committee

Steven Lowy (Chair), Joseph Healy and Danny Moulis.

Referees Committee

Chris Nikou (Chair), Nathan Gibson, Simon Hepworth, Airlie Keen, Jim Ouliaris and Simon Przydacz.

Womens Committee

Moya Dodd (Chair), Cheryl Bart, Chris Nikou and an external member to be appointed.

SENIOR MANAGEMENT TEAM



David Gallop AM
Chief Executive Officer



Luke Bould
*Head of Commercial
and Media Rights*



Jacqui Hoban
Head of Events



Luke Casserly
*Head of National
Performance*



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



David Cohen
Chief Financial Officer



Ros Reeves
*Head of People
and Culture*



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



Jo Setright
*Head of Legal,
Business Affairs
and Integrity*



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



Robert Squillaciotti
*Head of Marketing,
Digital and Fan
Engagement*





FOOTBALL
FEDERATION
AUSTRALIA