



2019 ANNUAL REVIEW



FOOTBALL
FEDERATION
AUSTRALIA



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CHAIRMAN'S REPORT

CHAIRMAN'S REPORT

IT IS WITH GREAT SATISFACTION THE FFA BOARD CAN REPORT ON A LANDMARK YEAR FOR OUR SPORT IN 2018/2019.

Football never stands still.

If there is one certainty about our great game it is that it's forever evolving.

Since becoming Chairman of FFA last November, my role has been to ensure that the important and difficult structural changes that were promised in 2018 were implemented.

I am proud to say that we have completed many of the tasks on our to-do list and are well advanced in a number of key areas deemed crucial for the continuing growth of Australian football.

That work could not have been done without the energy and expertise of others who have served as directors and board members.

It is here I would particularly like to acknowledge the contribution of my predecessor, Steven Lowy, who has made a significant contribution to Australian Football.

Under his stewardship grassroots participation continued to flourish, as more young boys and, importantly, young girls continue to get involved in football.

Football remains the No. 1 participation sport in the country.

There were plenty of other initiatives under his tenure including critical investment in digital infrastructure to better market the game and better connect the professional and amateur pillars of football.

The balance sheet which reflects members' equity of \$6.4 million, which is small because we distribute effectively all of our revenues to various sectors of the game, was held intact along the way.

Once again, our national teams continue to take the Australian game to the world and to do it with class and distinction.

The Westfield Matildas journey to participate at the FIFA Women's World Cup in France was one that raised the profile of Australian women's football to an unprecedented level.

Being knocked out at the round of 16 stage by Norway was a tough pill to swallow but it also underlined just how rapidly the quality of women's football has accelerated.

The Westfield Matildas have played a huge role in the development of the women's game and are loved and admired as a consequence.

They have become Australia's favourite team and are ready to rise to the challenge as the women's game grows. Hopefully, an appearance at the Tokyo Olympics in 2020 will provide them with another opportunity to take on the world's best.

It was a landmark moment for Australian football when two of our finest players, Tim Cahill and Mile Jedinak called time on their international careers.

These two Caltex Socceroos legends always represented Australia with class, passion and distinction. Their contribution to Australian football will extend across generations. Our gratitude for their enormous contribution to our game runs deep.

This last year has been one of significant change for football in Australia, one that has brought its challenges but has also offered up exciting opportunities that will shape Australian football for years to come.

Change is never easy, and last year's process that involved revamping the FFA's Congress to expand representation to a greater number of stakeholders in the game, whilst at times painstaking, was well worth the effort.

The new 29 member congress has transformed the governance structure underpinning the game and provided a new impetus for those keen on making a contribution to shaping the direction the game takes.

This process has provided greater representation for the professional clubs, the players through the auspices of the PFA and the Women's Football Council, in the governance of the game. It has also provided a roadmap for further stakeholder groups, including coaches, referees and NPL Clubs, to take their place as members in the years to come.



Our state and territory member federations played a key role in this critical reform. Whilst the changes may have diluted their own footprint it has allowed for the further democratisation of the governance of football and empowered other crucial stakeholders to have their voices heard.

To ensure diversity, the new constitution promotes a 40/40/20 gender quota (40% male/40% female/20% optional) to hold the game to account.

That threshold has not been satisfied thus far but it is my objective that when the FFA Board is fully constituted after the forthcoming AGM it will see us deliver on this important objective.

Another significant change will see the FFA and Hyundai A-League separate into two different but allied entities to concentrate on what each do best.

The work done in this area by the New Leagues Working Group (NLWG) has been extensive.

It is, by its very nature, a complicated process that has been conducted in a shared spirit to deliver an outcome that strengthens the game in all areas.

A special thanks must go to Judith Griggs who, as independent chair of the NLWG, expertly steered the process that is expected to soon establish a new operating model for football.

With the Hyundai A-League Clubs in greater control of their own destiny as the formal separation from FFA takes shape, commercial opportunities, innovation, entrepreneurship and ambition will continue to underpin the philosophy that governs the professional game in Australia.

Some of the key elements proposed to anchor the strategy were as follows:

- FFA to receive ongoing yields from Leagues for National Teams and grassroots football.
- FFA to hold “Good of the Australian Game” rights and governance representation.
- There will be an annual contribution from League revenues to FFA, including for National Team programs and grassroots initiatives. This contribution will be equal to 1.125 times the amount that will be distributed by the League to any individual Club in the same year. The minimum contribution will be A\$4.5m per year in the first instance and indexed linked to CPI thereafter.
- The Leagues be relieved of the licence payment obligation for the next four seasons in order that investment in the long-term sustainability and growth of the League is maximised. In effect, this recommendation will see FFA re-invest its licence fee in the Australian professional game in order to help ensure longer-term sustainable returns.

- FFA will receive 10% yields from the sale of new Club licenses and on the net profits from any sale of existing licenses.
- FFA will receive a funding allocation annually equivalent to 10% of the value of transfers of Australian domestic players internationally.
- FFA will retain a 20%, non-diluting and non-voting, ‘carry’ equity share in the League. Importantly, if a portion of the Leagues are ever sold in order to generate investment funds for further growth of the League then 20% of those proceeds would be allocated to FFA for investment in accordance with FFA’s objectives.
- Fundamental to the NLWG agreed recommendations is the assertion that FFA should be “no worse off” from the re-organisation. A body of work, already under way, is to be completed by FFA and APFCA as an immediate priority to ensure that there is no adverse cost impact to FFA from the transition to the new organisational structure.

Hyundai A-League expansion is a crucial pillar in growing the game and this year saw two new licences issued to expand the competition to 12 teams by the start of the 2020/21 season.

Congratulations to the consortiums From Western United in the western suburbs of Melbourne and Macarthur FC in Sydney’s south-west on their successful applications to become new Hyundai A-League clubs.

Western United are the latest entrant into the competition with Macarthur FC to join in the next season.

United will begin their Hyundai A-League journey by playing home games at GMHBA Stadium in Geelong before moving to their purpose built stadium in Tarneit in Melbourne’s west.

Western United are putting down their roots in the city of Wyndham, one of Australia’s fastest growing municipalities.

The population in Wyndham is projected to more than double over the next 20 years, offering huge potential for growth and engagement for the fledgling franchise.

Similarly, the region of Macarthur in Sydney’s outer west is on an even steeper trajectory. It is the fastest growing region in New South Wales and the 2nd fastest in the country with an expected population explosion of over 156% growth in the next two decades.

Taking Hyundai A-League clubs directly to those communities is the perfect way to ensure the game lives and breathes in the communities that love it.

Providing more opportunities for Young Australian footballers to play professionally is a crucial part of our strategy to bolstering the talent pool for future national teams.

There has been significant progress towards establishing a National Second Division with the release of a white paper which outlines a vision for a vibrant, sustainable second-tier competition around the country.

Prepared in partnership with the national second division consultation group, it focused on working within the parameters of the Whole of Football Plan which aims to outline an ambitious vision for what football will look like in Australia in 2035.

The development of a blueprint for a National Second Division which all stakeholders are aligned with is critical to better connect the various levels and pathways throughout the Australian football ecosystem.

There is general consensus between the stakeholders involved in this process, the Association of Australian Football Clubs (AAFC), Professional Footballers Australia (PFA), Member Federations and FFA that a sustainable National Second Division would be a significant step forward for football.

Amongst the key recommendations of the white paper are:

- Commencement of a National Second Division in 2021/22 that will be financially sustainable and provide professional pathways for more Australian players.
- Identification of a roadmap for the delivery of the National Second Division, starting with financial sustainability, including the securing of commercial and broadcast arrangements as well as start-up capital.
- Establishment of a steering committee comprising the FFA Chair, two Member Federations, two representatives of the AAFC, one from the PFA and a representative from one Hyundai A-League Club to act on the recommendations and considerations in the white paper.

FFA is itself being transformed as it refocuses on its core business of supporting national teams and nurturing the grass roots of the game.

A thriving domestic professional league allied with strong local participation and affordable, accessible pathways to play are essential in producing future generations of Matildas and Caltex Socceroos.

This process could never have happened without the passion and shared vision of the member federations, the Hyundai A-League clubs and our players.

It has been a whole of game alignment built on the understanding that our common interests in the good of the game, the success of our leagues and national teams requires a unity of purpose and more than a touch of bold thinking.

Another important police shift was the removal of the National Club Identity Policy (NCIP) and a move toward a process of establishing a new diversity and inclusion policy for our game.

Our aim is to create a framework that strikes a balance between the need to promote openness, diversity and inclusivity and allowing clubs to recognise their history and communities.

I’d like to acknowledge the recent departure of a number of key people from the FFA who have played an integral part of the organisation over a number of years.

Luke Casserly has been Head of National Performance at FFA since 2013. Luke has overseen our national teams and helped ready them for numerous major tournaments during his tenure.

Similarly, Luke Bould’s tenure as Chief Commercial Officer and Chief Marketing Officer has been crucial in continuing to build the commercial platform upon which the game depends.

Emma Highwood’s decade as Head of Community, Football Development and Women’s Football has helped transform the landscape for football in Australia.

All three have made a vital contribution to Australian Football and our thanks and best wishes for their future endeavours go with them.

I’d also like to acknowledge the contribution of our departing board members Crispin Murray and Kelly Bayer-Rosmarin and extend a warm welcome to Amy Duggan and Mark Bresciano who have recently begun their tenure as FFA board members.

A special mention must also be made to acknowledge former Matildas skipper Cheryl Salisbury who was recently inducted into The Sport Australia Hall of Fame, becoming the first female and just the seventh footballer overall to achieve that honour.

As 2020 approaches the opportunities for us to break new ground are tangible.

There is the prospect of Olympic qualification for both the U-23 Men’s and Westfield Matildas.

The Caltex Socceroos will be in action as part of the fabled “Copa America” competition in Argentina and Colombia in June/July of 2020.

And our ambition to host the FIFA Women’s World Cup 2023 burns as fiercely as ever. We know Australia would host a tournament the likes of which the world has never seen.

We ask you to join us in embracing the change, celebrating our game, and being part of our exciting story in the year ahead.

CHRIS NIKOU



CEO'S REPORT



CEO'S REPORT

AS I PREPARE TO SAY GOODBYE TO MY ROLE AS CEO AT FOOTBALL FEDERATION AUSTRALIA, I'VE HAD TIME TO REFLECT ON THE CHALLENGES, TRIUMPHS AND OPPORTUNITIES I HAVE BEEN PRIVILEGED TO EXPERIENCE DURING MY TENURE AS CEO.

One thing is apparent to me from my time in the game – there is no other sport that offers such a rich diversity of experience and brings together different communities and cultures from across the globe, offering the hand of friendship and hope to so many people quite like football does.

The Caltex Socceroos' victory at AFC Asian Cup on home soil in 2015, the establishment of the unique and wonderful FFA Cup, the highs and lows of every Hyundai A-League season, the growth of the Westfield W-League, the Westfield Matildas global journey and the growth of women's football are just some of the moments and achievements I have had the privilege to oversee.

2019 was another hectic year for the game, kicking off with the Caltex Socceroos AFC Asian Cup defence in the UAE in January.

A 1-0 loss to the host nation at the Quarter-Final stage was short of expectations for the defending champions but I am certain it will fuel their fire as they gear up for another FIFA World Cup Qualifying campaign.

It was an historic Hyundai A-League season, with a record crowd of 56,371 attending the Grand Final at Perth's Optus Stadium. Congratulations to Steve Corica's Sydney FC on claiming their fourth Hyundai A-League Championship.

Perth Glory had an outstanding season, securing the Premiers Plate with an eight point advantage over their Grand Final opponents. Whilst the major trophy eluded them, the strength of support and the passion for football in the west will sustain their challenge as the new Hyundai A-League campaign gets rolling.

On the pitch, Sydney FC were able to wipe away the disappointment of their heartbreaking Grand-Final loss to Melbourne City last season with a 4-2 triumph over Perth Glory to secure its fourth championship.

The Westfield Matildas then headed to France for the FIFA Women's World Finals Cup.

After the bruising loss to Italy in their opening game, Ante Milicic's team produced some unforgettable football, climbing off the canvas from a 2-nil deficit against Brazil to snatch a memorable win in Montpellier.

That was augmented by a Sam Kerr masterclass in Grenoble when the Ballon d'Or nominee peeled off four goals against Jamaica to send her team to the knockout phase.

The loss to Norway on penalties in the round of 16 was tough to swallow but with Olympic qualification for Tokyo 2020 just around the corner, I expect the Westfield Matildas to reaffirm their status as one of world women's football's heavy hitters.

To build on the momentum our women's football programs have generated, our bid to host the 2023 FIFA Women's World Cup aims to be the finest football tournament the game has yet seen.

We know that Australians know how to create, embrace and participate in world-class events. We have the facilities, the infrastructure, the know-how and the passion for the game to deliver an unforgettable tournament.

It's my hope that I have been able to help others to experience that same sense of fraternity that being part of the football family offers.

As I leave the stage, it's clear that Australian football is at a crucial stage of development. The foundation stones are in place particularly with the long term relationship and investment made by our chief broadcaster Fox Sports and the other important sponsors of the game.

Since the Hyundai A-League commenced in 2005 as the new platform for professional football in Australia it has re-established the game in the matrix of national sporting competitions and provided a domestic professional pathway for young footballers across the country.

In fact, 17 of the 23 players selected in the 23-man squad that represented Australia at the Russia 2018 FIFA World Cup had Hyundai A-League experience on their CV's.

Similarly with the Westfield W-League, a home-grown professional league has helped provide a pathway for our world-class Westfield Matildas to ply their trade at home as well as around the globe.

Expansion of the Hyundai A-League is a critical plank in building the game in Australia. It was important that we undertook an extensive and rigorous process to identify the next destinations for the national professional game to ensure they had the very best opportunity to thrive.

I am confident that both Western United in Melbourne's growing western corridor and Macarthur FC in Sydney's burgeoning south-west have the resources, football expertise and vision to build strong, sustainable and successful clubs.

I want to thank all of the consortiums that participated in the selection process. Each of them offered a unique perspective on our richly diverse football community and they were all bound by a singular vision – a desire to make football in Australia the game everyone can call their own.

In order to meet the growing demand to participate in the game we've set out to boost investment in facilities to ensure that everyone who wants to be involved in football can be.

In partnership with state federations and government at all levels, we have worked hard to secure \$90 million in new infrastructure and capacity building to meet that demand.

Some of those outcomes include;

- \$500,000 in Federal Government Funding and an additional \$162,000 has been granted to Northern NSW Football (NNSWF) to increase female participation and further build football's capability as the sport toward works toward gender equity.
- A three year partnership with the Commonwealth Government and John Moriarty Football (JMF) to expand its Indigenous football program to 12 new centres across New South Wales and Queensland.
- The Victorian Government's 2019 Budget commitment of \$21.6 million for community football facilities across the state which includes \$20 million for *The World Game Fund* over the forward estimates, and, coupled with other State Government funding initiatives and recent local government contributions, secures more than \$118 million for football facilities across Victoria.

Clearly, there is more work to do in this area as competition for state and federal resources in the sector is fierce. As Australia's largest participation sport, football has a compelling story to tell government about its capacity to build social capital and provide a bedrock upon which new and emerging communities can flourish.

Internationally, we've continued our commitment to a deeper engagement within the Asian Football Confederation (AFC).

In April of this year, Chairman Chris Nikou was elected to serve on the executive committee of the AFC, only the second Australian to do so, following on from Moya Dodd's tenure.

I would like to thank Moya for her tireless work over 12 years in this role.

It remains crucial that Australia has a strong and clear voice in the game's regional forums in order to represent our vision for football in the region as well as being a willing partner in the development of the game elsewhere.

Another aspect of that initiative is the partnership we have established with the Department of Foreign Affairs and Trade to take an active role in sharing the Australian football experience with our Pacific neighbours.

In June FFA became partners in the Australian Government's *Australia now 2019* campaign, which will focus on the ASEAN region.

An Australian Government initiative, the *Australia now* campaign is a celebration of Australia delivered annually in a country or region of significance to Australia.

A number of Australian Youth National Teams will continue to travel to the ASEAN region in the second half of 2019 to participate in Asian Football Confederation and ASEAN Football Federation tournaments.

FFA has collaborated with a number of ASEAN Member Associations as part of its commitment to being a member of the ASEAN Football Federation. This has included conducting development workshops for female football administrators, running coaching clinics and grassroots activities, consulting on strategic initiatives and running joint activities with national teams.

It's this kind of football diplomacy that can leave a lasting legacy in the region and continue to build ties of friendship with members of the football family amongst our near neighbours.

This year also saw a demonstration of the Australian football community's deep and abiding commitment to the values of universal human rights that is laid out in Article 3 of the FIFA Statutes in which FIFA commits to respect all internationally recognized human rights and to strive to promote the protection of those rights.

The campaign to #SaveHakeem after Pascoe Vale FC player Hakeem al-Araibi was detained in Thailand was a grass roots movement within the football family lead by former Socceroo and human rights advocate Craig Foster.

Hakeem's safe return to Australia was always our priority as well, and the hard work of quiet and delicate diplomacy conducted by my team at FFA in conjunction with the

Federal Government, FIFA and the AFC helped ensure that we were able to live up to the promise enshrined in that FIFA statute.

The next stage of the evolution of Australian football will see a realignment of the FFA's relationship with the professional Leagues. The structural separation of the FFA and the leagues offers what I believe is the best chance for Australian football to thrive.

I want to express my gratitude to the National Leagues Working Group (NLWG) who undertook the challenging task of developing a new operating model for Australian football.

FFA will now be able to focus on its core business – operating national teams and overseeing the growth and health of grass roots football. It is an opportunity for a

re-set within the organisation and it provides an exciting opportunity for the next CEO and his/her team to drive a bold agenda to take football to the next level in this country.

My thanks to the chairman Chris Nikou and the board of directors as they continue to give their time freely and passionately. I have loved leading the staff of FFA and being part of a team of committed senior executives who give such dedicated time and effort to the sport. To everyone who loves the game, be confident in the future as there are many great days ahead.

DAVID GALLOP AM





FINANCIAL REPORT



FINANCIAL REPORT

FOR THE YEAR ENDED 30 JUNE 2019

THE OPERATING SURPLUS OF FFA FOR 2019 IS \$44.0M, A SMALL INCREASE FROM \$43.8M IN 2018 WHILE THE NET SURPLUS IS \$0.4M COMPARED WITH A DEFICIT OF \$0.1M IN 2018.

In preparation for participation in the FIFA Women's World Cup France 2019, investment in the Westfield Matildas program was a priority for FFA in 2019. The calendar included several overseas friendly matches supplemented by a two match home series against Chile as well as the first edition of the four team Cup of Nations. For the Caltex Socceroos, investment was focused on maximising performance at the AFC Asian Cup 2019.

The major financial highlight of 2019 for the professional leagues was the expansion of the Hyundai A-League. At the conclusion of this thorough process two successful consortia were awarded licenses to become the eleventh and twelfth teams in the Hyundai A-League. In accordance with accounting standards the license fee revenue received and receivable from the two clubs is recognised over the life of their licenses. Other strategic initiatives in 2019 included further investment in strengthening the Video Assistant Refereeing technology along with the introduction of a stand-alone Thursday night broadcast fixture for the Westfield W-League.

On the participation front, 2019 saw the roll out of the first phase of the community registration platform, Play Football. While there were teething problems in certain areas, a post-implementation audit has identified a clear set of objectives to address these gaps in the second phase which is targeted to go-live in 2020. Elsewhere registered participant numbers continue to climb, and this trend is also reflected in the annual AusPlay survey commissioned by Sport Australia which confirmed football is again the largest club-based participation sport in Australia, with the FFA National Participation Report recording 1.8m participants.

We highlight the following consolidated results:

- **Operating Surplus for the year ended 30 June 2019 is \$44.0m**
- **Grants & Distributions for the year ended 30 June 2019 were \$43.6m**
- **Net Surplus for the year ended 30 June 2019 is \$0.4m**
- **Net Members' Equity at 30 June 2019 is \$6.4m**

The financial results encapsulate the revenues and expenditures of administering and/or supporting the key pillars of our global game including:

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

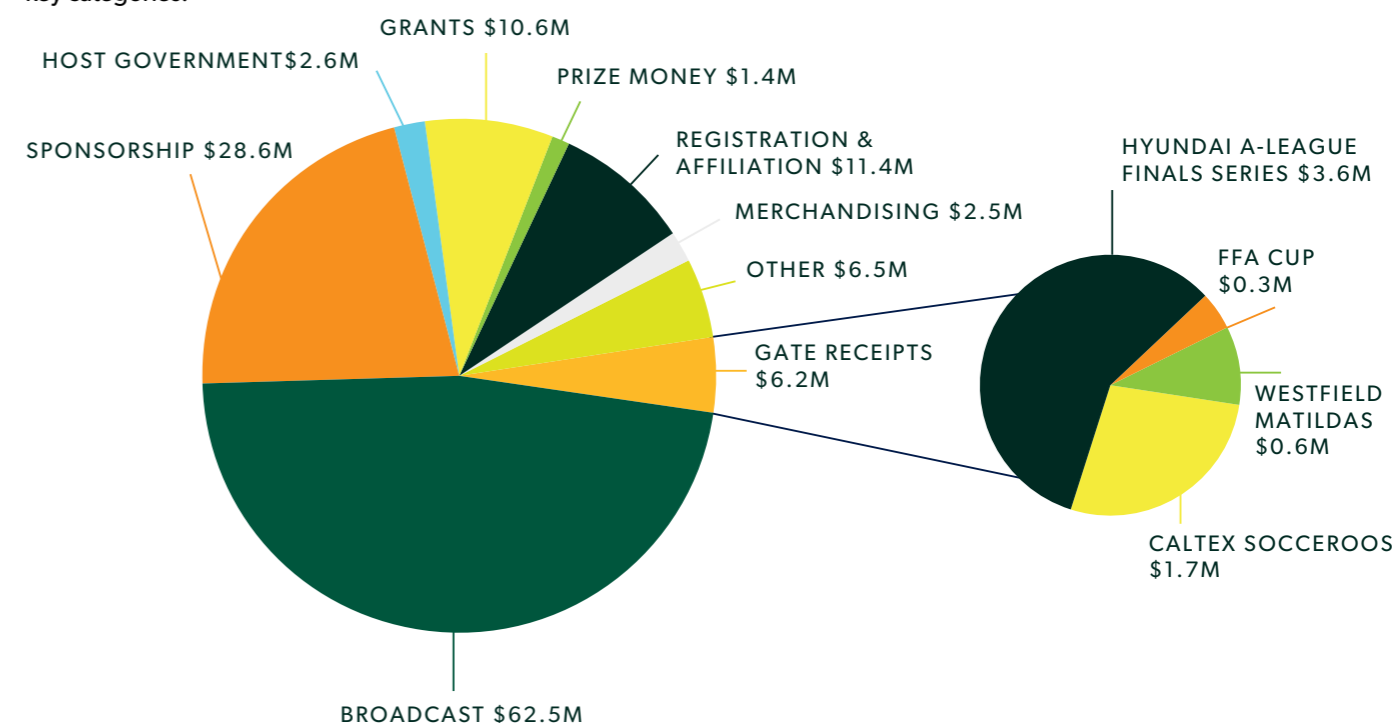
FINANCIAL SUMMARY

Summarised Profit & Loss (\$'000)	2019	2018
Operating Revenue		
Broadcast	62,521	56,323
Sponsorship	28,557	28,315
Gate Receipts	6,192	7,590
Host Government	2,628	2,420
Grants	10,553	9,613
Prize Money	1,352	10,413
Registration & Affiliation	11,362	9,434
Merchandising	2,519	3,555
Other	6,485	4,885
Total Operating Revenue	132,168	132,548
Operating Expenses		
Employee Benefits	28,640	32,675
Travel	13,163	16,165
Marketing & Media	18,926	14,879
Event Hosting	4,230	3,397
Administration	3,565	2,655
Broadcasting	1,191	411
Other Team Expenses	3,483	3,821
Professional & Consultants	4,332	3,234
Commissions	3,705	4,236
Other	6,890	7,273
Total Operating Expenses	88,124	88,746
Operating Surplus (before Grants & Distributions)	44,044	43,802
Grants & Distributions	43,612	43,928
Net Surplus/(Deficit)	433	(126)
Summarised Balance Sheet Extract (\$'000)		
Total Assets	64,285	50,590
Total Liabilities	57,851	43,731
Net Assets	6,434	6,859

Note: FFA has elected to early adopt AASB15: Revenue from Contracts with Customers. This adoption is made on a modified retrospective basis in order to maintain consistency of comparative figures with the 2018 Annual Review. This has the effect of reducing Retained Earnings albeit 2019 delivered a Surplus. Refer to the 2019 General Purpose Financial Report for further information.

OPERATING REVENUE

Total revenue of \$132.2m in FY2019 has remained largely consistent with FY2018 (\$132.5m). Revenue comprises the following key categories:



Broadcast (\$6.2m increase from FY2018)

This category comprises the domestic and international broadcast rights to FFA competitions (Hyundai A-League, Westfield W-League and FFA Cup) along with Caltex Soccerroos and Westfield Matildas friendlies. The significant increase is due mostly to contracted revenue from Fox Sports. FFA also experienced an uplift from the sale of international broadcast rights sold via IMG.

Sponsorship (\$0.2m increase from FY2018)

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

Gate Receipts (\$1.4m decrease from FY2018)

Gate receipts revenue was received across Caltex Soccerroos, Westfield Matildas, Hyundai A-League & Westfield W-League Finals Series and the FFA Cup Final matches. This reduction was attributable to fewer Caltex Soccerroos matches in FY2019 when compared with the prior year. FY2018 included multiple FIFA World Cup Asian Qualifiers for the Caltex Soccerroos whilst FY2019 included two friendly matches. Gate receipts from Westfield Matildas, Hyundai A-League & Westfield W-League Finals Series and FFA Cup Final matches was consistent with FY2018.

Host Government (\$0.2m increase from FY2018)

This category includes revenue received from various state governments to secure the rights to host Caltex Soccerroos and Westfield Matildas matches. This increase is attributable to the ability to maximise the commercial return for Westfield Matildas fixtures leading into the FIFA Women's World Cup 2019 as well as the two Caltex Soccerroos friendlies. This is in comparison to difficulties in this area in FY2018 despite additional FIFA World Cup Asian Qualifiers considering there was less lead time to market these matches.

Grants (\$0.9m increase from FY2018)

FFA receives grants for specific purposes from sources

including various government departments, the Australian Sports Commission, FIFA and AFC. In FY2019 there were additional grants received from FIFA and the AFC in relation to the FIFA Women's World Cup as well as new funding from the FIFA Forward Program.

Prize money (\$9.1m decrease from FY2018)

Prize money received in FY2018 relates to the Caltex Soccerroos participation in the FIFA World Cup in June 2018 whereas prize money in FY2019 relates to the Westfield Matildas performance in the FIFA Women's World Cup. Note that under the Collective Bargaining Agreement 30% of all prize money is distributed to the players.

Registration & Affiliation (\$1.9m increase from FY2018)

This category includes National Registration Levies, registration fees for various courses and competitions (coaching, refereeing accreditation, ALDI MiniRoos, FFA Cup) and license fees for certain Hyundai A-League clubs. The increase from FY2018 is attributable to the recognition of the license fees for expansion clubs Western United and Macarthur FC into the Hyundai A-League.

Merchandising Revenue (\$1m decrease from FY2018)

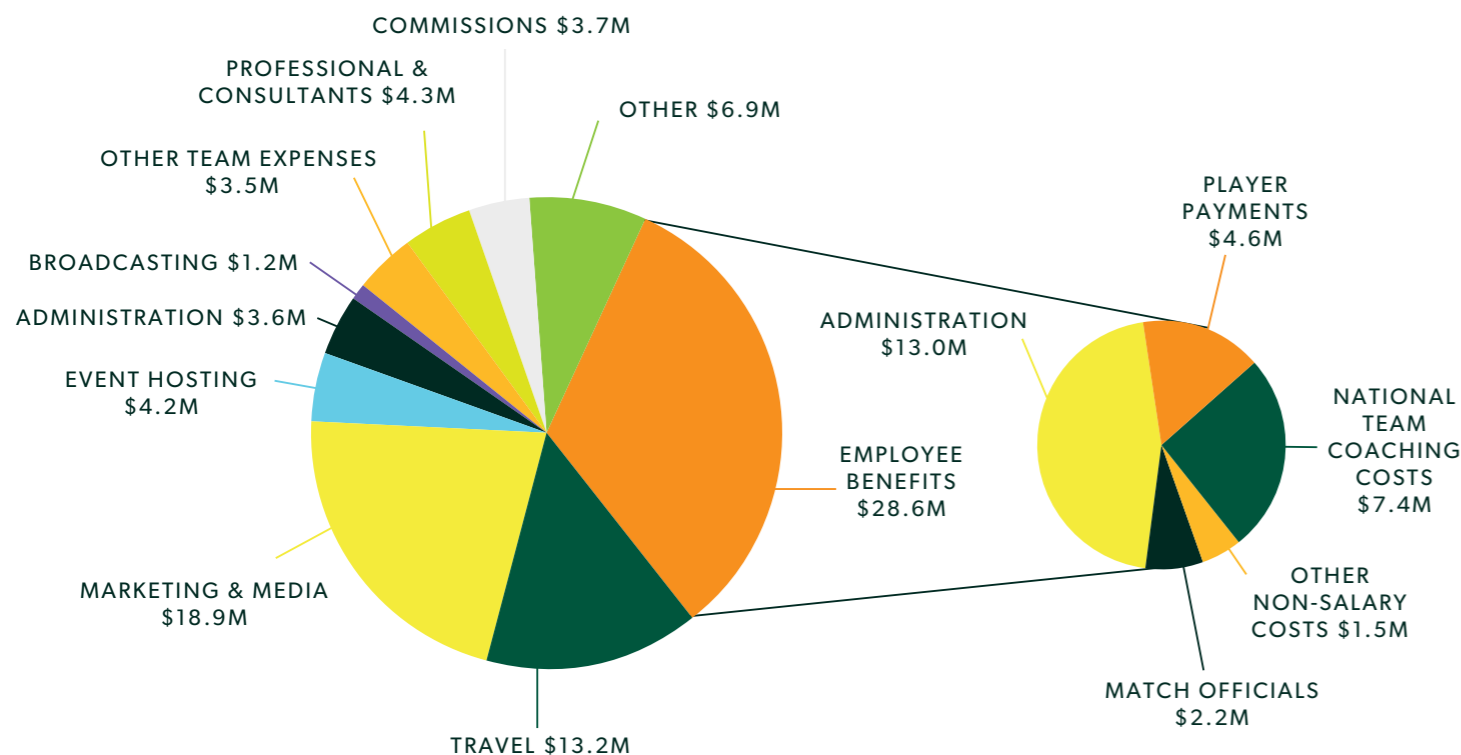
FFA centralises the management of the official merchandising programs across the Hyundai A-League, Westfield W-League and national team products. The decrease is attributable to FY2018 including the 2018 FIFA World Cup which sparked an increase in merchandising sales.

Other (\$1.6m increase from FY2018)

All other revenues not captured under specific categories are allocated to Other Revenue. Significant items include sanctioning fees for visiting international club matches, betting royalties and insurance recoveries on the centralised insurance program procured on behalf of the Hyundai A-League clubs. The increase from FY2018 is attributable to the recovery of increased insurance charges along with growth in royalties received from gambling operators.

OPERATING EXPENSES

Operating expenditure of \$88.1m in FY2019 was slightly reduced compared with FY2018 (\$88.7m). The key elements comprising operating expenditure are as follows:



Employee and team benefit expenses (\$4m decrease from FY2018)

This decrease is attributable to player payments, largely as a result of participation in the FIFA World Cup and their contractual share of those revenues which were expensed in FY2018. As such, FY19 incurred significantly less employee benefits payments in comparison.

Travel expenses (\$3m decrease from FY2018)

This decrease is mostly due to the additional travel, accommodation and associated costs for the 2018 FIFA World Cup and incremental costs across the remainder of the Caltex Socceroos match program in FY2018 compared with FY2018 which included charter flights for the South Korea match and the 2019 AFC Asian Cup in the UAE. Of the FY2019 total, \$7.4m is attributable to National Teams activities, \$3.8m relates to the delivery of the domestic competitions (including funding the travel costs for Hyundai A-League, Westfield W-League and Foxtel Y-League teams) with the balance incurred across implementation of the pathway, coach education, stakeholder relations, international engagement and 2023 FIFA Women's World Cup Bid operations (which is fully funded by Government).

Marketing and media (\$4m increase from FY2018)

This account category includes the recognition of the marquee fund of \$3m for the Hyundai A-League which was new in FY2019 as a part of the Fox Sports broadcast deal. Additional increase spend relates to Hyundai A-League 2018/19 season launch and Westfield Matildas.

Event hosting (\$0.8m increase on FY2018)

This category includes expenses incurred in delivering matches across Caltex Socceroos, Westfield Matildas, Hyundai A-League and Westfield W-League Finals Series as well as the FFA Cup Final. The increase from FY2018 relates to additional spend required for the Hyundai A-League 2019 Grand Final being held in Perth and additional VAR costs.

Administration (\$0.9m increase on FY2018)

This allocation includes corporate overheads such as office rental, depreciation, utilities and legal fees. Increase relates to a full year's effect of depreciation to the digital transformation project and rent increases.

Broadcasting expenses (\$0.8m increase from FY2018)

This increase reflects additional spend around broadcasting required for the Westfield W-League double headers which took place in FY2019.

Other team expenses (\$0.3m decrease from FY2018)

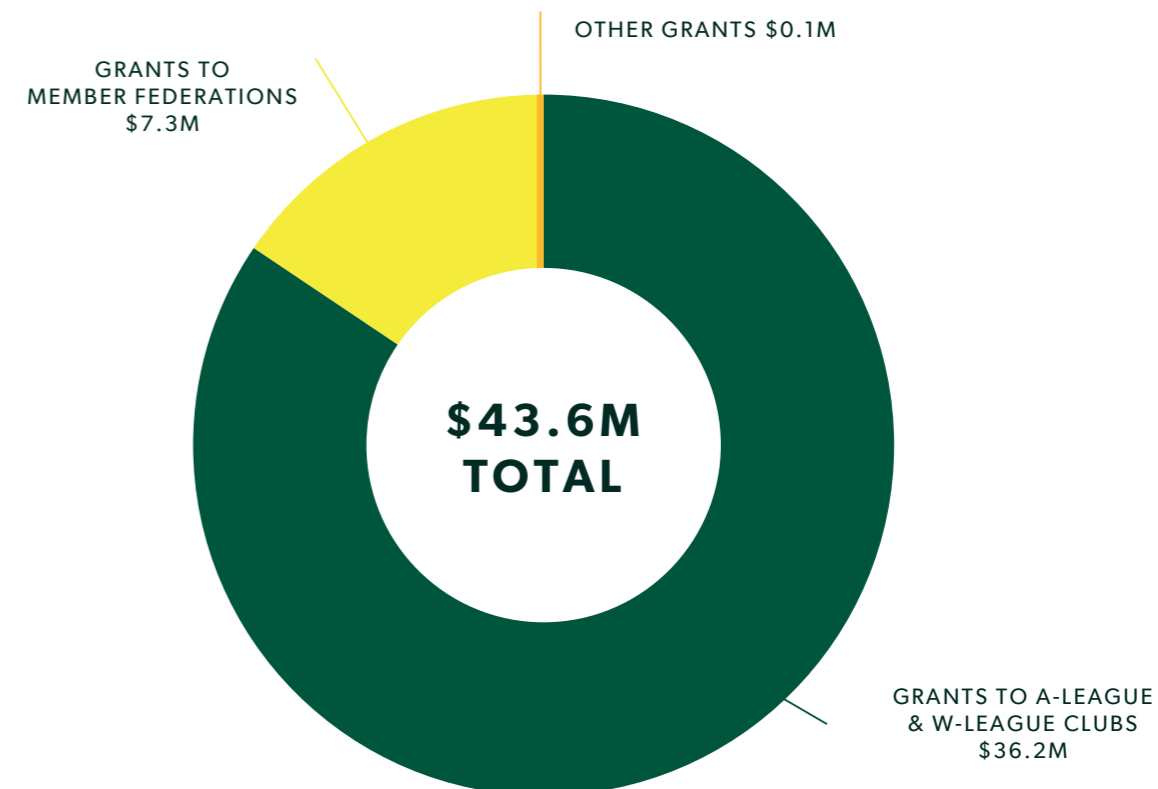
This decrease comprises team expenses incurred at the 2018 FIFA World Cup for the Caltex Socceroos.

Professional and consultants (\$1.1m increase from FY2018)

This category includes external expertise engaged across several areas including audit, expansion, MiniRoos inventory management, security and technology. The increase is mainly attributable to consultants engaged regarding the New Leagues Working Group and expansion of the Hyundai A-League.

GRANTS & DISTRIBUTIONS

Total grants and distributions of \$43.6m in FY2019 remained consistent with FY2018 (\$43.9m). The key elements comprising grants and distributions are as follows:



Commissions (\$0.5m decrease from FY2018)

These expenses primarily represent the accounting recognition of sponsorship contra along with contracted servicing costs for sponsors and broadcasters. The cost of the external management of the centralised merchandising program is also allocated to this category. The decrease is attributable to less matches played by the Caltex Socceroos in FY2019, thus requiring less expenditure on sponsor servicing.

Other expenses (\$0.4m decrease from FY2018)

This decrease represents FY2018 being the peak period of investment in the Digital Transformation program which included both site and app development.

Grants and distributions expenses (\$0.3m decrease from FY2018)

This increase represents the decrease in distributions to the National Team and Hyundai A-League Clubs from lower merchandising revenues.

THE FFA PROVIDES ANNUAL DISTRIBUTIONS TO CLUBS COMPETING IN THE HYUNDAI A-LEAGUE AND WESTFIELD W-LEAGUE AND FINANCIALLY SUPPORTS A VARIETY OF PROGRAMS ADMINISTERED BY THE MEMBER FEDERATIONS.

Distribution to Clubs

Base cash distributions remained consistent year on year to Hyundai A-League clubs. This total includes a marketing grant, club services grant and Westfield W-League subsidy to those clubs competing in the competition. The distributions are cash based and over and above support provided directly by FFA for the operation of the Leagues, for example to subsidise air and ground transport for the Hyundai A-League, Westfield W-League and Foxtel Y-League.

Distribution to Member Federations

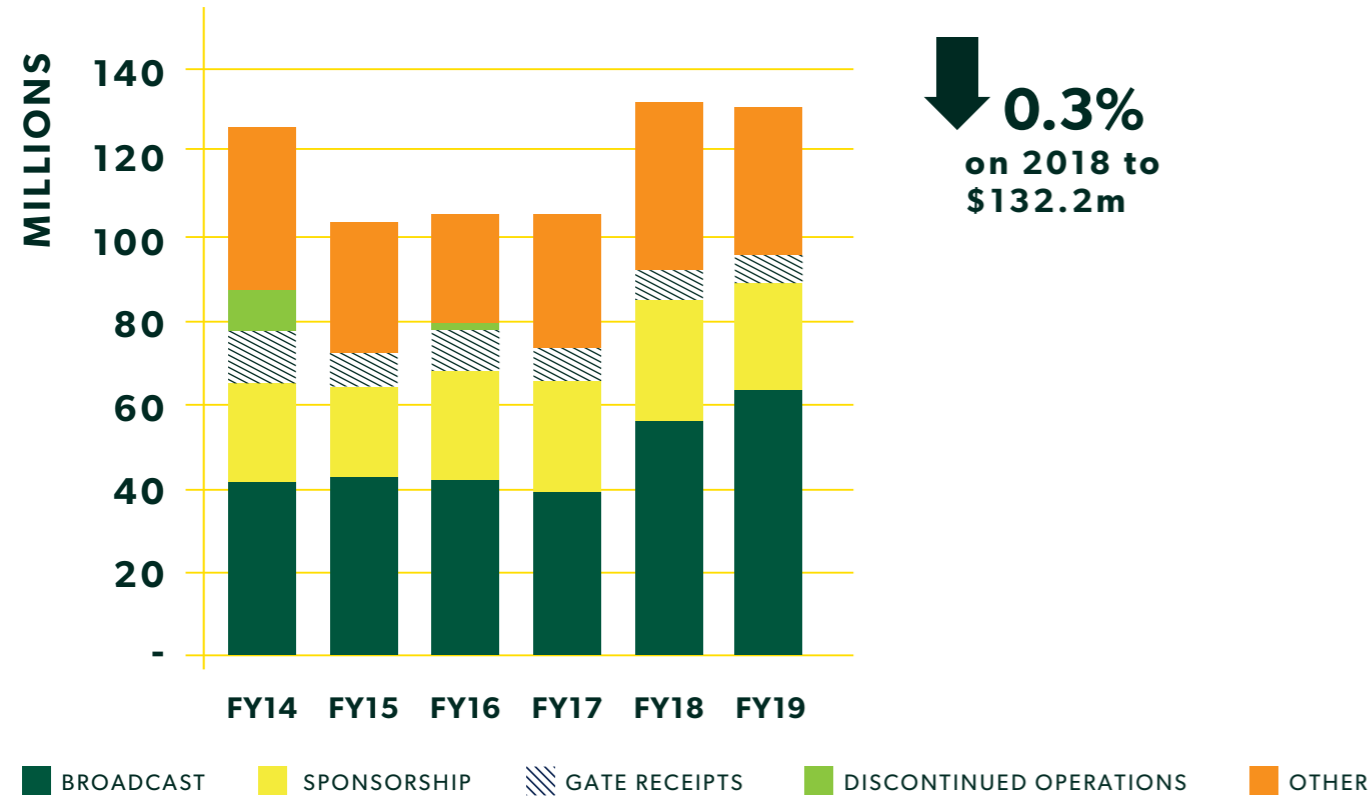
A variety of programs are financially supported by FFA and administered by the Member Federations including Pathway (Skill Acquisition, National Training Centres, Technical Directors), MiniRoos and National Premier Leagues.

Other Grants

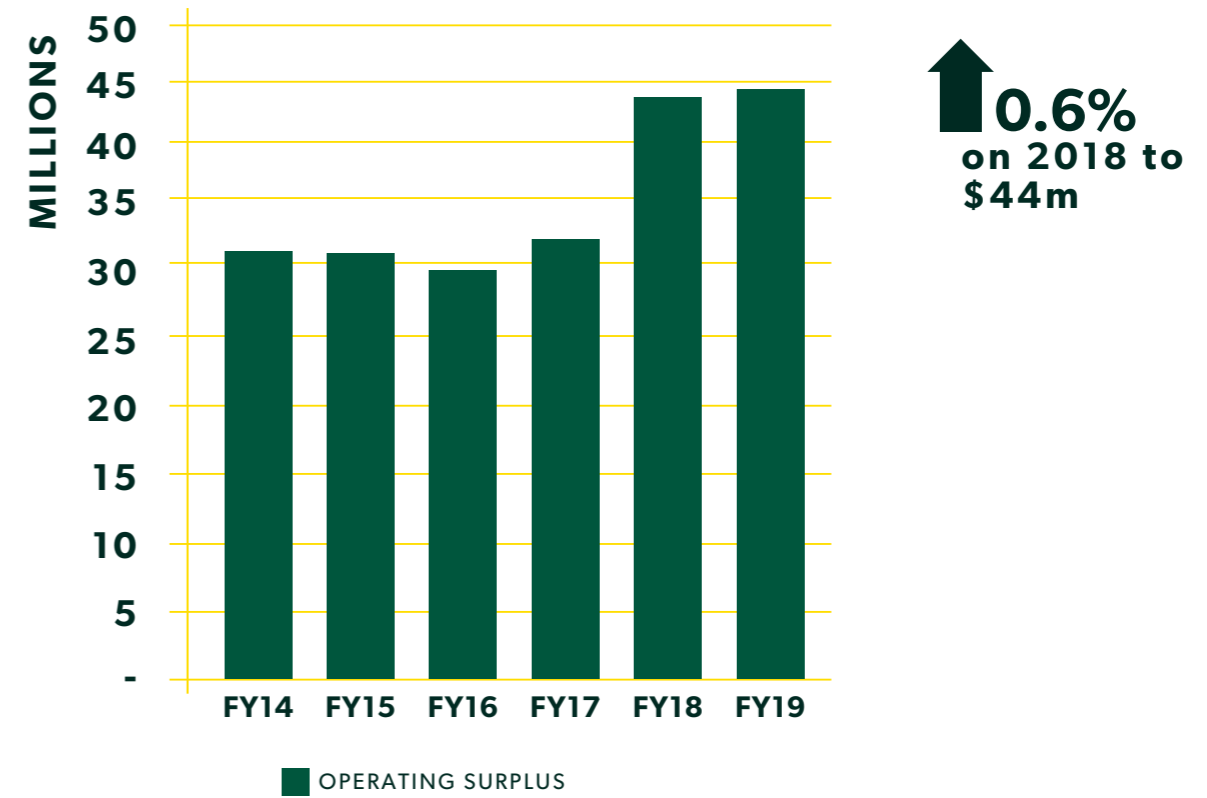
A small number of programs managed via International Affairs and Government Relations.

KEY HISTORICAL FINANCIAL COMPARATIVES

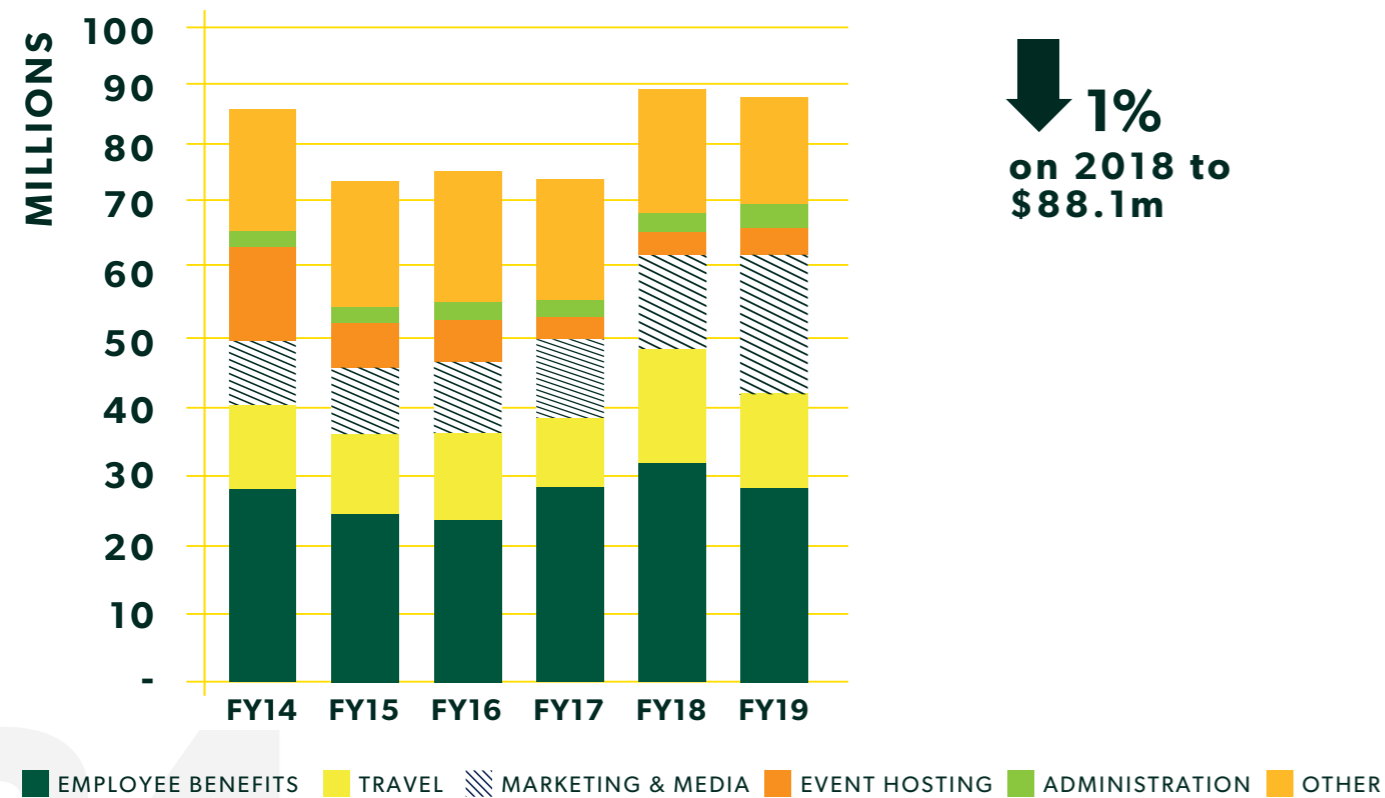
REVENUE - OPERATING REVENUE



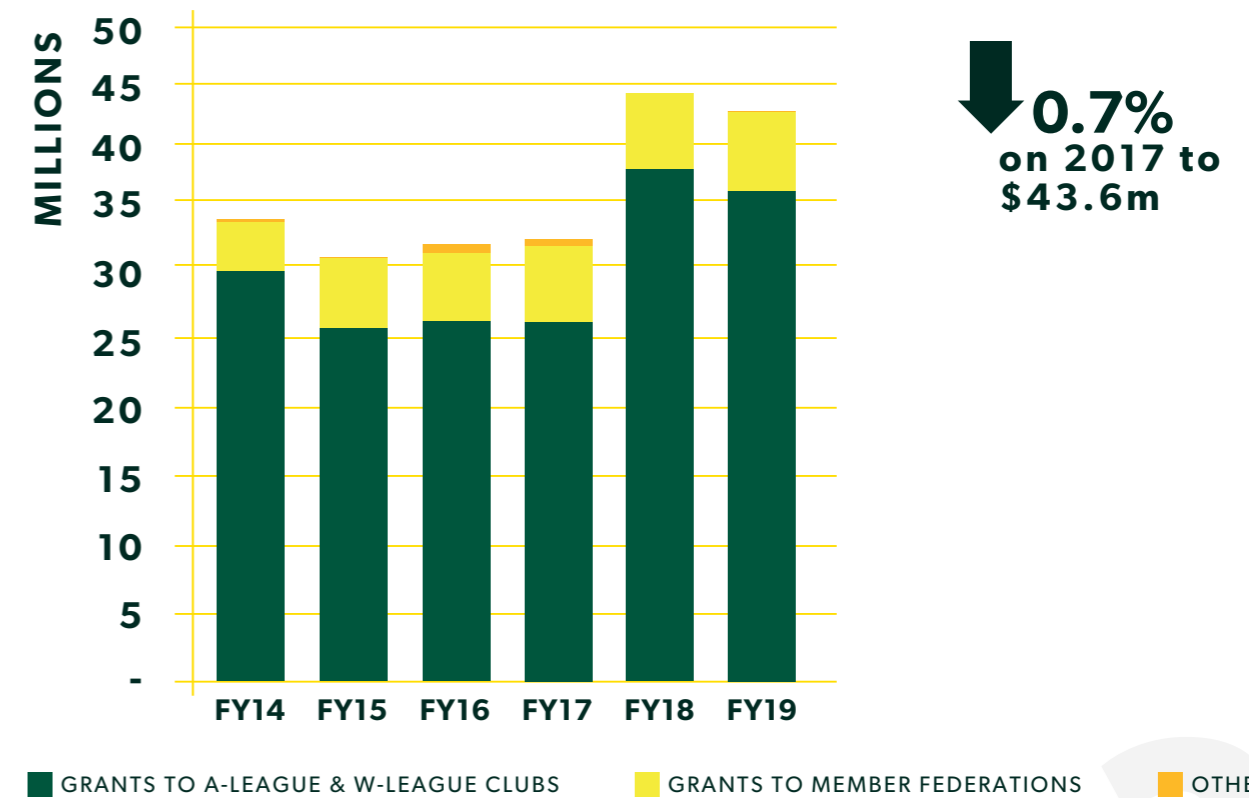
OPERATING SURPLUS BEFORE GRANTS & DISTRIBUTIONS



EXPENDITURE - OPERATING EXPENSES

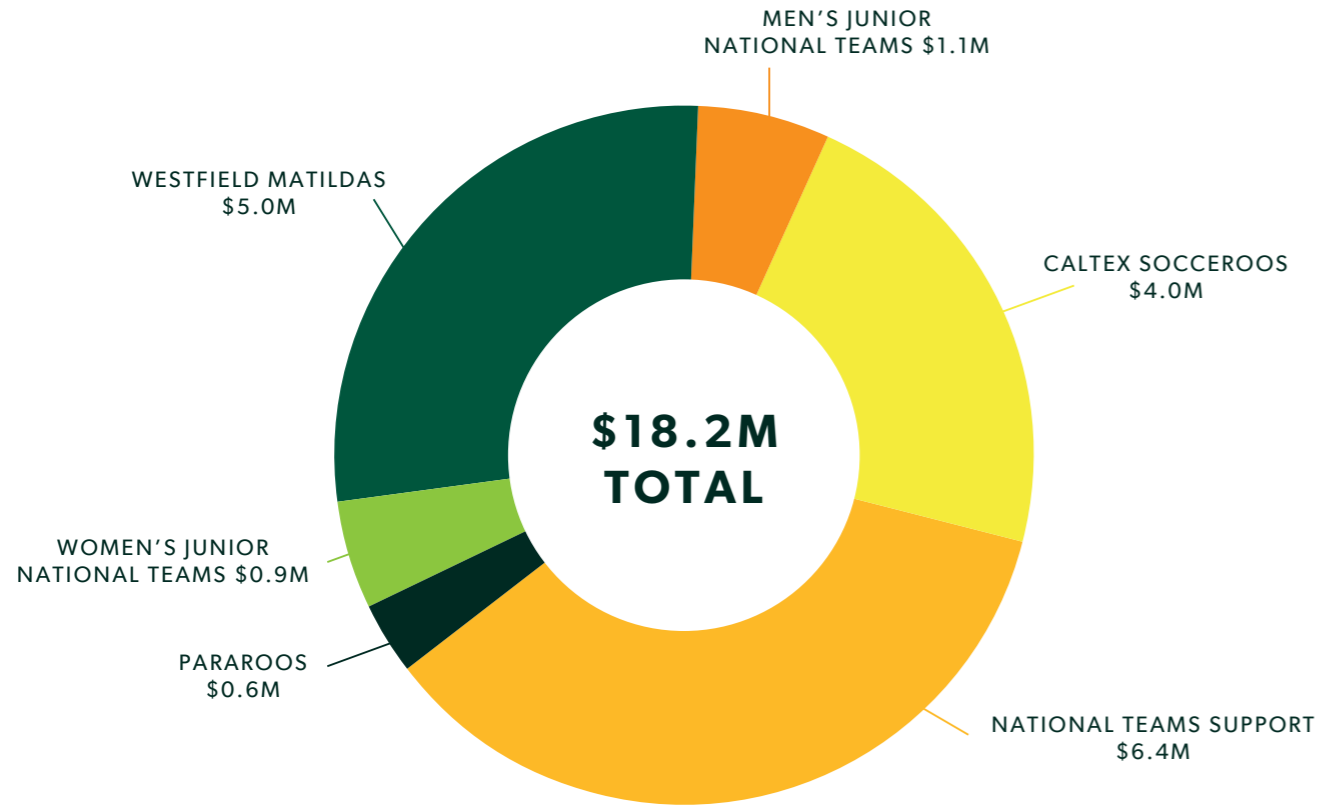


GRANTS & DISTRIBUTIONS



KEY HISTORICAL FINANCIAL COMPARATIVES

NATIONAL TEAMS INVESTMENT





STRATEGY REPORT

LEADING

THE COMMENCEMENT AND PROGRESSION OF DISCUSSIONS TO AGREE A NEW GOVERNANCE AND OPERATING MODEL FOR THE PROFESSIONAL LEAGUES WAS A MAJOR FOCUS OF THE PERIOD. IN ACCORDANCE WITH THE RESOLUTION PASSED AT THE 2018 FFA ANNUAL GENERAL MEETING, THE NEW LEAGUES WORKING GROUP (NLWG) COMPRISING OF REPRESENTATIVES DRAWN FROM EACH STAKEHOLDER GROUP RECOGNISED UNDER THE FFA CONSTITUTION WAS ESTABLISHED. THE NLWG WAS INDEPENDENTLY CHAIRED BY JUDITH GRIGGS AND DELIVERED A REPORT IN MARCH 2019. THE WORK UNDERTAKEN BY THE NLWG WAS THEN TAKEN FORWARD BY A SMALLER WORKING PARTY TO CONTINUE TO PROGRESS THE POSSIBLE KEY TERMS FOR THE SEPARATION OF THE HYUNDAI A-LEAGUE, WESTFIELD W-LEAGUE, FOXTEL Y-LEAGUE AND E-LEAGUE FROM FFA.

The year was also a busy one in government relations, with state elections in Victoria (November 2018) and NSW (March 2019), followed by a federal election in May 2019. FFA worked closely with Member Federations to develop a strategic and coordinated approach to our sport's advocacy with governments, particularly important at this time in the election cycle. The hard work was rewarded, with significant funding commitments made by State and Federal Governments, primarily around the development and improvement of community football facilities.

Most notably, Football West received a \$16.25m commitment from the Federal Government to develop a State Football Centre in Perth, while Federal Treasurer Josh Frydenberg announced a \$15m contribution to the Home of the Westfield Matildas in Melbourne. Outside of the election cycle, a three-party deal involving Capital Football, the ACT government and FFA resulted in a \$20m commitment for the development of a Home of Football in Canberra, the package including international matches for the Caltex Socceroos, Westfield Matildas and Westfield Young/Junior Matildas to be played in the nation's capital.

In all, the Member Federations received pre-election commitments well in excess of \$100m from the major political parties, and the resulting works will see greatly improved grassroots football facilities across the country. In addition, clubs, associations and zones were supported by FFA in their applications for grant funding, and this assistance and the identification of new opportunities, enables the ongoing growth of community football.

The year also saw the successful advocacy for Walking Football result in a \$1.8m grant from Sport Australia for a national roll out of the modified version of the game for senior Australians. The Federal Minister for Youth and Sport, Senator the Hon Richard Colbeck, pulled on his Caltex Socceroos jersey and launched the program at Parliament House, with thousands of participants expected to take part in this exciting new game in every state and territory in the coming year.

FFA is seeking approval to receive USD146,255 in FIFA Forward Funding in calendar years 2019 & 2020. The funds will be used for an inaugural international friendly game in Australia between Australia's National Paralympic Football Team (Pararoos) and the Canadian Paralympic Soccer Team. Funds will also be used for an extra training camp in March 2020. The objectives for the FIFA Forward funds are to:

- Provide an opportunity for players to play their first international friendly match on home soil since the 2000 Sydney Paralympic Games.
- Promote and support the Pararoos as Australia's only National football team for athletes with cerebral palsy, acquired brain injury or symptoms from stroke.
- Create inclusive opportunities for Australians with a disability and inspire a nation and the next generation of Pararoos.
- Leave a legacy and improved playing pathway for Pararoos.
- Increase awareness and funding through football and continue to break down barriers for people with disabilities.
- Pararoos are currently supported from fundraising activities and a significant contribution from FFA. Australian Sports Commission (ASC) withdrew all its funding of A\$175,000 in 2015.
- Ensure Pararoos are perceived the same as their Caltex Socceroos and Westfield Matildas team mates in the future.



- Commitment from FFA to promote and support the Pararoos in the National Team strategy in the years ahead for Australia.

We will also be submitting forward applications to FIFA to seek approval to receive AUD1.1M that will contribute towards Australia's three National Female teams for calendar years 2019 & 2020. They are Westfield Matildas, Future/Young Matildas Program (17-20) & Junior Matildas (15-17). The funds will be used to:

- Provide a high-performance football environment for female players across these age groups and to develop holistically as athletes and as individuals.
- Qualify for the 2020 FIFA U-20 Women's World Cup to be held in Nigeria.
- Assist in Female player development.
- Provide female players with personally created, monitored and reviewed 'Individual Performance Plans'.
- Assist the growth, popularity and standards of women's football in Australia
- Provide opportunities for accredited female coaches, administrators, medical and support staff to be engaged in the women's elite player pathway.
- Establish the team regionally throughout the Asian Football Confederation as 'leaders' within these age groups.
- Significant FIFA Forward investment to expose and strengthen the team to quality international football matches while gaining invaluable experience for future development and transition to the Senior Women's National Team and legacy programmes at showcase competitions.
- Increase and improve on the female youth competitions and continue to develop and grow the programs at a national level.

FFA successfully advocated with the Federal Government for a change to the status of 'footballer' on the skilled occupation lists following the introduction of the new Temporary Skill Shortage Visa. This greatly assists Hyundai A-League and Westfield W-League clubs in the recruitment and retention of foreign players and has a material positive impact on Australian national teams.

As part of the Coalition of Major Professional and Participation Sports (COMPPS), FFA works with the six other main sports in this country. Together it produced white papers and policy submissions for state and federal governments regarding the creation and implementation of sport related policy.

FFA strongly advocates a partnership approach in its government relations and continues to build and maintain excellent relationships with members of parliament,

advisers and departmental staff. Connecting them with football stakeholders at all levels, these relationships will stand the game in good stead in the year ahead, as FFA and its Member Federations continue with major projects such as the bid to host the FIFA Women's World Cup in 2023, the development of major football facilities, and the next round of state and territory elections.

2019 also saw a continuation of FFA's commitment to supporting the development of football in Asia and the Pacific, working closely with the Australian Government.

With the publication of the Sports Diplomacy 2030 Strategy at the beginning of 2019, there were new opportunities for FFA to continue its longstanding partnership with the Australian Government and the Department of Foreign Affairs & Trade.

The Caltex Socceroos delivered the first public activity on Australia's pavilion plot at Dubai Expo 2020 alongside Commissioner General Justin McGowan, and FFA signed on as the sporting partner of Australia now ASEAN 2019. Federal Sports Minister Richard Colbeck travelled to the 2019 FIFA Women's World Cup in France and participated in several meetings with high-ranking FIFA officials, and Foreign Minister & Minister for Women Marise Payne spent time with the Westfield Junior Matildas in Sydney.

FFA continues to be active in Asia, with Chairman Chris Nikou successfully being elected to the Asian Football Confederation (AFC)'s Executive Committee for a four-year term, and FFA representatives now serving on eight different AFC committees. FFA also secured representation on several ASEAN Football Federation Committees in the new four-year cycle.

Close working relationships with a number of AFC Member Associations provided opportunities for collaboration throughout the year, including the coach education project with the Football Association of Indonesia (PSSI) and the German Football Association (DFB). Running for almost twelve months, FFA played a role in reforming the entry level coach education license in Indonesia, training 29 instructors and delivering the new D License to more than 500 coaches.

In partnership with the Lao Football Federation and the Australian Embassy in Vientiane, the Westfield Junior Matildas delivered skills clinics for youths in Laos, and an event for International Women's Day. Alongside the Australian Embassy in Yangon, an FFA Coach Educator travelled to Myanmar, visiting Yangon and Naypyidaw, to present at a Myanmar Government conference on sport's role in physical health.

Outside of ASEAN, Westfield Junior Matildas Head Coach Rae Dower and Westfield Matilda Emma Checker travelled to India to deliver a week-long series of coaching workshops, skills clinics and public diplomacy activities to support the Australian High Commission in New Delhi

and the newly opened Australian Consulate General in Kolkata. Alongside the All India Football Federation, the group delivered 11 events across 3 cities in 5 days, engaging more than 30 coaches and 250 children.

The Australian Government's 'Step Up' in the Pacific provided the opportunity for the Westfield Junior Matildas to be the first Australian team to travel to the Pacific since FFA's departure in 2005. In a whirlwind 12 days, the team played the first women's international football fixture in the history of the Solomon Islands, delivered training to 74 coaches and referees, and trialled new ways of building relationships between countries through football, with 33 community activities while abroad. A film documenting the trip is scheduled for release in December 2019.

FFA's commitment to empowering women in football continued with a fourth 'Women's Development Workshop', which saw female football administrators from Mexico, Indonesia, Turkey and Korea Republic visit

Australia for a two-week course, certified by the University of Canberra. Partnering again with DFAT, this project also involved the Embassies of each of the respective countries in Canberra.

In addition to delivering programs to support the development of football in Asia and the Pacific, FFA is also working to build recognition of football as a vehicle for international diplomacy. FFA's International Relations department presented at a number of academic institutions, including New York University, the University of Sydney, Western Sydney University and the University of London, and is also involved in Asialink programming in 2019.

Successful negotiations were conducted with CONMEBOL to agree the participation of the Caltex Socceroos in the 2020 Copa America. Australian's participation in the South American football championships will be a first, allowing deeper relations to be fostered with South American football stakeholders whilst delivering an excellent football experience for the Caltex Socceroos.



PARTICIPATING

FOOTBALL CONTINUES TO BE THE NUMBER ONE CLUB BASED SPORT IN AUSTRALIA. IN 2019, FOOTBALL EXPERIENCED UNPRECEDENTED GROWTH IN PARTICIPATION NUMBERS. THERE ARE NOW MORE THAN 1.8 MILLION AUSTRALIANS PARTICIPATING IN FOOTBALL, AN INCREASE OF 13% ON THE PREVIOUS YEAR.

Our continued success in this area of the game can be attributed to the commitment and enthusiasm of football's club volunteers nationally.

Club volunteers are the heartbeat of the game, spending countless hours ensuring that all club members receive high quality experiences and support, enabling members to focus on simply enjoying the game. The work of our volunteers has been highlighted by a 72% participant retention rate.

Last year's census which takes in affiliated football participation showed a significant increase across all areas of the game including Futsal, school participation and a continued rise in the number of female participants.

Our women and girls' participation base provides one of the greatest growth opportunities for football. According to Sport Australia's AUSPlay 'State of Play Report', football is still one of the most participated team sports by women in Australia, estimating that 2.4% of women play football. Women and girls football increased by 2% with over 141,000 females registered.

Football continues to invest in opportunities to ensure our sport remains a diverse and inclusive game for all Australians through programs and tournaments specifically for CALD communities, Aboriginal & Torres Strait Islanders and all-ability participants.

Further, we have increasingly leveraged our game's greatest assets; the Hyundai A-League and Westfield W-League Clubs, to engage and connect with new markets. This is reflected with over 14% growth in school participation, community events and promotional experiences delivered by the clubs, as we focus on converting our football participation base into fans.

4-11 YEARS (ALDI MINIROOS)

MiniRoos, supported by ALDI as a major partner, continues to experience growth year on year, attracting new players to the game including participants from pre-school, school and multicultural markets. ALDI MiniRoos continues to be the participation benchmark for junior introductory programs in Australia with 227,734 participants involved in Club Football and Kick-Off Programs.

Female participation continues to be a key segment within this age group, with over 5% growth in both Girls and Mixed Kick-Off programs.

With the Westfield Matildas competing in the 2019 FIFA Women's World Cup in France in June, interest from young girls within this age group spiked pre and post tournament. Member federations and community clubs delivered several activations targeted at girls aged 4-11 years during the FIFA Women's World Cup period to capitalise on the increased interest of Australia's favourite sporting team.

Next year's female participation numbers are forecast to increase as a result of the ongoing popularity of players like Sam Kerr and the Westfield Matildas. This year Sam Kerr partnered with ALDI as an official ALDI MiniRoos Ambassador, assisting to launch the Mighty Mini Chefs Food Truck, touring the country to promote ALDI MiniRoos and the message of healthy eating.

ALDI MiniRoos continues to provide exclusive opportunities for players who register in the program.

This year, over 2,000 ALDI MiniRoos were able to access the pitch as Half-Time Heroes and Mascots during Hyundai A-League, Westfield W-League, FFA Cup and National Team Matches. Additionally, through the new 'MiniRoo of the Month' initiative, 10 kids each month were rewarded with personalised messages from their Hyundai A-League and Westfield W-League Club heroes. Fan engagement developed further this year with an increase in the number of junior participants attending matches. With over 14% of our ALDI MiniRoos attending a Hyundai A-League and Westfield W-League match last season, the Junior Club Membership and ALDI MiniRoos sample ticket initiative were a major success with football's younger participants.



ALDI MINIROOS SETTLEMENT PROGRAMS

This year FFA partnered with the Department of Social Services (DSS) to deliver ALDI MiniRoos Programs to newly arrived migrants.

Over 1,200 newly arrived participants were introduced to an ALDI MiniRoos program and Community Club. Additionally, over 100 parents received a coaching certificate to learn and understand Australian football.

Harmony Day activations were celebrated across the country to promote diversity, community inclusiveness and wellbeing. FFA won the Sports Leadership Award at the Australian Migration and Settlement Awards 2019, acknowledging football as a leader in welcoming newly arrived migrants to the broader community.

SCHOOL PROGRAMS

Primary and secondary school programs provide the largest opportunity for football to achieve both participation and fan development outcomes. Over 560,000 school students participated in school football programs and competitions in 2019, with over 20% of participants transitioning to a local Club or ALDI MiniRoos Kick-Off program. Football is currently ranked as the 2nd highest demanded team sport within Sporting Schools Programs.

In 2019, FFA in collaboration with member federations, Hyundai A-League, Westfield W-League Clubs and Sport Australia, developed a Whole of Football Schools Framework for implementation in 2020.

The primary objectives of the redeveloped strategy are to provide tailored programs for students and teachers and ultimately increase football's footprint in schools. Football's new standardised programs will focus on Sport Australia's Physical Literacy framework to ensure school students are physically, socially and psychologically active.

REBEL FEMALE FOOTBALL WEEK

Rebel Female Football Week kicked off again this year with record events and programs being delivered nationally.

This is a nationwide initiative supported by Rebel Sport whereby Football promotes the involvement and achievements of women and girls in all areas of the game. In 2019, each member federation celebrated their own week delivering over 200 events for coaches, referees and administrators.

The Hyundai A-League and Westfield W-League Clubs celebrated the initiative over the weekend of 23-25 November 2018. With all these events combined, the initiative reached over 20,000 women and girls nationally. Lastly, the Rebel Female Football Awards were launched on International Women's Day 8th March, recognising our top female talent from both the grassroots and professional game.

WALKING FOOTBALL PROGRAMS, BETTER AGEING GRANTS

On 31st July, FFA launched the National Walking Football Program at Parliament House, Canberra.

Supported by Government funding via the Sport Australia 'Better Ageing' grant, the national program in partnership with Active Ageing Australia and member federations offers a social, small-sided & sustainable version of football specifically modified for older Australians, in metropolitan, regional & remote locations. It is low-impact, team-based exercise, utilising the defined 'Walking Football Rules and Formats' providing physical & mental health benefits, social connectedness and promotes the benefits of ongoing physical activity. The program aims to develop 148 new Walking Football hubs and reach over 6000 new participants nationally.

FOOTBALL YOUR WAY, WOMEN AND GIRLS (MOVE IT AUS GRANT)

Football Your Way, made possible via the Move It AUS program managed by Sport Australia, will assist FFA and member federations to deliver programs that will encourage inactive women and girls to become physically active.

Over 50 programs will be delivered nationally aiming to attract 2200 new participants to the game (5% increase).

The program also aims to encourage program participants to become "influencers" and "role models" within their community to ultimately increase the number of women and girls in football. Additionally, the programs will promote the physical, psychological, cognitive and social benefits of physical activity for women and girls. Based on the needs and demand of each market, member federations will deliver the following programs designed to attract three market segments for women and girls;

- Soccer Mums is an initiative of Football Victoria, supported by VicHealth with is designed specifically for women, where participants have fun, meet new people and learn basic football skills without knowing it. A no-judgement and no-experience-required program.
- Kick On is currently managed by NNSWF and is planned in line with school terms to support women with children. The weekly session allows women and girls to get active in a confidence-building environment while learning the basic skills and rules of the game.
- The Culturally and Linguistically Diverse (CALD) program will see FFA partner with specialist agency Settlement Services International and Football United to design specific football programs for women and girls within CALD communities.

NATIONAL CLUB DEVELOPMENT PROGRAM LAUNCH (NCDP)

On 24 September 2019, Football Federation Australia (FFA) launched the National Club Development Program (NCDP) to assist administrators at grassroots football clubs. Designed in collaboration with the nine member federations, associations, zones and clubs, the NCDP will provide a model for community-based football clubs to follow, to enhance and maintain standards for the benefit of all members. The NCDP provides clubs with an on-line development platform allowing them to answer a series of questions regarding all facets of their football club. Its specific aims are to:

- Improve processes and controls of affiliated community clubs
- Assist member federations and governing bodies to better support clubs
- Improve the efficiencies of the sport
- Establish benchmarks of success across Australia
- Improve player retention





ENTERTAINING

THE BENEFITS OF WORK DONE IN THE PREVIOUS THREE YEARS OF THE FOUR YEAR FFA STRATEGY HEAVILY INFLUENCED THE HIGHLIGHTS OF THE PAST FINANCIAL YEAR IN THE FANS PILLAR.

In particular, the evolution of football's digital strategy and products saw major growth across all metrics, whilst the women's game continues to go from strength to strength.

Over the past 3 years FFA has invested heavily in a digital transformation, delivering new fan websites and apps, including for the Hyundai A-League and Westfield W-League clubs, and beginning the development of new community football digital services.

This focus has also seen an investment in digital content, with the objective of providing a better experience for our fans to grow their engagement and consumption of the leagues and national teams. The result of this investment was record engagement across the Football Network of websites and apps, including growth on all social media platforms over the past year. Instagram, the preferred platform of younger audiences, saw outstanding year on year growth of 64% in total engagements.

The first year of the My Football Live app, a joint venture with Telstra that streams all games live on football's own platform for the first time, has seen large growth in engagement from previous years.

The app delivered a 113% increase on sessions during the Hyundai A-League 2018/19 Season, whilst the average match stream viewing time was significantly greater than comparable sports.

These results, along with the social media growth, shows football's younger audience are consuming and engaging with the game differently, and want to watch the game on their mobile devices wherever they are. This change is not unique to football, however with a significantly younger average audience than other major sports, its impacting football disproportionality.

This continuing disruption of traditional consumption habits makes the results achieved both a significant achievement for the game but also a necessity. Growth in these channels will continue to be a focus in coming years, along with supporting Fox Sports and the development of its streaming platform Kayo.

The Hyundai A-League and Westfield W-League achieved several landmarks over the past year.

For the first time, the FFA strategic goal of having 50% of participants supporting a Hyundai A-League club was achieved. In addition, the Leagues secured a record figure of 125,631 members, representing a 6% increase on the previous seasons despite the challenges of both Sydney teams playing in temporary homes. The Hyundai A-League 2019 Grand Final, played in Perth at Optus Stadium for the first time, also enjoyed a record attendance of 56,371 with Sydney FC upsetting Premiers Perth Glory to win its 4th championship.

For the first time the Westfield W-League had every match broadcast or streamed live, through the support of Fox Sports and SBS. Perth Glory's Sam Kerr became the fan's favourite player in either league, whilst Melbourne Victory's Keisuke Honda was close behind.

The Hyundai A-League attendances were down 2% year on year due to the dislocation of the Sydney teams, whilst television audiences were disappointing even when considering the growth in streaming audiences with the introduction of My Football Live and Kayo.

Addressing this challenge is a priority for the coming season.

The National Teams continue to strengthen their position in the hearts of Australians. True North Research announced mid-year that the Westfield Matildas ranked number 1 in Australian's emotional connection to a national team, whilst the Caltex Socceroos was the number 1 ranked men's team.

Separate research conducted by Futures Sport and Entertainment showed that for the first time the Caltex Socceroos are the favourite national team for Australian's under 50, overtaking the Australian men's cricket team. These results reflect the results on the pitch, personalities within the teams and the work done on refreshing the team's brands over the past few years as part of the Fan's Pillar work.

The launch of the new national teams' brands in December 2018 as well as the Westfield Matildas wearing their own unique kit for the first time at the 2019 FIFA Women's World Cup in France, were highlights in this work over the past year. Westfield's recommitment to both the Westfield Matildas and Westfield W-League was also a highlight.

Finally, the second year of E-League was a success, growing the numbers achieved in season 1 and seeing each week broadcast live on Fox Sports. Sydney FC once again took out the title in a closely fought contest. Australia also fielded its first national eFootball team in March, competing in the FIFA eNations Cup in London. Australia is considered a leader in eFootball, and with FIFA committing to growing gaming as a new major pillar of the game, it will continue to be a focus for FFA and the Leagues.

WINNING

DURING THE PERIOD, FOOTBALL FEDERATION AUSTRALIA (FFA) ENGAGED IN A RANGE OF STRATEGIES TO ENHANCE THE DEVELOPMENT OF ELITE PLAYERS AND NATIONAL TEAMS FOR AUSTRALIA, INCLUDING THE CALTEX SOCCEROOS AND WESTFIELD MATILDAS, AS WELL AS AUSTRALIA'S VARIOUS YOUTH SQUADS.

ELITE MATCHES

One concept that was brought to life was the idea of 'Elite Matches'.

As part of the Joeys' talent ID process, FFA worked collaboratively with all of the Member Federations to hold a series of fixtures across the nation that pitted the best identified youth players against one another.

Joeys Head Coach Trevor Morgan attended each fixture, while the games were also filmed for ongoing analysis purposes. These elite matches assisted in Morgan's squad selection process for the FIFA U-17 World Cup Brazil 2019, and brought a number of new players onto Australia's national team's radar.

HIGH PERFORMANCE FOOTBALL SCHOOLS

John Curtin College of the Arts in Western Australia became the third FFA High Performance Football School in February 2019. Alumni from the school include Lisa De Vanna (Westfield Matildas) and Brad Jones (Caltex Socceroos). At the time of reporting, the school has four national youth team players.

The school, located in Fremantle, has an outstanding academic record, consistently being ranked in the top ten Western Australian public schools.

It was the first school to be endorsed as a Football Excellence program by the Western Australian Education Department in 1991. Other FFA High Performance Football Schools include Westfields Sports High in New South Wales and Maribyrnong College in Victoria.

FFA NATIONAL YOUTH CHAMPIONSHIPS

An important element of Australia's national talent ID and football benchmarking came through the running of FFA's National Youth Championships.

Ensuring that high performance players from across the nation had the chance to play against one another, FFA held three tournaments throughout the year. In July 2018 Coffs Harbour was the destination for Australia's top 14 and 15 year old females as Northern NSW Football hosted the event, while Canberra (through Capital Football) was the destination for the best 16 and 17 year old females (NTC) in the same month. In September and October 2018 Coffs Harbour again played host to a national championship, this time to the NYC boys championship for 13 and 14 year old males.

COACH DEVELOPMENT

FFA's Coach Development team, in collaboration with Australia's Member Federations, have continued to deliver year on year growth through coaching courses.

More than 1,600 coaches attended an advanced course, with an additional 5,000 coaches attending community courses. In May 2019, FFA joined the AFC Coaching Convention at Pro Licence level which recognises Australia as a continental leader in coach development at the B, A and Pro Licence levels, while also providing FFA with full ownership of the C Licence to adjust to local community needs.

The newly redeveloped Pro Licence began in March 2019 – this was the first FFA had delivered since 2015 and hosted professional coaches from Australia and abroad. The Coach Development team is now in the advanced stages of redeveloping the C Licence into modules, to provide tailored development options for community coaches.

NATIONAL PREMIER LEAGUES (NPL)

Australia's National Premier Leagues (NPL), together with the FFA Cup, continues to provide a crucial link between the amateur, semi-professional, and professional levels of the game in Australia. Numerous players have made the transition from Australia's NPL competitions to Hyundai A-League and Westfield W-League contracts, highlighting the important pathway that these increasingly improving competitions can play in player development.

The 2019 NPL Premiers for both men's and women's competitions are listed below. Wollongong Wolves won the 2019 NPL Men's Finals Series, defeating Lions FC from Queensland.

Men's NPL Premiers - 2019

Capital Football	Canberra Olympic
Football Federation South Australia	Campbelltown City SC
Football New South Wales	Wollongong Wolves
Football Queensland	Lions FC
Football Tasmania	Devonport Strikers
Football Victoria	Heidelberg United FC
Football West	Perth SC
Northern NSW Football	Maitland FC

Women's NPL Premiers - 2019

Capital Football	Belconnen United FC
Football Federation South Australia	Adelaide City
Football New South Wales	Sydney University
Football Queensland	Lions FC
Football Victoria	Calder United





NATIONAL TEAMS

CALTEX SOCCEROOS

THE FOCUS OF THE CALTEX SOCCEROOS WAS ON BLOODING NEW NATIONAL TEAM REPRESENTATIVES IN ORDER TO GROW THE POOL OF POTENTIAL PLAYERS AVAILABLE FOR THE ROAD TO THE FIFA WORLD CUP QATAR 2022, WHILE ALSO SEEKING TO EXCEL AT THE AFC ASIAN CUP UAE 2019 – A SIGNIFICANT COMPETITION FOR AUSTRALIA WHICH ARRIVED JUST SEVEN MONTHS AFTER THE FIFA WORLD CUP RUSSIA 2018.

The Caltex Soccerroos, hampered by injuries and the pre-tournament withdrawals of Aaron Mooy and Martin Boyle, would ultimately fall short in their quest to win consecutive AFC Asian Cup titles after being eliminated at the quarter final stage of the competition to hosts United Arab Emirates in Al Ain.

Still, the AFC Asian Cup UAE 2019 featured numerous highlights for Australian football fans – wins over Palestine, Syria, and a penalty shoot-out victory against Uzbekistan chief among them as youngsters including Awe Mabil and Chris Ikonomidis did no harm to their burgeoning national team reputations.

SEPTEMBER 2018

In September 2018 Graham Arnold oversaw his first window as Australia's new national team coach.

Arnold selected 30 players for a week-long training camp in Antalya, Turkey, opting against playing friendly fixtures in the window in order to work with a larger cohort of players and commence integrating many younger players, such as Awer Mabil, Ajdin Hrustic, and Denis Genreau, into the national team set-up.

OCTOBER 2018

October 2018 represented Australia's first international fixture since the completion of the 2018 FIFA World Cup in Russia.

Australia accepted an invitation to play Kuwait in Kuwait City – a match that mimicked the type of opponent that the Caltex Soccerroos would play at the AFC Asian Cup UAE 2019. After a week preparing for the friendly in the UAE, Australia arrived in Kuwait eager to impress in Arnold's first match in charge. That they did, securing a 4-0 win over their hosts. Goals to Apostolos Giannou, Tom Rogic, and a goal on debut to Awer Mabil ensured the Caltex Soccerroos recorded a solid win in the Persian Gulf.

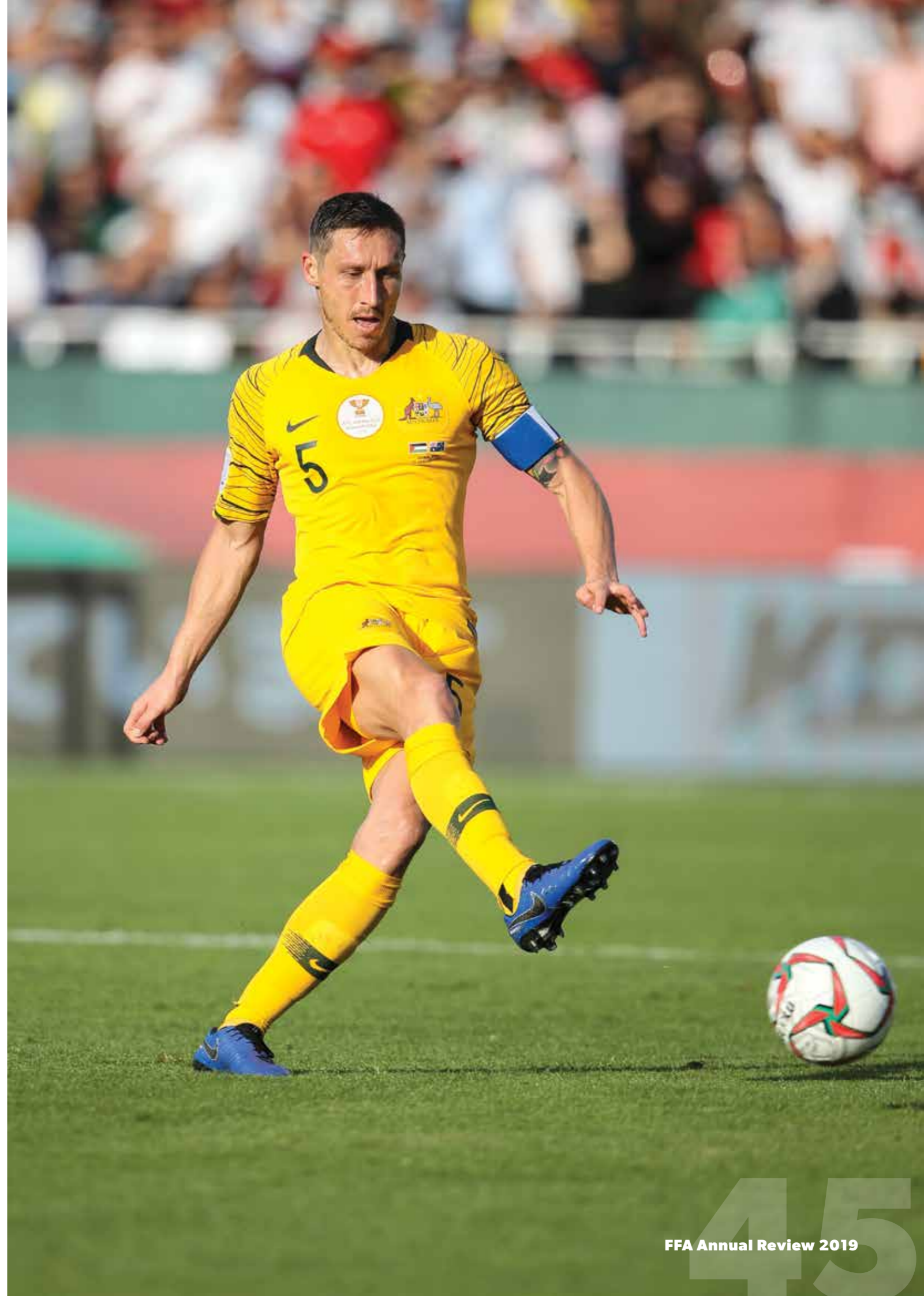
NOVEMBER 2018

In November 2018 the Caltex Soccerroos returned to play international matches on home soil for the first time in a year.

Like in October, Asian opponents were sought as Australia's build-up for the AFC Asian Cup UAE 2019 continued. In the first match of the window Australia played Korea Republic in Brisbane, before taking on Lebanon in Sydney three days later. A Massimo Luongo strike close to full time helped the Caltex Soccerroos secure a 1-1 draw with the Taeguk Warriors in front of nearly 33,000 fans at Suncorp Stadium on November 17, a match that marked Martin Boyle's debut for Australia.

The Sydney fixture against Lebanon served as Tim Cahill's farewell from international football. Cahill, who pulled on the national team jersey 108 times, was farewelled by a crowd of over 33,000 people as Australia secured a 3-0 win thanks to a double from Boyle and a second half strike from Mathew Leckie.

Cahill remained at ANZ Stadium until after midnight signing autographs and taking pictures with thousands of passionate Caltex Soccerroos supporters.



DECEMBER 2018

Australia convened in camp ahead of the AFC Asian Cup UAE 2019 on Boxing Day, utilising facilities at Jebel Ali as the squad geared up for the tournament proper. Arnold's charges recorded a 5-0 win over fellow AFC Asian Cup UAE 2019 contestants Oman in Dubai just prior to the turn of the year – a game that saw Australia come up against a nation coached by former Caltex Socceroos boss Pim Verbeek. Andrew Nabbout, Chris Ikonomidis, Awer Mabil, Milos Degenek, and Jackson Irvine grabbed the goals.

AFC ASIAN CUP UAE 2019

Australia's AFC Asian Cup UAE 2019 campaign got underway on January 6 against Jordan in Al Ain, and while things didn't go to plan with the Caltex Socceroos

suffering a 1-0 loss, the team bounced back in its next two group fixtures. A 3-0 win against Palestine in Dubai was followed by an entertaining 3-2 victory over Syria in Al Ain to ensure that Australia progressed to the round of 16 at the tournament.

On January 21, Australia met the White Wolves of Uzbekistan in Al Ain in the last 16, and after 120 minutes of match play the two teams couldn't be separated. Premier League goalkeeper Mat Ryan stood tall for Australia in the penalty shootout, making two fine saves as Mark Milligan, Robbie Kruse, Apostolos Giannou, and finally Mathew Leckie scored their spot kicks to send the Caltex Socceroos through to the quarter finals.

Despite dominating significant portions of their last eight encounter against hosts UAE at the Hazza bin Zayed Stadium, a defensive error was capitalised upon by dangerous attacker Ali Mabkhout midway through the second half. Australia couldn't fashion an equaliser before

the end of play, meaning their AFC Asian Cup UAE 2019 campaign ended in Al Ain.

JUNE 2019

With Graham Arnold coaching the Australian U-23 national team as well as the senior squad, it wasn't until June 2019 that the Caltex Socceroos reconvened.

In June's FIFA window, Arnold oversaw a camp in Busan, Korea Republic, which concluded with a friendly against the Taeguk Warriors. With many players that had participated in the FIFA Confederations Cup (2017), FIFA World Cup (2018), and AFC Asian Cup (2019) given the chance to refresh during the window, it was an experimental squad that took to the field in Busan.

Despite losing 1-0, Australia put in a promising display, with James Jeggo and Mustafa Amini among those that impressed in midfield. This fixture a number of debuts

–Brandon O'Neill, Andrew Redmayne, Brandon Borrello, and Ryan Williams each earned their first 'A' international caps in the match.

FY20 will be a big year for the Caltex Socceroos. Between September 2019 and June 2020 the team will compete eight matches on the road to the FIFA World Cup Qatar 2022, while in June 2020 the team is scheduled to participate at the 2020 Copa America which will be co-hosted by Argentina and Colombia after receiving an invitation to participate as a guest by CONMEBOL.



WESTFIELD MATILDAS

FY19 REPRESENTED A FIFA WOMEN'S WORLD CUP YEAR FOR THE WESTFIELD MATILDAS, AND WITH A SQUAD THAT HAD BEATEN SOME OF THE WORLD'S TOP NATIONS IN THE 24 MONTHS PRIOR, HOPES AND EXPECTATIONS WERE HIGH LEADING UP TO AND DURING THE GLOBAL SHOWPIECE HELD IN FRANCE.

Mentored by Ante Milicic at the competition, Australia fell short of the public's expectations as they were eliminated in the round of 16 by Norway on penalties in Nice.

However the squad still managed to capture the attention of Australia's sporting public throughout the competition. A stunning come-from-behind victory against Brazil in Montpellier wowed the nation, while striker Sam Kerr became the first Australian to score a hat-trick at a FIFA World Cup when she scored a remarkable four goals against the 'Reggae Girlz' of Jamaica in Grenoble on matchday three.

In four FIFA Women's World Cup France 2019 matches, the Westfield Matildas won two games, drew one (eliminated on penalties), and lost one.

NOVEMBER 2018

Australia hosted Chile in a two-match friendly series in Australia and just like the year before when the Westfield Matildas met Brazil, bumper crowds were on hand at fixtures played in Penrith and Newcastle.

The Westfield Matildas were edged 3-2 in the first meeting between the two sides in Penrith on Saturday, 10 November 2018 however rebounded in some style in the Hunter Valley just three days later to produce a comprehensive 5-0 win. Attacker Caitlin Foord claimed a hat-trick as Sam Kerr and Emily Gielnik also etched their names on the scoresheet.

FEBRUARY-MARCH 2019

In partnership with Brisbane Marketing, Destination NSW, and the Victorian Government, Football Federation Australia (FFA) hosted the inaugural 'Cup of Nations' in February and March 2019, a competition styled off the successful 'Tournament of Nations' hosted by US Soccer which Australia had participated in in both 2017 and 2018.

FFA's 'Cup of Nations' saw New Zealand, Korea Republic, and Argentina arrive in Australia for the tournament, which also served as Ante Milicic's first fixtures in charge of the team after he assumed the Head Coaching position from Alen Stajcic in February 2018. Australia dominated the inaugural 'Cup of Nations', claiming back-to-back-to-back victories against New Zealand (2-0), Korea Republic (4-1), and Argentina (3-0) in Sydney, Brisbane, and Melbourne respectively to win the title. Over 25,000 fans attended the three matchdays across three states, with the Westfield Matildas ultimately lifting the trophy on March 6 at Melbourne's AAMI Park.

APRIL 2019

In April 2019 the Westfield Matildas travelled to Denver, Colorado to play an international friendly against the eventual FIFA Women's World Cup France 2019 Champions USA. The fixture at Dick's Sporting Goods Park in Commerce City proved to be a goal-fest, as the USA ran out 5-3 victors. The match highlighted both strengths and weaknesses for the Westfield Matildas as they continued to prepare for France 2019.

MAY 2019

In a bid to provide the Westfield Matildas with the best possible preparation for the FIFA Women's World Cup France 2019, FFA arranged for a pre-tournament training camp in Antalya, Turkey. This training camp, which was held in the



ten days prior to an international friendly against the Netherlands at the Philips Stadion in Eindhoven, saw the Westfield Matildas train at the same facilities that the Caltex Socceroos had utilised in the build up to the men's World Cup 12 months prior.

JUNE 2019

Following their training camp in Turkey, the Westfield Matildas ventured to the Netherlands where they took on the Dutch in their final friendly prior to the FIFA Women's World Cup France 2019. In front of a packed Stadium, Milicic's Westfield Matildas showed some promising signs in the first 45, however fell behind on the stroke of half time.

The Oranjevrouwen added two more goals in the second stanza via Shanice van de Sanden and Vivienne Miedema to earn a comprehensive victory. Like the USA who Australia had played in April 2019, the Netherlands, coached by Sarina Wiegman, would go on to make the Women's World Cup Final in France.

FIFA WOMEN'S WORLD CUP FRANCE 2019

After making the short trip from Eindhoven to Valenciennes, the Westfield Matildas set their sights on their Group C opener against Italy at the Stade du Hainaut on June 9. A 22nd minute Sam Kerr penalty put Australia ahead, however a defensive error capitalised upon by

Italian attacker Barbera Bonansea restored parity to the contest early in the second stanza. With the game set to end in a 1-1 stalemate, Bonansea headed home with the last chance of the game to earn Italy victory, and make Australia's next match against Brazil in Montpellier a near must-win affair.

In Montpellier, Australia fell behind 2-0 before reducing the arrears moments before the half time interval courtesy of a fine Caitlin Foord finish. After the interval, Australia produced a rousing display, scoring twice in front of a vociferous crowd at the Stade de la Mosson to earn three points against the South Americans. Five days later, Kerr scored her second, third, fourth, and fifth goals of the FIFA Women's World Cup France 2019 to ensure that Australia finished Group C in second place, behind Italy only on goal difference. The outcome meant that a round of 16 encounter with Norway would be played in Nice on June 22.

In the round of 16 at the Stade de Nice, over 12,000 fans saw Norway take a 1-0 lead in the 31st minute of play. However, the Westfield Matildas demonstrated great spirit, scoring with just seven minutes left in regulation time – Elise Kellond-Knight finding the back of the net direct from a corner. After 90 minutes, and then 120 minutes, the teams could not be split and so the game went to penalties.

Norway, to their credit, proved to be more composed and clinical from 12-yards as they scored all of their spot kicks while Australia missed two to be eliminated from the tournament.



REPRESENTING AUSTRALIA

FROM KYRGYZ REPUBLIC TO CAMBODIA, MALAYSIA TO MYANMAR, ELITE AUSTRALIAN FOOTBALLERS, COACHES AND OFFICIALS TRAVELLED FAR AND WIDE TO REPRESENT THEIR NATION THROUGHOUT FY19.

The majority of matches were held as part of Asian Football Confederation (AFC) qualifiers or competitions, however results at some tournaments ensured that some of Australia's best footballers progressed to prestigious international tournaments. Highlights included Australia's U-17 men's football team, the Joeys, qualifying for the FIFA U-17 World Cup Brazil 2019, and the Pararoos advancing to the IFCPF World Cup Spain 2019 thanks to their efforts in IR Iran.

U-23 MEN'S

In the first half of the financial year, activity for Australia's U-23 men's national team was limited to a series of Canberra-based camps under the team's new Head Coach, Graham Arnold (who was also in charge of the Caltex Socceroos).

In March 2019, Australia's U-23s ventured to South-East Asia as the qualification process for the AFC U-23 Championship Thailand 2020 ramped up. After a week training in Kuala Lumpur, the team travelled to Phnom Penh to play fixtures against hosts Cambodia, plus Chinese Taipei and Korea Republic. A solid 6-0 win over Cambodia on match day one represented a great start for Arnold's charges, and this was followed by another 6-0 victory over Chinese Taipei two days later. In the team's final qualification match against Korea Republic, Australia secured a 2-2 draw.

Seven points from a possible nine ensured that Australia's U-23s sealed a place at the AFC U-23 Championship Thailand 2020, a competition that would also serve as the men's football qualification tournament for the Tokyo 2020 Summer Olympics.

U-20 MEN'S (YOUNG SOCCEROOS)

The Young Socceroos competed at the AFC U-19 Championship held in Indonesia in October 2018.

Coached by Ante Milicic, Australia's preparation for the tournament included time on the Sunshine Coast and in Singapore, before the squad arrived in Jakarta. Pooled in Group C against Korea Republic, Jordan, and Vietnam, Australia advanced through the group stage after winning one and drawing two of its three matches to finish second behind Korea Republic.

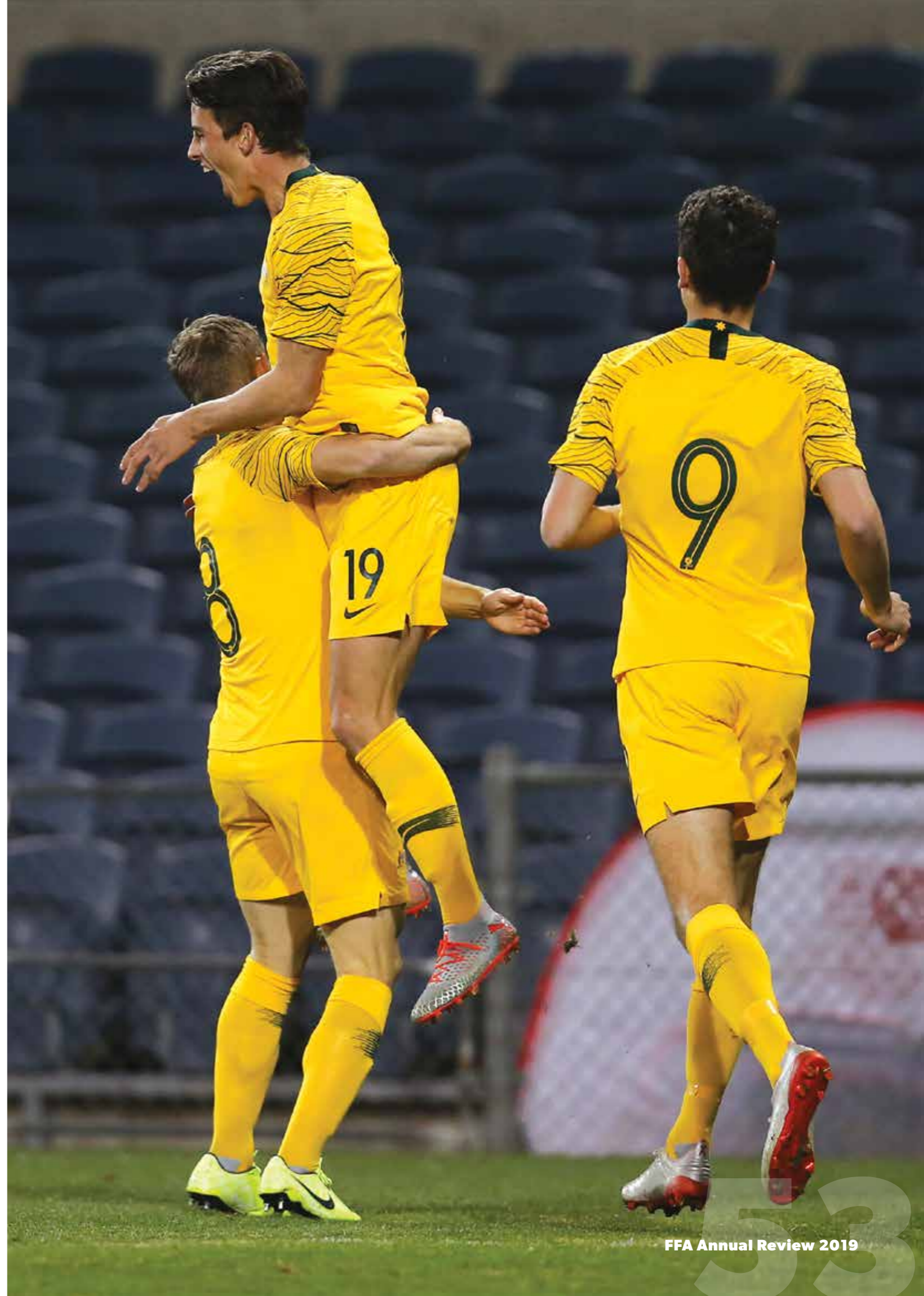
This outcome set up a quarter final match against Group D winners Saudi Arabia, with the winner of that fixture to advance not only to the semi final of the Championship, but also to the FIFA U-20 World Cup Poland 2019.

It wasn't to be for Milicic's youngsters however, with Saudi Arabia claiming the quarter final contest via a 3-1 victory. Ramy Najjarine, Angus Thurgate, Ben Folami, Oliver Pufflett, and Nathaniel Atkinson scored for their nation throughout the AFC U-19 Championship Indonesia 2018.

U-17 MEN'S (JOEYS)

2018-19 represented a positive period for Australia's U-17 men's national team, the Joeys, as qualification for the FIFA U-17 World Cup Brazil 2019 was secured. In September 2018, Trevor Morgan's team travelled to Kuala Lumpur to compete at the AFC U-16 Championship. Needing to achieve a semi finish in order to book a place in Brazil, the Joeys' campaign started slowly with a 3-0 loss to Korea Republic. However, Morgan's youngsters regrouped, defeating Iraq 2-1 and Afghanistan 4-0 to secure a quarter final match up against Indonesia.

In front of 13,743 supporters at the Bukit Jalil Stadium in Kuala Lumpur, Australia came from a goal down at half time to ultimately win 3-2 against their well supported opponents. This result sealed a FIFA U-17 World Cup place, plus a ticket to the semi final, where the Joeys



would ultimately lose 3-1 to eventual Champions Japan. Attacker Noah Botic underlined his potential to be a player of the future throughout the tournament, scoring five goals to finish as the competition's top goal-getter.

In early 2019 as part of their preparation for the FIFA U-17 World Cup Brazil 2019 the Joeys travelled to Antalya, Turkey to play friendly matches against the host nation, as well as African nations Tanzania and Guinea-Bissau. Australia was invited to Antalya by UEFA as part of the UEFA ASSIST initiative.

U-20 WOMEN'S (WESTFIELD YOUNG MATILDAS)

The Westfield Young Matildas, coached by Gary van Egmond, ventured to Lebanon and Myanmar in October 2018 and April 2019 respectively in a bid to qualify for the AFC U-19 Women's Championship, which would be held in Thailand in late 2019.

Participating in Group A for the first phase of Asian qualifying, the Westfield Young Matildas secured wins against Mongolia, Lebanon, and Hong Kong in Beirut

to top their section and advance to the next round of qualifying. In round two held in Mandalay, Myanmar, Australia again performed strongly, scoring 18 goals in three matches to win their pool and seal a place at the AFC U-19 Women's Championship Thailand 2019.

Victories in round two of qualifying came against Nepal, Myanmar, and Uzbekistan.

Throughout qualifying, numerous players found the back of the net on multiple occasions.

Mary Fowler (7 goals) and Princess Ibini (7 goals) topped the list for Australia, however Kyra Cooney-Cross (6 goals), Aoife Colvill (5 goals), and Amy Sayer (4 goals) also contributed consistently.

U-17 WOMEN'S (WESTFIELD JUNIOR MATILDAS)

Like the Westfield Young Matildas, FY19 represented an AFC qualification period for the Westfield Junior Matildas.

The process for Australia to reach the AFC U-16 Women's Championship to be held in Thailand in September

2019 took the Westfield Junior Matildas to Bishkek in Kyrgyz Republic (round one), as well as Vientiane, Laos (round two). In phase one, Rae Dower's side sealed four comprehensive victories, scoring 39 times while not conceding. This run included 11-0 wins over Palestine and Indonesia, a 10 win over Kyrgyz Republic, and a 7-0 win over Chinese Taipei.

Round two was somewhat more challenging for Australia, however solid victories against IR Iran, Vietnam, and hosts Laos ensured that Australia sealed a place at the AFC U-16 Women's Championship Thailand 2019. Georgia Beaumont (9 goals) led the goalscorers list for Australia throughout qualifying, while Josie Morley (8 goals), and Alana Jancevski (6 goals) also scored on many occasions.

PARAROOS

Australia's Pararoos ventured to the unique destination of Kish Island in IR Iran for the 2018 IFCPF Asia-Oceania Championship in November 2018, a tournament that doubled as the team's qualification process to reach the 2019 IFCPF World Cup which would be held in Seville, Spain.

Five nations competed at the 2018 IFCPF Asia-Oceania Championship, including the hosts, Korea Republic, Thailand, Jordan, and Australia. Kai Lammert's team recorded impressive victories in their first three games of the competition, defeating Korea Republic 11-0, Thailand 3-0, and Jordan 7-1 to ensure that they sealed a place at the 2019 IFCPF World Cup.

This run of results set up a final matchday showdown with IR Iran, which would determine which nation won gold at the 2018 IFCPF Asia-Oceania Championship. IR Iran, one of the world's best CP football nations, defeated Australia 7-1 to claim the competition on home soil, with the Pararoos securing silver.

FUTSALROOS

There was no activity for the Futsalroos in FY19. Activity is set to recommence in FY20 with the AFF Futsal Championship in Vietnam the first step in Australia's campaign to advance to the AFC Futsal Championship in Turkmenistan (FY20) and the FIFA Futsal World Cup in Lithuania (FY21).





COMPETITIONS

HYUNDAI A-LEAGUE

THE HYUNDAI A-LEAGUE 2018/19 SEASON SAW PERTH GLORY CLAIM THEIR FIRST PREMIERSHIP TITLE AND SYDNEY FC THEIR FOURTH CHAMPIONSHIP.

Perth Glory claimed their first Hyundai A-League Premiership by eight points after leading the competition from round 4. Tony Popovic's team were not only the highest scoring team in the Hyundai A-League 2018/19 Season with 56 goals, they also conceded the least number of goals (23).

Sydney FC claimed their fourth Hyundai A-League Championship after they defeated Perth Glory in the Hyundai A-League 2019 Grand Final following a penalty shoot-out which was held in front of a record crowd of 56,371 at Optus Stadium in Perth. Sydney FC midfielder, Milos Ninkovic, received the Joe Marston Medal winner as the player of the Hyundai A-League 2019 Grand Final.

Fijian International Roy Krishna claimed the prestigious Johnny Warren Medal as the player of the season and also the Nike Golden Boot award with a 18 goals throughout the regular season.

Chris Ikonmidis claimed the Hyundai A-League NAB Young Footballer of the Year award and was also a member of the Caltex Socceroos Squad for the AFC Asian Cup 2019.

Perth Glory Head Coach Tony Popovic received the Hyundai A-League Coach of the Year Award for the second time and Filip Kurto (Wellington Phoenix) collecting the Hyundai A-League Goalkeeper of the Year Award.

Frenchmen Eric Bautheac from Brisbane Roar FC scored the Hyundai A-League the Goal of the Year Award for his overhead, bicycle kick against the Central Coast Mariners in Round 20.

Sydney FC won the Hyundai A-League Fair Play Award after accruing the least number of yellow and red card points.

In the referee awards, Shaun Evans was awarded the Hyundai A-League Referee of the Year.

Off the field there were many key milestones for the Hyundai A-League and its participating clubs.

Club Memberships reached a record number of 125,732 across the competition, the highest ever aggregate total.



WESTFIELD W-LEAGUE

THE WESTFIELD W-LEAGUE 2018/19 SEASON SAW MELBOURNE VICTORY CLAIM THEIR FIRST PREMIERS PLATE AND SYDNEY FC THEIR THIRD CHAMPIONSHIP TROPHY.

Melbourne Victory claimed their first Westfield W-League Premiership following their thrilling 2-1 victory over Perth Glory in the final round of the competition.

Melbourne Victory got off to the perfect start with two first half goals to Christine Nairn in the 17th minute and Emily Gielnik in the 35th minute.

Sam Kerr pulled a goal back for Perth with a header in the 55th minute and the Glory also had a number of opportunities to equalise later in the half, but the Victory defence held firm to cap off a memorable win in a remarkable season.

Earlier in the evening Adelaide United caused a massive upset by defeating Brisbane Roar FC 1-0 at home which paved the way for Melbourne Victory to clinch their inaugural title.

The Westfield W-League 2019 Finals Series proved plenty of upsets with Sydney FC, who finished in third place, defeating the Brisbane Roar FC 2-1 away from home in the Semi Finals and fourth placed Perth Glory knocking our Melbourne Victory 4-2 at AAMI Park to set-up a Sydney FC – Perth Glory Westfield W-League Grand Final.

Sydney FC got off to the perfect start in the Championship decider with Sofia Huerta scoring a long-range goal in just the 6th minute. Perth Glory's captain, Sam Kerr, equalised from the penalty spot in the 23rd minute, but Savannah McCaskill restored Sydney's lead just before half-time to give her team a one-goal buffer going in to the break. Just after the hour mark, McCaskill added her second goal for the match but Alyssa Lee Mautz pulled one back in the 68th minute to give Perth Glory hope heading into the final stages of the match. But that hope was short-lived when Chloe Logarzo scored Sydney FC's fourth goal of the match to seal the result and deliver her club their third Westfield W-League Championship Trophy.

Sydney FC's American import Savannah McCaskill received the Westfield Player of the Westfield W-League Grand Final.

Melbourne Victory's Christine Nairn won the first Julie Dolan Medal, as the Westfield W-League's player of the Season, after they both polled 17 points.

Sam Kerr claimed back-to-back Nike golden boot awards courtesy of her 13 goals throughout the season, which was the same haul as the previous season. Ellie Carpenter from Canberra United also took Westfield W-League NAB Young footballer of the Year for the second consecutive year.

Jeff Hopkins from Melbourne Victory named the Westfield W-League Coach of the Year for the second time after first winning the award for the 2008/09 season.

Aubrey Bledsoe (Sydney FC) claimed the Westfield W-League Goalkeeper of the Year Award and Cortnee Vine from the Newcastle Jets scored the Westfield W-League 2018/19 Goal of the Year for her strike against Canberra United in Round 3.

The Newcastle Jets won the Westfield W-League Fair Play Award and Kate Jacewicz claimed the Westfield W-League's Referee of the Year Award for a record eighth time.

For the first in the competition's history, FOX SPORTS broadcast and/or streamed every match of the Westfield W-League 2018/19 Season with free-to-air broadcast partner with SBS TV broadcasting sixteen (16) matches on the SBS VICELAND Channel.



WESTFIELD FFA CUP

2018 SAW ADELAIDE UNITED BECOME THE FIRST CLUB TO CLAIM THE FFA CUP FOR A SECOND TIME.

After losing the FFA Cup Final to Sydney FC in 2018, Adelaide United became the first club to claim the FFA Cup for the second time after defeating Sydney FC 2-1 at Coopers Stadium in front of a crowd of 14,448.

Craig Goodwin opened the scoring for the Reds in the 25th minute with a sublime curling free-kick from outside the box, but Sydney FC equalised 3 minutes later courtesy of a converted Adam Le Fondre penalty after Paul Izzo fouled Alex Brosque.

Craig Goodwin scored the winner in the 74th minute with a right-footed rocket into the top right corner of the Sydney FC goal.

Following his match winning brace, Craig Goodwin was named the Mark Viduka medal winner for the best player of the FFA Cup Final 2018.

The FFA Cup 2018 saw a record number of 761 clubs enter the fifth edition of the competition. For the Final Rounds of the FFA Cup 2018, there were 100 goals at an average of 3.2 goals per match, with an aggregate crowd of 91,494 at an average attendance of 2,951 per match.

The Round of 32 saw Bentleigh Greens record the upset of the round when they defeated Wellington Phoenix 1-0. Hellenic Athletic from the Northern Territory gave the Western Sydney Wanderers FC a scare after coming back from 0-2 down to equalize 3-3 in the 73rd minute. Roly Bonavacia scored deep into additional time to give the Wanderers the vital victory but Hellenic Athletic will always remember that night at Darwin Football Stadium when they nearly caused the biggest upset in FFA Cup history.

The Round of 16 saw another major upset with former NSL powerhouse club, APIA Leichhardt Tigers defeat the reigning Hyundai A-League Champions, Melbourne Victory, 3-2 at Leichhardt Oval.

The Quarter Finals went to script with the Hyundai A-League clubs of Sydney FC, Western Sydney Wanderers FC and Adelaide United accounting for their Member Federation club opponents, although Avondale FC did lead Sydney FC 2-1 at half-time in their encounter. In the other fixture, Victorian rivals Bentleigh Greens battled with Heidelberg United for a Semi Final berth at Kingston Heath Soccer Complex. After a tense affair, Jacob Alexander scored the winner for Bentleigh Greens in the 87th minute to give his club their second FFA Cup Semi Final appearance

The Semi Finals of the FFA Cup 2019 saw the Western Sydney Wanderers FC draw their cross-town rivals in a Sydney Derby whilst Adelaide United faced Bentleigh Greens.

The first Sydney Derby in FFA Cup history was played at Penrith Stadium in front of a crowd of 14,436. After a scoreless first half, it was Sydney FC who triumphed with three unanswered goals in the second stanza to advance to their whilst Adelaide United easily accounted for Bentleigh Greens 2-0 and also won the right to host the FFA Cup Final following a pot draw.

From a broadcast perspective, FOX SPORTS broadcast 11 matches during the FFA Cup 2018 Final Rounds (3 x Round of 32, 2 x Round of 16, 2 x Quarter Finals, 2 x Semi-Finals and the FFA Cup Final 2018). The average broadcast audience was 35,300 per match and 82,000 for the FFA Cup Final 2018.





AFC CHAMPIONS LEAGUE

SYDNEY FC, MELBOURNE VICTORY, AND THE NEWCASTLE JETS WERE AUSTRALIA'S REPRESENTATIVE CLUBS IN THE AFC CHAMPIONS LEAGUE 2019.

The Newcastle Jets were the first Australian club to kick-off their AFC Champions League 2019 campaign entering the play-off stage of the competition having finished in third place of the Hyundai A-League 2017/18 Season.

The Newcastle Jets first match was at home to Persija Jakarat of Indonesia in Preliminary Stage 2. After a scoreless first half, Ronald Vargas gave the Jets the lead four minutes into the second half but Rizki Ramdani Lestaluhu equalised for Persija Jakarat in the 72nd minute which pushed the match into extra time.

A goal from Jets captain Nigel Boogaard in the 101st minute gave the Novocastrians the advantage and a third from Matthew Ridenton in the final minute of the extra time sealed Newcastle's passage to the play-off stage against Kashima Antlers.

Facing the 2018 AFC Champions League winners was always going to be a tough assignment for Newcastle and having to face them at their home stadium in Japan was even tougher. With only a week between their victory over Persija Jakarta and their match against Kashima Antlers the Jets were ready for a challenge. Kashima Antlers scored first in the 18th minute, but Ronald Vargas equalised five minutes later to give the Jets hope of an upset. Unfortunately Kashima took the lead again just after the half-hour mark and then Serginho extended the Antlers lead in the 67th and 91st minutes to end the Jets AFC Champions League campaign for 2019.

Melbourne Victory and Sydney FC and were drawn in Groups F and H respectively and began their quests for Asia's premier club competition in March.

This was Melbourne Victory's seventh appearance in the AFC Champions League and they were drawn with Sanfrecce Hiroshima (JPN), Guangzhou Evergrande (CHN) and Daegu FC (KOR). Unfortunately for Melbourne Victory they were only able to register one point courtesy of a draw with Guangzhou Evergrande at AAMI Park and as a result did not progress to the knock-out stage of the competition.

In Group H, Sydney FC faced Ulsan Hyundai (KOR), Shanghai SIPG (CHN) and Kawasaki Frontale (JPN). Fairing slightly better than Melbourne Victory, Sydney FC recorded three draws in their campaign against Ulsan Hyundai (0-0), Shanghai SIPG (3-3 & 2-2) but also did not make it to the Round of 16.





AWARDS & HONOURS

AWARDS & HONOURS

Roy Krishna from **Wellington Phoenix** capped off a stellar season by claiming the Johnny Warren Medal at The Dolan Warren Awards, which were held at The Star Event Centre in Sydney.

Christine Nairn from **Melbourne Victory** claimed the Julie Dolan Medal, the Westfield W-League's highest honour.

Roy Krishna received 31 points from a panel that included former professional players, technical experts, match officials and media representatives. He was followed by **Isaias Sanchez** (Adelaide United – 29 points) and **Neil Kilkenny** (Perth Glory – 29 points) with **Diego Castro** (Perth Glory – 28 points) and **Keisuke Honda** (Melbourne Victory – 28 points) in equal fourth place.

To claim the Julie Dolan medal, **Christine Nairn** received 21 points and was followed by **Sam Kerr** (Perth Glory – 16 points), **Caitlin Foord** (Sydney FC – 14 points), **Yuki Nagasato** (Brisbane Roar FC - 10 points) and **Clare Polkinghorne** (Brisbane Roar FC – 9 points)

Fabian Monge from **Western Sydney Wanderers FC** was named the Foxtel Y-League Player of the Year.

Ellie Carpenter (**Canberra United**) was the winner of the Westfield W-League NAB Young Footballer of the Year Award and **Chris Ikonomidis** (**Perth Glory**) was named the Hyundai A-League NAB Young Footballer of the Year. Both **Ellie** and **Chris** will receive a \$10,000 NAB personal investment portfolio, along with a NAB Private Client Manager to assist with a range of banking and financial services.

Perth Glory Head Coach **Tony Popovic** received the Hyundai A-League Coach of the Year Award for the second time with **Jeff Hopkins** from **Melbourne Victory** named the Westfield W-League Coach of the Year also for the second time.

Wellington Phoenix's Roy Krishna also added the Nike Golden Boot Award to his collection for being the top goal scorer for the Hyundai A-League 2018/19 season with 18 goals. **Perth Glory's Sam Kerr** claimed back-to-back Westfield W-League Nike Golden Boot Awards courtesy of her 13 goals throughout the 2018/19 season while **Moudi Najjar** from **Melbourne City FC** was the top goal scorer for the Foxtel Y-League 2018/19 season with 7 goals.

Aubrey Bledsoe (**Sydney FC**) claimed the Westfield W-League Goalkeeper of the Year Award with **Filip Kurto** (**Wellington Phoenix**) collecting the Hyundai A-League Goalkeeper of the Year Award.

Cortnee Vine from the **Newcastle Jets** scored the Westfield W-League 2018/19 Goal of the Year for her strike against Canberra United in Round 3. **Eric Bautheac** from **Brisbane Roar FC** scored the Hyundai A-League the Goal of the Year Award for his overhead, bicycle kick against the Central Coast Mariners in Round 20.

Sydney FC won the Hyundai A-League Fair Play Award after accruing the least number of yellow and red card points whilst the **Newcastle Jets** won the Westfield W-League Fair Play Award with the **Western Sydney Wanderers FC** claiming the Foxtel Y-League Fair Play Award.

In the referee awards, **Shaun Evans** was awarded the Hyundai A-League Referee of the Year with **Kate Jacewicz** claiming the Westfield W-League's Referee of the Year Award for a record eighth time.

Melbourne Victory claimed the Community Champion Award in recognition for their community & corporate social responsibility programs and partnerships.

HYUNDAI A-LEAGUE 2018/19 AWARDS



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

Roy Krishna (Wellington Phoenix)



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

Chris Ikonomidis (Perth Glory)



**COACH
OF THE YEAR**

Tony Popovic (Perth Glory)



**NIKE
GOLDEN BOOT AWARD**

Roy Krishna
(Wellington Phoenix - 18 goals)



**GOAL
OF THE YEAR**

Eric Bautheac (Brisbane Roar FC,
Round 20 v Central Coast Mariners)



**GOALKEEPER
OF THE YEAR**

Filip Kurto (Wellington Phoenix)



**FAIR PLAY
AWARD**

Sydney FC



**REFEREE
OF THE YEAR**

Shaun Evans



**COMMUNITY CHAMPION
AWARD**

Melbourne Victory

WESTFIELD W-LEAGUE 2018/19 AWARDS



**JULIE DOLAN
MEDAL**

Christine Nairn (Melbourne Victory)



**WESTFIELD W-LEAGUE NAB
YOUNG FOOTBALLER OF THE YEAR**

Ellie Carpenter (Canberra United)



**COACH
OF THE YEAR**

Jeff Hopkins (Melbourne Victory)



**NIKE
GOLDEN BOOT AWARD**

Sam Kerr (Perth Glory – 13 goals)



**GOAL
OF THE YEAR**

Cortnee Vine (Newcastle Jets,
Round 3 v Canberra United)



**GOALKEEPER
OF THE YEAR**

Audrey Bledsoe (Sydney FC)



**FAIR PLAY
AWARD**

Newcastle Jets



**REFEREE
OF THE YEAR**

Kate Jacewicz

FOXTEL Y-LEAGUE 2018/19 AWARDS



**FOXTEL Y-LEAGUE
PLAYER OF THE YEAR**

Fabian Monge
(Western Sydney Wanderers FC)



**FOXTEL Y-LEAGUE
GOLDEN BOOT**

Moudi Najjar
(Melbourne City FC - 7 goals)



**FOXTEL Y-LEAGUE
FAIR PLAY AWARD**

Western Sydney Wanderers FC



HALL OF FAME

FFA HALL OF FAME 2019 INDUCTEES

LEIGH WARDELL

Leigh Wardell was a starting player in the first official Matildas team that faced New Zealand in 1979 and then excelled in the coaching world after a stellar career as a player.

We have seen the impact the Matildas have made over the past 40 years and we owe a great deal of gratitude to women such as Leigh who laid the foundations for our stars of today.



HARRY KEWELL

Harry Kewell is considered one of the greatest Socceroos to ever represent Australia.

As a 19-year-old, Harry burst onto the international scene against Iran in that crucial FIFA World Cup Qualifier in 1997, scoring in the first leg in Tehran.

Australian football fans knew they were seeing something special. He went on to represent his country with great distinction in 56 appearances with the national team and was a hero to millions of young Aussies who watched him play at some of the biggest clubs in the world.



BRANKO CULINA

Branko is a championship winning coach from the NSL who also coached in the Hyundai A-League as well as respected media pundit. His dedication to our game spans decades, he was a mentor to thousands of young men at youth and senior levels one of the most decorated coaches we have seen in recent times.



SIR FRANK LOWY

It is impossible to put into words the contribution Sir Frank Lowy has made to the sport of football over the years.

Under his leadership of Football Federation Australia, Australia qualified for the 2006 FIFA World Cup and subsequent tournaments, including a win of the AFC Asian Cup on home soil in 2015.

He reinvigorated Australian football with the launch of the Hyundai A-League, professionalising football in Australia and building the foundations for the next stage of growth. We will be forever grateful for his passion, dedication and contribution to our game.



PERTH GLORY SYDNEY FC

0 - 0

80:40

Hyundai A-League Grand Final Record
ATTENDANCE
56,371

HYUNDAI A-LEAGUE
2019 GRAND FINAL

GAGE ROADS TAP ROOM

BOARD & MANAGEMENT

FFA BOARD OF DIRECTORS

MR S LOWY AM (CHAIRMAN)

– retired 19 November 2018



Mr Lowy was appointed to the board on 17 November 2015 and is also Chair of the FIFA Women's World Cup 2023 Bid Steering Committee and was chair of the Nominations Committee. He is a Principal of LFG, the private investment business and family office of the Lowy Family Group.

He is a non-executive director of Scentre Group and the non-executive Chairman of OneMarket Limited and a director of the Lowy Institute. Mr Lowy has served as 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. He holds a Bachelor of Commerce (Honours) from the University of New South Wales.

MR C NIKOU (CHAIR)



Mr Nikou was appointed to the board on 16 October 2014 and elected Chairman in November 2018. He is the chair of the Referees Committee and the FIFA Women's World Cup Bid Committee. Mr Nikou 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 was a director of the Local Organising Committee AFC Asian Cup Australia 2015 Ltd until resigning on 19 June 2015 following the completion of the tournament in January 2015.

MR J HEALY (DIRECTOR)

– retired 19 November 2018



Mr Healy was appointed to the board on 29 July 2010 and is Chair of the Football Development Committee and the Nominations Committee. He was chair of the Human Resources Committee and the New Operating Models and Expansion Committee and was a member of the Finance, Risk and

Audit Committee. A founder of Judo Capital, Mr Healy is a career international banker having held Executive positions at NAB, ANZ, CIBC World Markets, Citibank and

Lloyds Bank. He is a director of Gweedore Investments Ltd, Judo Capital Holdings Ltd and Judo Capital Ltd. Mr Healy authored a textbook 'Corporate Governance & Shareholder Wealth Creation' (2003) and is an Adjunct Professor at University of Queensland Business School. He holds five international caps at youth level for Scotland.

MR S HEPWORTH (DIRECTOR)

– retired 16 October 2018



Mr Hepworth was appointed to the board on 16 October 2014 and is Chair of the Finance, Risk and Audit Committee, a member of the Referees Committee and the FIFA Women's World Cup 2023 Bid Steering Committee and was a member of the New Operating Models and Expansion Committee.

He is a member of the Institute of Chartered Accountants in England and Wales. He is also a member of the Australian Institute of Company Directors.

MR D MOULIS (DIRECTOR)

– retired 19 November 2018



Mr Moulis was appointed to the board on 17 November 2015 and is on the Football Development Committee and the Women's Committee and was on the Nominations Committee and the ad hoc Congress Committee. Mr Moulis is the founder and principal of Moulis Legal. Mr Moulis has

served as company secretary of The Sixth Australian Masters Games, director of the Johnny Warren Football Foundation, member of the Disciplinary Committee of Football Federation Australia and Chair of the Trade and Customs Law Committee of the International Bar Association. He is an experienced panelist in the World Trade Organisation's dispute settlement system. Mr Moulis is a former Socceroo.

MS H REID (DEPUTY CHAIR)



Ms Reid was elected to the Board of FFA in November 2018. In February 2019, Ms Reid took an indefinite leave of absence to focus on treatment for cancer. Ms Reid has more than 40 years' experience in football as a player, coach, manager and administrator at national and

state levels. She was CEO of ACT Football Federation Ltd (Capital Football) for 12 years from 2004 with additional responsibility for Canberra United in the Westfield W-League for nine seasons. Her contributions to women's sport and football were recognised in 2015 when she became a Member of the Order of Australia. Ms Reid has a Graduate Diploma in Sport Management and received an Honorary Doctorate from the University of Canberra in 2017 for services to student education and the University. She has served on several boards and committees including Womensport Australia, the ACT Olympic Council, the Burns Club Ltd and was a Director on the Local Organising Committee AFC Asian Cup Australia 2015 Ltd.

MS K BAYER ROSMARIN (DIRECTOR)



Ms Bayer Rosmarin was appointed to the board on 17 November 2015. She is a member of FFA's Finance, Risk and Audit Committee. An experienced banking executive who was a former member of the Executive team at the Commonwealth Bank, Ms Bayer Rosmarin is currently the Deputy

Chief Executive Officer at Optus. Ms Bayer Rosmarin has a Bachelor of Science in Industrial Engineering and a Master of Science in Management Science from Stanford University and received an Academic Excellence Award for being the top Masters graduate. She was also a 2011 Vincent Fairfax Fellow and is a member of Chief Executive Women.

MR C MURRAY (DIRECTOR)



Mr Murray was appointed to the Board on 17 November 2015 and is on the Finance, Risk and Audit Committee. Mr Murray is the Head of Equities at the Pandal Group (formerly BT Investment Management) having joined the business in 1994. Mr Murray holds an Honours degree in Economics

and Human Geography from Reading University in the United Kingdom.

MR J CARROZZI (DIRECTOR)



Mr Carrozzi was elected to the Board of FFA in November 2018 and is the chair of Finance, Risk and Audit Committee. He is a Managing Partner at PwC Australia and is a member of the firm's National Leadership Team. Mr Carrozzi is a Fellow of the Tax Institute of Australia (FTI) and Member of

Chartered Accountants Australia and New Zealand.

He holds a Bachelor of Commerce and Bachelor of Laws from the University of New South Wales and is admitted as a Barrister at Law in NSW.

MR R NOGAROTTO (DIRECTOR)



Mr Nogarotto was elected to the Board of FFA in November 2018 and is a member of the FIFA Women's World Cup 2023 Bid Committee and is chair of the National Second Division working group and chair of the Heritage Committee. He is Managing Director of global

advisory firm CT Corporate Advisory and is a Director of the Italian Chamber of Commerce in Australia. He is a former Chairman of Soccer Australia, Chairman of the National Soccer League and Director of the NSW Soccer Federation. He was a member of the organising committee for the A League. Mr Nogarotto holds an Economics degree from the University of Sydney.

MS J SETRIGHT (COMPANY SECRETARY)

– retired April 2019



Ms Setright joined Football Federation Australia on 2 July 2007. Ms Setright 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. Ms Setright has been on the Asian Football Confederation Disciplinary Committee since 2007 and the FIFA Disciplinary Committee since 2013.

MR T HOLDEN (COMPANY SECRETARY)



Mr Holden joined Football Federation Australia in March 2009. He acts as the Head of Legal, Business Affairs and Integrity and was appointed company secretary in February 2019. Prior to joining FFA, Mr Holden worked at Allens as a lawyer in the firm's Litigation and

Intellectual Property department. He holds a Bachelor of Arts from the University of British Columbia and an Bachelor of Laws from the University of Sydney. Mr Holden has been a director of the Australia New Zealand Sports Law Association since 2011 and a member of the Asian Football Confederation Disciplinary Committee since June 2019.

BOARD COMMITTEES

Committee	Director Members	FFA Members	External Members
Finance Risk & Audit (FRAC)	Simon Hepworth (Chair) <i>(retired)</i> Joseph Carrozzi (Chair) Kelly Bayer Rosmarin Crispin Murray	David Gallop Jo Setright <i>(retired)</i> Mark Falvo Patrick Kenny	
Football Development (FDC)	Joseph Healy (Chair) Crispin Murray Daniel Moulis	David Gallop Emma Highwood Luke Casserly Graham Arnold (opt) Alen Stajcic (opt) Jo Setright	Stan Lazaridis Ron Smith Kim Schaefer
Women's	Chris Nikou (Chair) Kelly Bayer Rosmarin Daniel Moulis	David Gallop Emma Highwood Jo Setright Sarah Walsh	Mia Garlick Heather Reid
Referees	Chris Nikou (Chair) Simon Hepworth <i>(retired)</i> Tim Holden	Ben Wilson Jo Setright	Airlie Keen Simon Przydacz Jim Ouliaris Nathan Magill
Nominations	Joseph Healy (Chair)	Jo Setright	Stuart Kenny Simon Pearce James Ceely
FIFA Women's World Cup 2023 Bid (FWWCBC)	Steven Lowy (Chair) <i>(retired)</i> Simon Hepworth <i>(retired)</i> Chris Nikou (Chair) Remo Nogarotto	David Gallop Mark Falvo Emma Highwood <i>(retired)</i> Jo Setright <i>(retired)</i>	Moya Dodd Natasha Stott-Despoja Jo Fernandes Ros Moriarty Greg Griffin Kathryn Gill

The following board sub-committees ceased to function on 2 October 2018 as a result of changes to the FFA constitution and the introduction of standing committees.

- Football Development Committee
- Nominations Committee
- Women's Committee

SENIOR MANAGEMENT TEAM



**DAVID GALLOP
AM**

Chief Executive
Officer



MARK FALVO

Chief Operating
Officer



LUKE BOULD

Chief Commercial
Officer and Chief
Marketing Officer



GREG O'ROURKE

Head of Leagues



LUKE CASSERLY

Head of National
Performance



**EMMA
HIGHWOOD**

Head of Community,
Women's Football
and Football
Development



TIM HOLDEN

Head of Legal,
Business Affairs and
Integrity



JO SETRIGHT

Company Secretary
and Special Counsel



ROB SHERMAN

Technical Director



PARTNERS

THANK YOU

MEMBER FEDERATIONS



HYUNDAI A-LEAGUE & WESTFIELD W-LEAGUE CLUBS



COMMERCIAL PARTNERS



BROADCAST PARTNERS



