

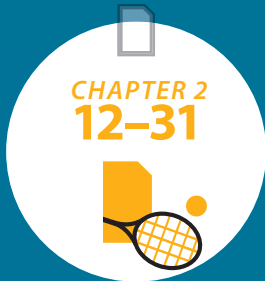
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## PLAY TENNIS

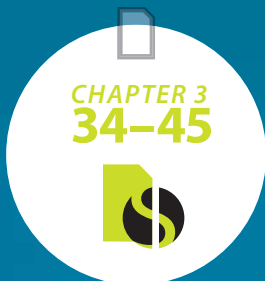
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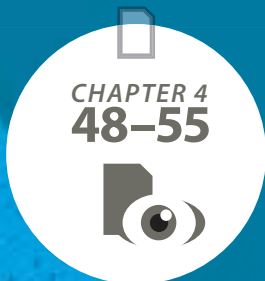
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For the interactive Annual Report go to <http://bit.ly/RHrTt4> on your computer.

CREDITS

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## ABOUT TENNIS AUSTRALIA

**Tennis Australia (TA) is the governing body of tennis within Australia. The Company was established by the Victorian, New South Wales, Queensland, West Australian, South Australian and Tasmanian Tennis Associations and the New Zealand Lawn Tennis Association in late 1904 to allow for the staging of the first Australasian Men's Championships in 1905.**

Today TA has eight Member Associations (MAs) – state/territory-based governing bodies responsible for implementing TA initiatives. In 2005 TA celebrated its centenary, and that of its first event – the Australian Open. During more than a century of history, TA has developed into an AUD\$160 million business operating as a one-team Company with a nine-person Board of Directors, 14 Member Delegates (representing the MAs), more than 200 full-time or part-time employees and

thousands more during the summer to assist with staging the Australian Open and the Australian Open Series events.

From developing programs for juniors to sports science and video analysis for our elite players, TA is committed to being at the forefront of the sport's development. Each year TA invests millions in tennis infrastructure, player development, participation programs, coach development, competitions and tournaments, and promotion of the game locally, nationally and internationally.

The Company's responsibilities include promoting and facilitating participation in tennis at all levels, staging tennis events, developing future stars, growing business revenues and honouring the sport's heritage. These responsibilities are reflected in TA's purpose.

### OUR PURPOSE

To make Australia the greatest tennis nation on the planet.

### OUR OBJECTIVES

<p>▶▶ p.13</p> <p><b>MLC Tennis Hot Shots</b></p> <p>More kids playing tennis more often.</p> 	<p>▶▶ p.16</p> <p><b>Cardio Tennis</b></p> <p>Bringing people into and back to tennis.</p> 	<p>▶▶ p.20</p> <p><b>Project Talent</b></p> <p>Improve the quality and quantity of athletes under the age of 12.</p> 	<p>▶▶ p.35</p> <p><b>Places to Play</b></p> <p>Form leading partnerships in planning, building and managing quality places to play.</p> 	<p>▶▶ p.38</p> <p><b>Asia-Pacific</b></p> <p>Engage more deeply with consumers in the region and convert interest into increased awareness and exposure.</p> 
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2011-2012 HIGHLIGHTS

MLC TENNIS HOT SHOTS COACHES 733    CARDIO TENNIS DELIVERERS 320



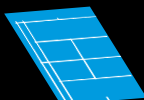
MLC TENNIS HOT SHOTS PARTICIPANTS

348,480



COURTS CONSTRUCTED/ RESURFACED SINCE 2007

1284



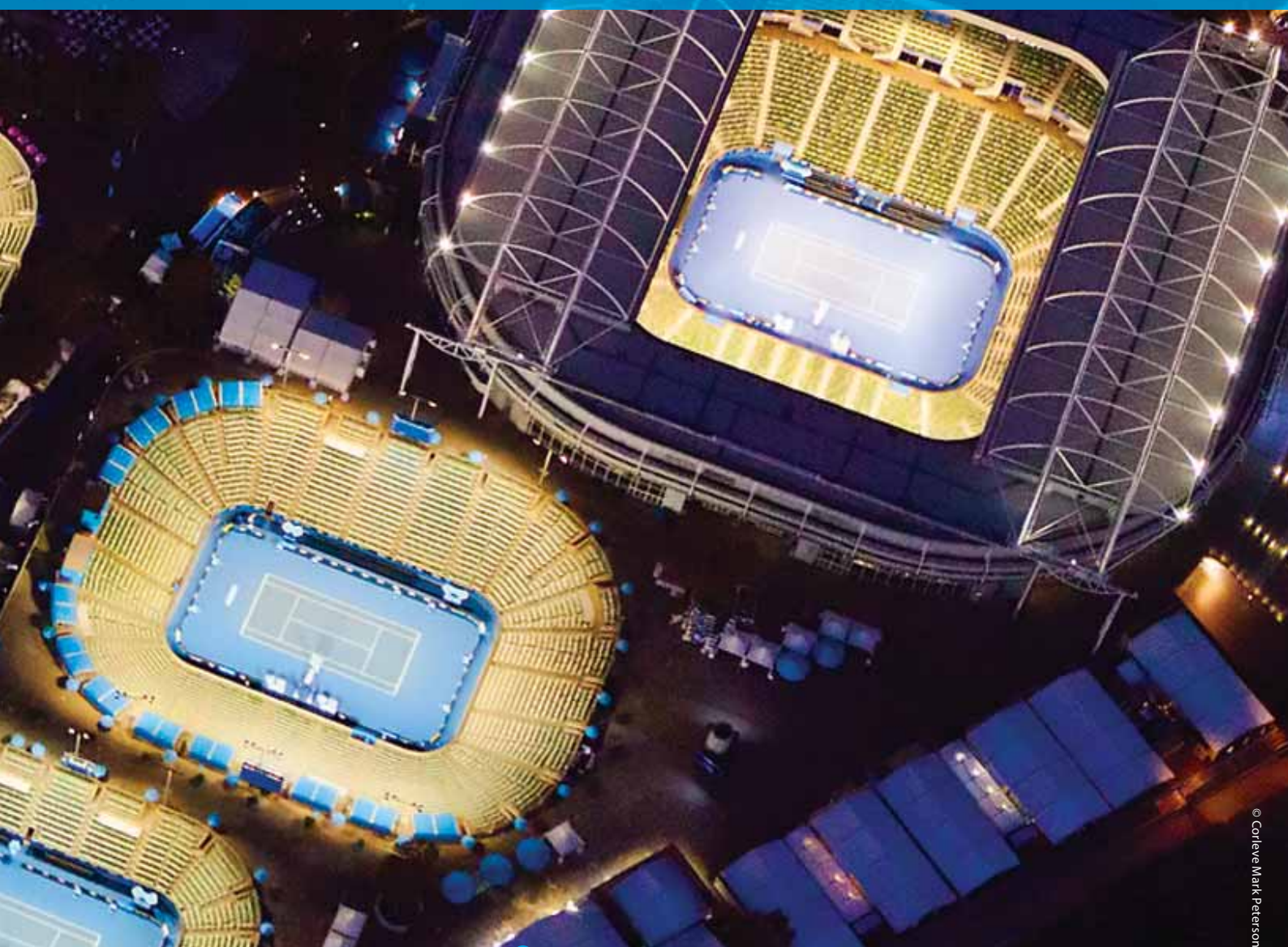
AUSTRALIAN OPEN FACEBOOK FANS

712,873





PROJECT TALENT PARTICIPANTS **1840** AUSTRALIANOPEN.COM UNIQUE VISITORS **14.9** MILLION



© Corleeva Mark Peterson

US OPEN 2011  
CHAMPION SAMANTHA STOSUR



**CHAMPION**<sup>1</sup>

CARDIO TENNIS  
PARTICIPANTS

**7799**

AUSTRALIAN OPEN  
2012 ATTENDANCE

**686,006**



## PRESIDENT AND CEO'S REPORT

STEPHEN HEALY / PRESIDENT    STEVE WOOD / CEO



**Tennis Australia (TA) continued to execute on key strategies during 2011–2012 and we are pleased to report that the sport achieved significant goals in relation to the growth of our programs, participation and our events.**

### *Participation reaches new heights*

The target of four million people playing tennis by 2016 continued to be the focal point during this financial year. The two programs that form the backbone of this growth are MLC Tennis Hot Shots and Cardio Tennis. The public appetite for TA's development program for primary school-aged children was at an all time high with 348,480 participants enjoying MLC Tennis Hot Shots as of 30 June 2012. The tennis-fitness program Cardio Tennis was launched in January 2012 and continues to gain momentum nationally. The delivery of our sport in Australia is now, more than ever, a collective effort from the tennis family ranging from coaches, players, parents, clubs and commercial centres, to regional associations, Member Associations (MAs) and TA. At the same time, further participation opportunities are provided as TA continues to invest in building and repairing facilities, not just in the cities but in the critical regional centres too.

### *Developing business in Asia*

The exposure of our business in Asia involves further developing our key relationships, establishing new relationships, enhancing our existing revenue streams and creating new revenue streams whether they are Australian Open related or through our expertise in other tennis related business. One of the initiatives in 2011 was the expansion of the Australian Open Trophy Tour into Asia. This increased exposure of the Australian Open was also a good vehicle to drive tennis interest in the region. Some other initiatives in 2012 include an Australian Open Asia-Pacific Wildcard Play-off, a special ballkid exchange program, growing the Asian leg of the Australian Open Trophy Tour and utilising unique digital platforms in Asia. There is still more to be done in the Asia-Pacific region but the initial signs are encouraging.



*The new boardroom overlooks the indoor tennis courts.*

"THE PUBLIC APPETITE FOR TA'S DEVELOPMENT PROGRAM FOR PRIMARY SCHOOL-AGED CHILDREN WAS AT AN ALL TIME HIGH WITH

**348,480** PARTICIPANTS ENJOYING MLC TENNIS HOT SHOTS."

### *The Grand Slam of Asia-Pacific*

Australian Open 2012 was a truly inspirational event with a record-breaking crowd attendance of 686,006 achieved, a staggering 160 per cent increase in attendance since 1988. There were more than 13,000 broadcast hours beamed globally to 349 million viewers, 14.9 million unique visitors to [australianopen.com](http://australianopen.com) and more than 700,000 fans on Facebook who joined in the Australian Open conversation. Seven's coverage of Novak Djokovic's epic five-set win over a gallant Rafael Nadal in the men's final was ranked the top program in January 2012 with an average national audience of 1,860,000 watching until after 1:30 am and a peak audience of almost four million viewers nationally. On the women's side, Victoria Azarenka won her first Grand Slam® title, convincingly defeating Maria Sharapova.

### *The summer of tennis*

Events like the World Tennis Challenge, Hyundai Hopman Cup, Brisbane International, Apia International Sydney and the Moorilla Hobart International are critical in their respective states as each help raise awareness of tennis and give TA and our MAs the best possible opportunity to convert that interest into participation. In 2012, the International Tennis Federation (ITF), who owns the Hyundai Hopman Cup, announced that the management rights were up for review and TA expressed an interest in obtaining them. The ITF awarded TA with these rights and TA will work with the Hyundai Hopman Cup board on the presentation of the tournament for the next two years, returning the event to the Australian Open Series. We are excited about the opportunity to grow both the Hyundai Hopman Cup and the sport in Western Australia.

### *Financial*

It is pleasing to report that TA recorded a net surplus of AUD\$3.1 million during the year. The operating surplus was AUD\$6.9 million before extraordinary items, which were MA Acceleration Grants of AUD\$2.8 million, growth in managed funds of AUD\$0.4 million and an adjustment to restate hedged foreign net revenues of AUD\$1.4 million. Another net surplus is predicted for the next financial year despite the expansion in our programs to develop and promote



MLC Tennis Hot Shots has experienced substantial growth in participation.



Top: Samantha Stosur was the first Australian woman to win a Grand Slam® singles title since 1980.  
Above: Cardio Tennis appeals to all ages and abilities.

tennis, although the strengthening of the Australian dollar is continuing to have a substantial effect on revenues received in USD and Euros from television contracts and sponsorships.

### Inspirational players

Samantha Stosur managed to overcome Lyme disease four years ago and then returned to the game more determined than ever conquering many other obstacles in her career to win the US Open in 2011, defeating Serena Williams in straight sets. Bernard Tomic well and truly graduated to senior ranks at Wimbledon 2011 and captivated tennis fans around the world with a quarterfinal appearance that put the newly crowned world No.1 Djokovic under serious pressure. Stosur led Australia back into the World Group in April 2012 in Stuttgart by upsetting the German team in the Fed Cup World Group Play-off tie, securing the nation a berth in the elite eight World Group next year. The Australian Davis Cup team will be striving to follow in the women's footsteps when they take on Germany in the World Group Play-off in September 2012.

### Junior achievements

Luke Saville and Ashleigh Barty showed typical Aussie grit to win the boys' and girls' Wimbledon 2011 titles – the first time this has been achieved by Australia in the same year. Saville also went on to claim the Australian Open 2012 boys' title. Barty, Belinda Woolcock and Brooke Richbeith teamed up to win the Junior Fed Cup final in October 2011 and Nick Kyrgios and Andrew Harris won two junior Grand Slam® titles in a matter of weeks, claiming the boys' doubles titles at Wimbledon and Roland Garros in 2012.

### Newcombe Medal

Stosur was awarded the Newcombe Medal for a second consecutive year at the gala Australian Tennis Awards night at Crown Palladium, Melbourne in December 2011. The Newcombe Medal is the premier award on a night that also provides recognition to our elite players as well as some outstanding contributions by many in the tennis community.

### Melbourne Park transformation

The ongoing Melbourne Park redevelopment is integral to the growth of TA and our sport. The Victorian Coalition Government further committed to keeping the Grand Slam of Asia-Pacific in Melbourne until 2036, announcing an AUD\$5.5 million scoping budget for stage two of redevelopment at Melbourne Park. In April 2012, TA relocated

76 staff to a new office area, commencing a new era in TA's history and a tangible example of the impact of the redevelopment on the precinct. Stage one is substantially progressed with the new player facilities area likely to be open for Australian Open 2013.

### First class experiences

Any Australian who picks up a tennis racquet or attends one of our events doesn't really distinguish between MAs, clubs, centres or even TA. With that in mind, experiences of our sport need to be first class at all points of engagement and TA further explored this at the annual Community Tennis Officers conference in 2011 and the Annual Tennis Conference in 2012. We are constantly looking for ways to continue the strong two-way communications between TA and the MAs. This coming together, sharing ideas and driving each other to keep striving for results make these conferences thoroughly worthwhile. The Minister for Sport, Senator Kate Lundy officially opened the Annual Tennis Conference in July 2012. The theme of the conference was 'developing communities through tennis' and was attended by key stakeholders within the tennis industry.

### Company re-structure

TA's Executive Team was refined in October 2011 to simplify our structure to focus on the Company's streamlined areas. These now include Tennis, Commercial, Media and Corporate Services, along with the office of the CEO. TA's aim is to be pro-active in order to continue to lead our sport both domestically and internationally.

### Thanks

We honestly believe that tennis is making society a better place. It helps a community. It teaches our children, makes them healthier and educates them. The professional sporting landscape in this country is now a very vibrant and healthy industry. For TA it's all about the growth of tennis and we want to thank our incredibly committed staff, our MA representatives and CEOs, Melbourne and Olympic Parks Trust, Delaware North, all of our volunteers, sponsors, media, partners and suppliers who deliver quality work year-round, giving tennis the best chance to prosper.

Stephen Healy  
President

Steve Wood  
CEO



THE EXECUTIVE TEAM

CRAIG TILEY, DARREN PEARCE, STEVE WOOD, DAVID ROBERTS AND STEVE AYLES

HISTORICAL TIMELINE

Victoria stages first tennis championships in the colonies. **1880**

1885 NSW stages its first championships and introduces inter-colonial matches.

1904 Lawn Tennis Association of Australasia formed by six state associations and New Zealand.

1905 First Australasian Men's Championships staged.

1907 Norman Brookes first Australian to win Wimbledon. Australasia wins its first Davis Cup title.

1922 First Australasian Women's Championships staged.

1926 Name changed to Lawn Tennis Association of Australia. Norman Brookes becomes President.

1933 Jack Crawford wins the Australian, French and Wimbledon Championships.

1939 Australia wins its first Davis Cup title.

1950 Australia regains Davis Cup and Hopman golden era begins under captain Harry Hopman.

1951 Frank Sedgman and Ken McGregor win men's doubles Grand Slam®.

1962 Rod Laver wins the Grand Slam®.

1963 Margaret (Smith) Court and Ken Fletcher win mixed doubles Grand Slam®.

1967 Australia wins Davis Cup for 15th time in 18 years. Owen Davidson with two partners wins mixed doubles Grand Slam®.

1969 Australian Championships become 'Open' to both amateurs and professionals. Rod Laver becomes the only player to win the Grand Slam® twice.

1970 Margaret (Smith) Court wins the Grand Slam®.



**Craig Tiley**

*BSc Economics  
BA Business Management  
MS Kinesiology (ABD)*

Tournament Director  
Australian Open since  
2006

Director Tennis  
Tennis Australia since  
2005

Head Coach/Director  
of Tennis  
University of Illinois  
1994-2005

Captain  
South African Davis Cup  
team 1998-2001

Vice-Chair  
USTA's High Performance  
Committee 2003-2005

US National Coach of the  
Year (1999, 2003)

US Collegiate Hall of  
Fame (2010)

**Darren Pearce**

Director Media  
Tennis Australia since  
2009

Media Manager  
Tennis Australia  
2007-2009

Chief of Staff  
Channel Nine News  
Melbourne 2004-2007

State Editor  
ABC News and Current  
Affairs South Australia  
2003-2004

Chief of Staff  
ABC News Melbourne  
2002-2003

Director News  
Victoria WIN TV  
2000-2002

**Steve Wood**

*B.Bus Marketing*  
CEO  
Tennis Australia since  
2005

President  
Nortel Networks Australia  
and NZ 2001-2005

Vice President  
Alteon WebSystems Asia-  
Pacific 1999-2001

Vice President  
Nortel Networks Asia-  
Pacific 1997-1999

Vice President  
Bay Networks Asia-Pacific  
1995-1997

Vice President  
SynOptics  
Communications Asia-  
Pacific 1991-1995

General Manager  
MPA International  
1987-2001

Chairman  
IBES Advisory Committee

**David Roberts**

*B.Bus, CPA*  
Chief Financial Officer  
Tennis Australia since  
1997

Treasurer & Tax Manager  
Kraft Foods Ltd  
1990-1994

Co-founder  
Direct Marketing Agency  
Robe John & Associates  
Pty Ltd 1987

**Steve Ayles**

*MBA, MCom (Applied  
Finance)*

Director Commercial  
Tennis Australia since  
2009

General Manager Major  
Events  
Tennis Australia 2008

CEO  
Tennis Queensland  
2001-2008

Tournament Director  
Brisbane International  
2008-2011

General Manager  
Mondial Gold Coast  
Women's Hardcourts  
2005-2008

Kooyong,  
Victoria,  
adopted as  
the home of  
the  
Australian  
Open.  
**1972**



AUD\$25 million expansion  
of Melbourne Park facilities  
and the 'Woodies' win first  
Olympic tennis gold medal.  
**1996**

**1994**  
Board of  
Directors  
established  
separate to  
Council.

**1999**  
Australia wins Centenary Davis Cup in France on clay.



**1988**  
Tennis Australia (TA) and the Australian  
Open move to new permanent home at  
Flinders Park (now Melbourne Park).

Australian Open  
attendance exceeds  
500,000 for the first time.  
**2000**

Second arena at  
Melbourne Park opens  
with retractable roof.  
**2001**

TA splits the  
roles of President  
and CEO.  
**2005**



**2003**  
Australia wins  
28th Davis Cup  
title, beating  
Spain in  
Melbourne.

TA undertakes  
review of its  
Constitution.  
**2007**

Australian Open  
attendance  
exceeds 600,000.  
**2008**

Victorian Government and  
TA jointly announce plans to  
redevelop Melbourne Park  
and extend Australian Open  
commitment to Melbourne.  
**2009**

**2010**  
Australian Open  
attendance exceeds  
650,000 for the first time.

**2006**  
All decision-  
making powers  
transferred from  
Council to Board.



**2012**  
A record crowd of **686,006**  
attended the Australian  
Open.

## WHAT MAKES A PLAYER? SAMANTHA STOSUR

*There are a number of Tennis Australia business units working behind the scenes to provide Australian players with the best coaching, sports science, media and management services. These include:*

### COACHING AND SPORTS SCIENCE

- > Coaching
- > Fitness
- > Performance analysis
- > Physiotherapy
- > Psychology

### MEDIA

- > Broadcast: Australian Open, Australian Open Series events and Fed Cup
- > Marketing
- > Publications: *Australian Open official program, AO Series programs, Fed Cup programs, Australian Tennis Magazine*
- > Public relations
- > Social media:  
Facebook pages (Tennis Australia and Australian Open) and Twitter accounts (@TennisAustralia and @AustralianOpen)
- > Websites: tennis.com.au and australianopen.com

### MANAGEMENT

#### **Commercial**

- > Sponsorship

#### **Media**

- > samstosur.com

#### **Professional Tennis**

- > Player management

#### **Tennis Operations**

- > Player services

### NATIONAL TEAM

- > Fed Cup







**HIGHLIGHT  
OF THE YEAR  
WON THE 2011  
US OPEN**

First Australian  
woman to win  
a Grand Slam®  
in 31 years

**SAMANTHA STOSUR**



# PLAY TENNIS





## STRATEGIC PRIORITY 1 – MLC TENNIS HOT SHOTS



**348,480**  
MLC TENNIS HOT SHOTS PARTICIPANTS



Top: There were 22 schools involved in the pilot of the MLC Tennis Hot Shots National School Partnership Program. Above: Samantha Stosur and Rafael Nadal made a special on-court appearance during MLC Kids Tennis Day.

The Tennis Hot Shots game was available in late October 2011.

### Objective

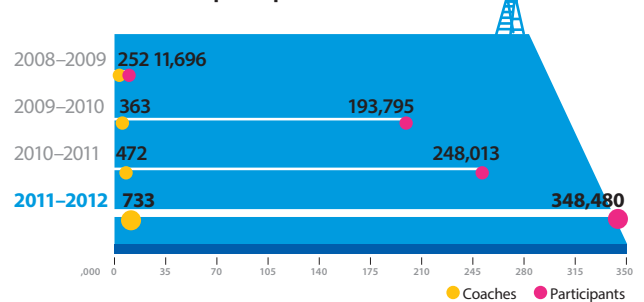
**More kids playing tennis more often.**

#### More participants and coaches join

MLC Tennis Hot Shots is the easiest way for kids aged 10-and-under to learn how to play tennis. The courts and racquets are smaller, the balls don't bounce as high so they're easier to hit and kids progress through three stages – red, orange and green – as their ability improves. In the past 12 months Tennis Australia's (TA's) development program for primary school-aged children continued to grow with 348,480 kids having enjoyed an MLC Tennis Hot Shots experience.

More coaches are joining the participants and committing to the program with 733 MLC Tennis Hot Shots coaches now delivering the program Australia-wide – an increase of 261 coaches from 2010–2011. To complement the program new competencies were developed in consultation with TA's Coach Development team, mentor coaches and Member Associations. These outline clear learning objectives for players at every stage and have streamlined both the coach training and program delivery for coaches. The MLC Tennis Hot Shots Coach Mentor Program was launched prior to Australian Open 2012, with a two-day workshop held for 18 MLC Tennis Hot Shots coaches who were selected nationally based on their best practice efforts with the program.

#### MLC Tennis Hot Shots participants and coaches



#### MLC partners with Tennis Australia

MLC extended its sponsorship with TA for a further three years in December 2011. The deal confirmed MLC's dedication in assisting with the development of young Australian tennis players through the MLC Tennis Hot Shots program. MLC also played a key role during Australian Open 2012 with the launch of MLC Kids Tennis Day held on Saturday 14 January.

#### 10-and-under rule change

As of 1 January 2012 the International Tennis Federation (ITF) enforced that all 10-and-under competitions and tournaments worldwide use the appropriate low-compression red, orange or green ball for each age group and matches are played on the approved smaller courts.



## MLC TENNIS HOT SHOTS CONTINUED



MLC committed to the MLC Tennis Hot Shots program for an additional three years.

### MLC Tennis Hot Shots in Schools

In 2011–2012 there were 213,834 children throughout Australia that participated in tennis in schools.

#### December Showdown

TA's Schools Experience had more than 1200 students from 22 schools come through Melbourne Park during the December Showdown in 2011. As part of the experience, students were given a tour of Melbourne Park's facilities, enjoyed talks from top Australian players with the opportunity to ask questions, and also took part in an MLC Tennis Hot Shots session.

#### Australian Council for Health, Physical Education and Recreation

TA's partnership with The Australian Council for Health, Physical Education and Recreation further developed and a resource was created for teachers that promotes tennis as a great option to incorporate into the schools' physical education curriculum, in the net, wall, court and striking skills category. The Tennis in Schools strategy was then discussed through a series of workshops with 74 teachers who attended Australian Open 2012.

#### National School Partnership Program

During 2011–2012 there were 22 schools that were involved in the pilot of the MLC Tennis Hot Shots National School Partnership Program. The program aims to build partnerships between schools, coaches and clubs to get more kids playing tennis more often and will be officially launched in October 2012. The partnerships will be strengthened by the support and engagement from state-based Community Tennis Officers (CTO). Darwin's Nightcliff Primary School has already taken initiative in this area and was the first school in Australia to have permanent MLC Tennis Hot Shots courts laid during 2011–2012.

#### Active After-school Communities program

The Australian Government's Active After-school Communities (AASC) program is a national initiative that provides primary school students with access to free sport and other structured physical activity programs after school hours between 3:00 pm and 5:30 pm.

TA has partnered with the Australian Sports Commission to offer students participating in the program a free taste of the MLC Tennis Hot Shots program.



Some lucky MLC Tennis Hot Shots participants met Australian tennis legend Rod Laver (center).

### MLC Kids Tennis Day

More than 9200 children enjoyed their own Grand Slam® experience at MLC Kids Tennis Day two days before Australian Open 2012. As well as playing on the Melbourne Park courts and having their photo taken with the Australian Open trophies, the kids also enjoyed an on-court showcase featuring world No.1 Novak Djokovic, No.2 Rafael Nadal, US Open champion Samantha Stosur, and defending champion Kim Clijsters.

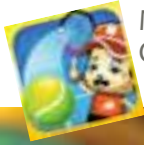
### Lasting memories for participants at Australian Open 2012

In a Grand Slam® first, Australian Open 2012 staged the MLC Tennis Hot Shots Australian Open Tournament at Melbourne Park. The initiative involved eight teams of 16 MLC Tennis Hot Shots participants playing each other in 10-minute matches in a round-robin format over two days. Teams were selected based on the three different levels of development using red, orange and green low-compression balls. In addition, 34 lucky MLC Tennis Hot Shots players received the opportunity of a lifetime when they tossed the coin before matches at Rod Laver Arena, Hisense Arena and Margaret Court Arena. During the event another 426 young players also had the chance to play on these courts prior to the beginning of play. During the Australian Open a further 5988 people, including Dannii Minogue, Billy Slater and James Duckworth, had a hit on the MLC Tennis Hot Shots courts in Garden Square.

### MLC Tennis Hot Shot of the Year

The inaugural MLC Tennis Hot Shot of the Year competition commenced in January 2012. This competition provides a money can't buy experience to monthly winners who receive a VIP trip to Australian Open 2013. While in Melbourne, winners (and a parent or guardian) will have the opportunity to attend an official Awards Night, go behind the scenes at Melbourne Park, play on court and meet some superstars of the game. The overall winner will be presented in January 2013 and will also win AUD\$5000 from MLC, one year of free tennis coaching and a visit from former world No.8 Alicia Molik to their local tennis club.





MLC TENNIS HOT SHOTS ENTERED INTO CYBERSPACE WITH THE LAUNCH OF ITS VERY OWN GAME FOR iOS DEVICES, INCLUDING THE iPhone, iPod TOUCH AND iPad.



Tennis was promoted as an option to be added to the physical education curriculum in schools.

#### MLC Tennis Hot Shots of the month January–June 2012

January	Seren Agar, Craigieburn Tennis Club, Vic.
February	Jake Harford, Lococo Tennis, Grange, Qld
March	Callum Wallis, Primrose Park Tennis, NSW
April	Ellie White, Merrifield Tennis Club, WA
May	Taylah Lawless, Aqualink Box Hill Indoor, Vic.
June	Jordan Biggins, Aqualink Box Hill Indoor, Vic.

#### Tennis Hot Shots game

MLC Tennis Hot Shots entered into cyberspace with the launch of its very own game for iOS devices, including the iPhone, iPod Touch and iPad. Tennis Hot Shots, a role-playing game, was available to download from the App Store in late October 2011. It was also available to play as a flash game on the MLC Tennis Hot Shots website in late November 2011. Targeted at kids aged 10-and-under, gamers customise their own player, train them in mini-games to improve their speed, power and accuracy stats before taking to the MLC Tennis Hot Shots Arena to challenge a friend or other players from around the world. The Tennis Hot Shots game was created by TA and Melbourne-based award-winning game developers Millipede Creative Development. The app has had 70,000 downloads.

#### Website and social media

During January 2012, the official MLC Tennis Hot Shots website – hotshots.tennis.com.au – received more than 11,700 unique visitors who viewed over 30,000 pages on the newly launched website. A dedicated MLC Tennis Hot Shots Facebook page was also created, targeted at parents, and received more than 2300 'likes'.

#### Partnership signed with the Kids Tennis Foundation

TA signed a Memorandum of Understanding with the Kids Tennis Foundation (KTF) for two years to allow KTF coaches to deliver MLC Tennis Hot Shots. The KTF coaches registered to be official MLC Tennis Hot Shots coaches and received an equipment pack for the delivery of the program. KTF delivers a tennis experience to more than 10,000 kids per year. This partnership is part of the alignment strategy in having all junior tennis delivering MLC Tennis Hot Shots.



Learning how to play tennis is made easier with modified equipment.

#### Looking ahead

##### National programs

In the next financial year MLC Tennis Hot Shots will launch three main programs to embrace schools, MLC Tennis Hot Shots coaches and registered teachers. These include the National School Partnership Program, the National Tennis in Schools Program and the National Teacher Ambassador Program.

##### Register online

Online registration systems will be available for all schools, teachers and coaches. The data captured will help MLC Tennis Hot Shots to communicate directly with its target audience.

##### Tennis Hot Shots Galaxy game

The sequel to the Tennis Hot Shots game – Tennis Hot Shots Galaxy will be launched in the second week of November 2012.



## STRATEGIC PRIORITY 2 – CARDIO TENNIS



On-court Cardio Tennis showcases were staged at the Australian Open in 2012.

### Objective

**Bringing people into and back to tennis.**

### Cardio Tennis launched

Cardio Tennis is a fun, social, group tennis-fitness program for people of all ages and abilities and was launched in January 2012 around Australia. An average Cardio Tennis workout runs for 45 to 60 minutes and is comprised of a five to 10 minute warm-up, 30–50 minute Cardio Tennis segment with drill-based and play-based activities and a five to 10 minute cool down. Participants wear heart rate monitors, exercise to music, use low-compression balls and a variety of equipment, including agility ladders. The accessibility of the program, and the fact that participants don't need a sporting background, is one of the key drivers of the program. There were 320 Cardio Tennis deliverers, also Tennis Australia (TA) qualified, who delivered the program in the last six months with 7799 participants enjoying the fitness benefits.

### Public activations

With interest firmly set on tennis in January each year, fans of the sport were exposed to Cardio Tennis in the lead up and during the first Grand Slam® of the year. There were four 15-minute Cardio Tennis showcases (three at Margaret Court Arena and one at Rod Laver Arena) staged in the first week of the Australian Open. In addition, 165 Cardio Bursts were demonstrated in Garden Square and the Federation Square live site. The Cardio Tennis activation team, participants in Cardio Tennis showcases and Cardio Burst activities burnt 601,555 calories and the 16 politicians who participated in Cardio Tennis during women's final day burnt an additional 12,800 calories.



More than 5700 energetic Cardio Burst images were generated at the Cardio Tennis booth at Grand Slam® Oval in 2012.

The Cardio Tennis booth at Grand Slam® Oval was a contemporary social environment for Australian Open patrons. It generated 5748 energetic Cardio Burst images and patrons were provided with promotional material. As a result, 1149 people registered for Cardio Tennis online while visiting the booth. The Cardio Tennis program also featured on Channel Seven's *Sunrise* – a daily breakfast show – twice in January 2012. Furthermore, the Brisbane International displayed three Cardio Tennis showcases at Pat Rafter Arena, one at Court 1 and two daily Cardio Bursts in conjunction with Nova Radio in Tennis Central. The Apia International Sydney ran 30 minute Cardio Tennis showcases prior to play for two days and the Next Generation Gym at Memorial Drive in Adelaide provided five free trial workouts each day from 9–13 January 2012.

### Online presence

To coincide with the start of the Cardio Tennis national launch, the official website [cardiotennis.com.au](http://cardiotennis.com.au) was introduced in early 2012. The website recorded 41,729 visitors, 30,541 of which were unique visitors, along with 2086 participants who claimed the free Cardio Tennis trial offer. The Cardio Tennis Australia Facebook page had more than 5600 'likes' and Cardio Tennis also has a presence on Twitter.



The official Cardio Tennis website was launched in early 2012.



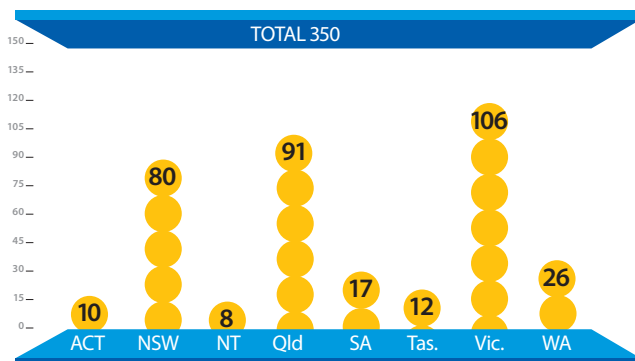


Dancers were full of energy during the Cardio Tennis showcases at Margaret Court Arena during Australian Open 2012.

### Coach education

Training the Cardio Tennis deliverers is an integral element of the program to ensure a quality Cardio Tennis experience is offered. All of the 320 Cardio Tennis deliverers received a benefits pack (including activity cards for workout plans) to assist them with running a quality Cardio Tennis program. During 2011-2012 there were 35 Cardio Tennis quality health checks conducted and 98 coaches successfully completed the Cardio Tennis online tutorial. A dedicated section for Cardio Tennis deliverers was created on Bounce – TA’s online learning platform for qualified coach members – with 93 per cent of coaches utilising the service.

#### Cardio Tennis deliverers workshop attendees 2011-2012



\*This is addition to the 397 deliverers trained in May 2011.

### National Heart Week

To celebrate national Heart Week during 6-12 May 2012, sports stars and media personalities participated in Cardio Tennis demonstrations at City Square in Melbourne, Queen St Mall in Brisbane and First Fleet Park in Sydney. The public was also invited to join in at each location with the chance to win a Suunto Heart Rate monitor and register for a free Cardio Tennis workout in their local area.

### Physiological research

Fitness trainers delivering Cardio Tennis across Australia is the next phase of the Cardio Tennis program growth strategy. TA’s Sport Science team, in conjunction with Charles Sturt University, conducted the physiological and perceptual demands of Cardio Tennis research in May 2012. Pedometer testing showed that a 50-minute Cardio Tennis workout provided more than half of the recommended daily steps for a healthy adult. Other results suggested that a one-hour Cardio Tennis workout is classified in the ‘vigorous’ exercise intensity category set by Sports Science Australia guidelines and an average of 100 tennis balls are hit in a Cardio Tennis workout by each participant.

### Consumer research

TA partnered with Forethought Research to gain a better understanding of the consumer landscape and to formulate recommendations to maximise participation in the Cardio Tennis program. The insights arising from the research have formed past and current campaigns. Research identified young professionals and young parents as the primary segment to grow tennis participation, via a non-traditional tennis program. Also it was identified that Cardio Tennis currently holds a unique position in the fitness industry being considered as ‘fun fitness’ – defined as an enjoyable fitness experience during the actual exercise while still delivering fitness results.



## CARDIO TENNIS CONTINUED

## Case study



Sam Rouen sees the benefit of participating in a fun exercise regime to manage his weight.

### Biggest Loser champ chooses Cardio Tennis

The *Biggest Loser Australia* 2009 winner, Sam Rouen used Cardio Tennis to stay in-shape for his new role as recruit for the NSW Fire Brigade.

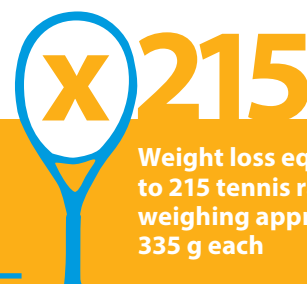
"The whole Cardio Tennis experience was fantastic ... It's high intensity, challenging, rewarding, and I really liked the upbeat music and the enthusiasm of the coach running the workout."

"To be accepted you need to pass a challenging physical, so you have to keep yourself fit and Cardio Tennis is something I can definitely do to stay in-shape for the academy," Sam said.

"A lot of people think they just have to jump on treadmills and slog it out to lose weight but if you do that you're bound to get bored and burn out," Sam explained.

"Activity like Cardio Tennis, where you're burning just as many calories but you're having fun, being social and interactive, is something that you're going to want to go back the next day and do again."

HE LOST A WHOPPING **72** KG DURING HIS *BIGGEST LOSER AUSTRALIA* JOURNEY AND BELIEVES THE BEST WAY TO STRIP THE WEIGHT IS TO IMPLEMENT A FUN EXERCISE REGIME INTO YOUR LIFE.



Weight loss equivalent to 215 tennis racquets weighing approximately 335 g each





Cardio Burst activities are incorporated within a Cardio Tennis workout.



Heart rate monitors allow participants to increase or decrease the intensity of their workout as required and track their fitness results.

## Looking ahead

### Alignment

TA has engaged Member Associations (MAs) from the initial development phase of the Cardio Tennis program and continuing this strong relationship with the MAs remains a priority.

### New releases

Current research has shown that it is integral for renewed resources and training to be available to keep Cardio Tennis engaging for participants. As a result the Cardio Tennis team plans to provide new releases in October and March each year that will include new activities, music and videos to allow the Cardio Tennis deliverer to provide quality Cardio Tennis workouts.



The fun, social, group tennis-fitness program, Cardio Tennis, was launched in January 2012.

### Fitness industry endorsement

A fitness trainer pilot will be conducted in September–December 2012 with the aim of seeking endorsement from peak fitness industry bodies to allow fitness trainers to deliver Cardio Tennis.

### National school curriculum

Secondary schools have shown an interest in introducing and implementing Cardio Tennis programs as part of its national curriculum. A range of pilots will be conducted in the next financial year.

### Fitness challenge

As part of keeping Cardio Tennis 'fresh', a Cardio Tennis fitness challenge will be piloted which will allow participants to compete with calorie and weight loss over a set period of time.



### STRATEGIC PRIORITY 3 – PROJECT TALENT



Green MLC Tennis Hot Shots balls allow talented 10-year-old athletes to hit balls at appropriate contact heights.

#### Objective

To improve the quality and quantity of athletes under the age of 12.

#### Talent – a priority

Tennis Australia's (TA's) Project Talent forms the base of the athlete development pathway and the priority is to expand and focus on the ongoing development of Australia's younger talent, largely via the private coach. Over the past 12 months Project Talent has achieved some significant milestones. The newly appointed Coach and Talent Development Managers form the team responsible for delivering the increased scope of Project Talent and Coach Development in their specific states. Nicole Arendt (NSW), Callum Beale (WA), Pat Coburn (NT), Bernhard Goerlitz (Vic.), Ashley Naumann (Qld) and Brett McLennan (SA) deliver Project Talent and have worked closely with Talent Development Coaches (TDCs) on court throughout the year.

Project Talent continued to be delivered through coaches, competition and camps in 2011–2012 with 1840 athletes and even more parents participating in Project Talent programs. Further integration with MLC Tennis Hot Shots to establish a robust capture (attract and identify) component is underway for 2012–2013.

#### National Talent Development Camp

The future of Australian tennis attended the second annual National Talent Development Camp in May 2012 at the Australian Institute of Sport (AIS). The most promising 16 girls and 16 boys, representing each state in Australia in the 10-and-under age group, were given the opportunity to share a training camp experience with their private coaches and a team of leading TA coaches from around the country.

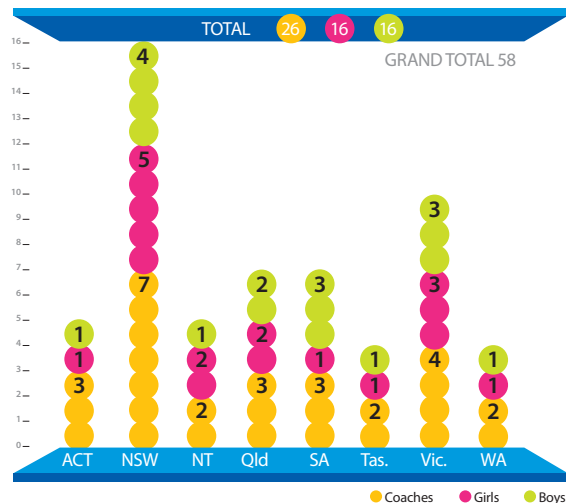


Top: The second annual National Talent Development Camp was held at the AIS in 2012. Above: Comprehensive athlete reports were provided to coaches and athletes.

During the course of the camp athletes worked with their private coaches and TA coaches participating in physical and skills testing and on-court sessions including match play analysis. At the conclusion of the four-day camp, the coaches and athletes each walked away with a comprehensive athlete report covering all areas of performance (technical, tactical and physical) to further their development.

The National Talent Development Camp was also an opportunity for TA to offer professional development to 26 private coaches and staff on the best practice for developing 10/u athletes. This also helped TA to further its knowledge on this age group and promoted additional research possibilities. Further follow-ups are scheduled to occur with each athlete and private coach over the next six months.

#### National Talent Development Camp participants in 2012







Match play analysis was conducted in on-court sessions.

### Talent Development Camps

State and national camps with a framework of key messages were delivered in both metropolitan and regional areas across the country in 2011–2012. A total of 49 camps were delivered with 1552 athletes and 380 coaches participating. Athletes under 12 years of age were invited to attend based on their tournament results, potential and nomination by a coach. These state-based camps ran for a minimum of two days. An additional three Talent Development Camps were held in conjunction with the home Davis Cup ties played in Sydney, Geelong and Brisbane in 2011 and 2012 to provide an intense training environment with the young athletes also having an opportunity to rub shoulders with their Australian heroes. No home Fed Cup ties were held in 2011–2012. Furthermore, the first ever eight-and-under Talent Development Camps were held in Victoria and Western Australia. There will be more Talent Development Camps held in 2012–2013 with greater integration established with MLC Tennis Hot Shots to assist with the early capture component.



A Talent Development Camp was held during the Davis Cup tie held in Geelong in 2012.

### Talent Development Coaches

Talent Development Coaches are a passionate network of professionals who specialise in the development of under 12 year olds. TA further invested in this area and the 112 Talent Development Coaches currently recognised as part of the program received further professional development and benefits in 2011–2012. These included 47 travel grants for 12s and 14s Nationals, seven Talent Development Coaches being rewarded financially as recognition for athlete performances, subsidised Grand Slam Coaches' Conference attendance in January 2012, access to the Talent Development Coach Mentors and TA's Athlete Development resources (i.e. testing protocols, national training philosophy etc.).

### Talent Development Coach Mentors

TA's four Talent Development Coach Mentors – Ian Barclay, Bill Bowrey, Rob Kilderry and Gary Stickler continued to share their wealth of experience, provide support and assist Talent Development Coaches during the year.



Athletes participated in physical and skills testing with their private coaches and Tennis Australia coaches.



## PROJECT TALENT

### Super 10s

Super 10s is an exciting new weekly team-based competition for boys and girls aged 10 and under. TA completed two successful pilot seasons in Victoria during 2011–2012. Across the two seasons 208 athletes participated in challenge days with 80 athletes participating in the six-week season. There were 20 private coaches who acted as team managers in the unique Davis Cup/Fed Cup concept. Players played one singles and one doubles match each of the six weeks. The singles and doubles matches last 50 minutes each. As per ITF guidelines, players used a Wilson green ball (75 per cent compression of a yellow ball).

Participants have the opportunity to win more than just silverware as part of the Super 10s Series. Once-in-a-lifetime experiences are on offer, with player rewards including the chance to toss the coin at Australian Open finals, participate in on-court demonstrations at Australian Open 2013 or receive an invitation to a TA National Talent Development Camp. Super 10s will become a national competition in Term 4, 2012 with national finals culminating during the Australian Open.



Super 10s will expand nationally in Term 4, 2012.

### BY THE NUMBERS







Award winners in Super 10s – Victoria Huffman (left) and Enzo Aguiard – presented Ashleigh Barty and Marinko Matosevic with their accreditation to Australian Open 2012.



There were 80 athletes who participated in the Super 10s six-week season in 2011–2012.

### Making a difference

Project Talent is the stepping-stone for athletes to move through the athlete development pathway and 13 athletes transitioned from Project Talent into the National Academies during 2011–2012. The Super 10s season one pilot culminated with the mixed finals held during the December Showdown in 2011. Award winners in Super 10s presented the Australian Open Play-off winners with their accreditation to Australian Open 2012, while a further 17 award winners were selected to toss the coin for the Australian Open finals. All Super 10s athletes were part of on-court demonstrations at the Australian Open and had the chance to watch their heroes from the best seat in the house – courtside. On-court demonstrations were also conducted as part of the Apia International Sydney and Brisbane International.

### Looking ahead

#### Integration with MLC Tennis Hot Shots

Greater integration will occur through TA's two strategic priorities – MLC Tennis Hot Shots and Project Talent – in 2012–2013 to capture athletes from a younger age. More eight-and-under Talent Development Camps will be delivered with further initiatives on the horizon for the younger aged athletes. This developmental age is important in identifying talented athletes who will then move through the Talent Development Camps and eventually the National Academies as they progress through the athlete development pathway. Project Talent will be the pinnacle program for all MLC Tennis Hot Shots players as they continue with their journey in tennis.

#### Research

TA's green v yellow ball project was completed and presented at the Australian Grand Slam Coaches' Conference in 2012. The project looked into the differences these balls have on talented 10-year-old athletes. The results showed athletes hit more balls at more appropriate contact heights, have a greater rally tempo and their magnitude of errors is reduced when using the green ball. In short, better quality rallies were observed using the green ball. TA's Performance Analysis software analysed all strokes from seven different angles played across 20 matches. The project also explored further technical, tactical, physical and psychological aspects through match play that the different balls impart on talented athletes. A further research project regarding court scaling has been scheduled.



Mason Naumovski (left) and Natasha Illic were two of 17 athletes who had the opportunity to toss the coin at Australian Open 2012.





## A YEAR IN FOCUS: PLAY TENNIS



*Matt Ebden holds a 2-0 win-loss Davis Cup singles record.*

### Davis Cup

After narrowly losing the World Group Play-off to a Roger Federer-led Switzerland (2-3) in September 2011, Australia's 2012 Davis Cup campaign started in February on the grass courts of Geelong against China. Bernard Tomic and Lleyton Hewitt took charge and recorded a convincing 5-0 win with teammates Matt Ebden and Chris Guccione. The second round tie was held in Brisbane against Korea with an injured Hewitt mentoring from the sidelines. Tomic and Ebden stepped up, along with Guccione and Marinko Matosevic who helped Australia record a 5-0 victory and advance to the World Group Play-off in Hamburg, Germany in September 2012. A win here will promote Australia to the World Group in 2013.

### Fed Cup

In February 2012, the Australian Fed Cup team competed in World Group II where the team faced Switzerland in Fribourg. On the clay, the Australian team were favourites to win the tie and they didn't disappoint. Despite being 1-1 after Day 1, Samantha Stosur scored a comfortable victory over Stefanie Voegelé on Day 2 and the tie was sealed in the reverse singles where Jarmila Gajdosova defeated Amra Sadikovic. This win secured Australia's spot in the World Group Play-off tie and in April, Australia competed in Stuttgart against a very strong German team, who had three players in the top 20. Australia scored a stunning victory by claiming all three of their rubbers to enter the World Group for 2013 – the top eight nations in the competition. Australia will compete against the Czech Republic from 9 February 2013 in the 50th Birthday Year of Fed Cup competition.



*Australia entered the elite World Group for 2013 with a win over Germany in April 2012.*



*Top: The Junior Fed Cup team qualified for the World Junior Final in April 2012. Above: (l to r) Belinda Woolcock, Brooke Rischbieth, Ashleigh Barty and Ken Richardson (captain) won the Junior Fed Cup title in October 2011.*

### Davis Cup and Fed Cup squads

The Davis Cup and Fed Cup squads are specifically designed to provide a flexible approach to supporting athletes over the age of 21. Players in the Davis Cup squad include Bernard Tomic, Chris Guccione, Greg Jones, Lleyton Hewitt, Marinko Matosevic and Matt Ebden, while the members of the Fed Cup squad are Anastasia Rodionova, Casey Dellacqua, Isabella Holland, Jarmila Gajdosova, Olivia Rogowska, Sally Peers and Samantha Stosur.

These players are provided with either coaching and sport science/medicine support through Tennis Australia (TA) staff or the option to access direct or a finite level of funding to invest in their tennis. The coaches involved with the Davis Cup squad are Josh Eagle and Tony Roche, while David Taylor, Chris Johnstone, Shannon Nettle and Louise Pleming work with the various Fed Cup squad athletes.

### Junior Davis Cup and Fed Cup

Australia's Junior Fed Cup team claimed victory over Canada to take the title in San Luis Potosi, Mexico in October 2011. The Australians, featuring Wimbledon champion Ashleigh Barty, Belinda Woolcock and Brooke Rischbieth swept the Canadians 2-0. Australia last won the coveted Junior Fed Cup in 2007. The third-seeded Australian Junior Davis Cup team, of Daniel Guccione, Nicholas Kyrgios, Jay Andrijić and Bradley Mousley, won its Play-off for fifth place, defeating fourth seeds Japan 2-0.

There was no stopping Australia's Junior Davis Cup team as they completed a stunning week in Bendigo by defeating Japan to claim victory in the Asia-Oceania final qualifying event in April 2012. The team comprising of Li Tu, Thanasi Kokkinakis and Daniel Guccione will head to Barcelona for the World Junior Final from 25–26 September 2012. The Junior Fed Cup, who also qualified, will join them. Naiktha Bains, Zoe Hives and Isabelle Wallace will set about defending the title claimed in 2011.





The tennis class of 2012 was formally inducted into the AIS in February 2012.

### Australian Institute of Sport (AIS)

TA has a targeted training program to support the transition of players, aged 16 to 21, into the senior ranks – the AIS Pro Tour Program. With bases in Canberra, Melbourne and Munich, AIS athletes spend up to 30 weeks on the road, including training blocks and competition in international

junior and professional tennis events. The tennis class of 2012 was formally inducted into the AIS in February, where the athletes are provided with world-class coaching, physical and medical support as they travel the world on the tennis tour.

### AIS Pro Tour class of 2012



**Ashleigh Barty (Qld)**  
Date of birth: 24 April 1996



**Naiktha Bains (Qld)**  
Date of birth: 17 December 1997



**James Duckworth (NSW)**  
Date of birth: 21 January 1992



**Nick Kyrgios (ACT)**  
Date of birth: 27 April 1995



**Jason Kubler (Qld)**  
Date of birth: 19 May 1993



**Ben Mitchell (Qld)**  
Date of birth: 30 November 1992



**Luke Saville (SA)**  
Date of birth: 1 February 1994

### AIS visiting athletes

In 2012, TA also had four AIS visiting scholarship holders. These athletes were integrated within the AIS program and had the opportunity to access all coaching and resources to assist them in reaching their specific development goals.

### The 2012 AIS visiting athletes were:

**Alex Bolt (SA)**  
Date of birth: 5 January 1993

**Andrew Whittington (Vic.)**  
Date of birth: 11 August 1993

**Andrew Harris (Vic.)**  
Date of birth: 7 March 1994

**Storm Sanders (WA)**  
Date of birth: 11 August 1994

### AIS Pro Tour staff

**The 2012 AIS Pro Tour staff include:**

#### Men's tennis

Brent Larkham – Head Coach

Ben Mathias – Coach

Des Tyson – Coach

Simon Rea – Coach

Ian Prangley – Physiotherapist and Physical Performance Coach

David Jones – Physical Performance Coach

#### Women's tennis

Nicole Pratt – Head Coach

Jason Stoltenberg – Coach

Stefano Basacchi – Physical Performance Coach

Anne Marie Montgomery – Physiotherapist



## A YEAR IN FOCUS: PLAY TENNIS CONTINUED



Casey Dellacqua (centre right) claimed six consecutive Pro Tour titles in 2011.



There were 215 Optus Junior Tour tournaments staged in 2012.

### National Academies

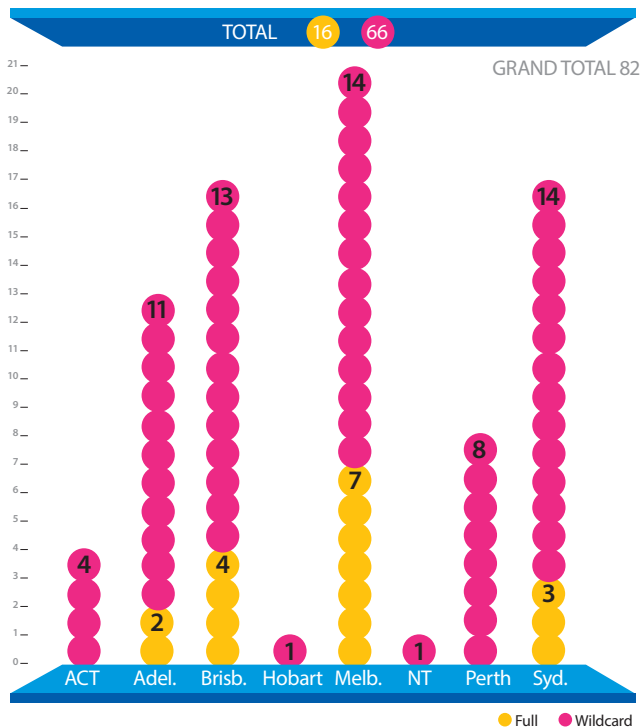
The National Academies (NAs) are established in Adelaide, Brisbane, Canberra, Melbourne, Perth, Sydney, Hobart and Northern Territory. The NAs offer an elite, disciplined and consistent training environment for aspiring professional players, aged 10–16 years old, focusing on independence, physicality, competitiveness and the development of stroke weapons. The system fully integrates all programs, reflects priorities and embraces the entire team around the athlete. Players are provided with world-class on-court training, physical preparation, sports science/medical services and educational opportunities.

### December Showdown

The December Showdown was held incorporating the Australian Open Play-off, for the fourth time, and the Optus Australian National Championships. In total, there was 1751 matches played across 24 days, with the highlight seeing rising Australian star Ashleigh Barty take all before her and win a spot into her first Grand Slam® event. Marinko Matosevic won his second consecutive Play-off against the up-and-coming James Duckworth.

In the Optus 18s Australian Championships, Luke Saville and Barty won the most prestigious title available to Australian junior players. While in other age groups, Chase Ferguson and Destanee Aiava (12s), Marc Polmans and Priscilla Hon (14s), Matthew Tanza and Eliza Long (16s) all celebrated national titles. In the 12/u and 14/u Teams Championships, New South Wales won the Rod Laver Cup and Victoria the Margaret Court Cup while Western Australia won the Mary Hawton Trophy and an invitational New Zealand team claimed the Sproule Stephens Trophy.

### National Academies: full and wildcard scholarship numbers



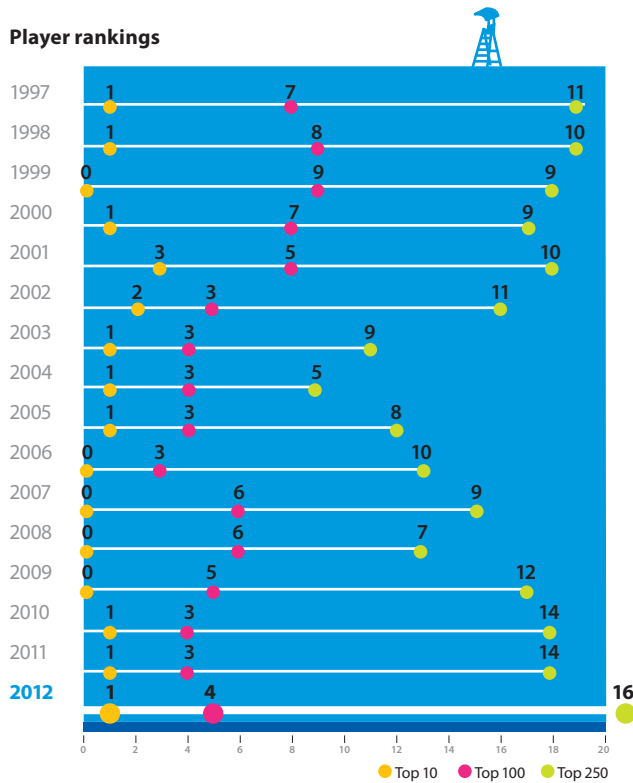
### Tournaments

The objective of tournaments shifted from one of growth to a focus on quality in 2012, both on and off the court. The 190 Australian Money Tournaments and 215 Optus Junior Tour tournaments separated players into qualifying and main draw events in an aim to provide more quality competitive opportunities for players at all levels within a tournament. The number of players with an Australian Ranking (AR) continued to grow and reached 5857 ranked players, an increase of just under six per cent from 2010–2011. The seasonal National Junior Championships were held in Mildura (grass), Ipswich (clay) and Sydney (hard), and together with the December Showdown provide multiple opportunities for talented athletes to compete against the best players from around Australia.

In January 2012, Medibank came on board as a national sponsor of the Junior Development Series. There are 380 tournaments around the country that offer a fun and friendly experience for athletes aged 10–16 years of age experiencing tournament play for the first time.



**Player rankings**



**Pro Tour**

Some of the biggest names in Australian tennis have played in Pro Tour events over the years. With prize money and valuable international ranking points up for grabs these events are the stepping-stones for the professional tour. There were 28 Pro Tour events held at six states/territories around Australia during the year.

Highlights of the 2011–2012 Pro Tour season saw Casey Dellacqua make her comeback after injury in 2011, winning six consecutive titles to rise just outside a top 100 ranking. As a result, she was able to enter higher-level WTA tour events in the second half of the year. Ashleigh Barty claimed her first ITF title win in Sydney and the 15-year-old captured her second consecutive Pro Tour title after winning the Mildura Grand International. Olivia Rogowska won two titles – one in Burnie and the other at Port Pirie and the Australian men also experienced success. Marinko Matosevic was victorious in Caloundra in 2012 defeating fellow Australian Greg Jones in the final and Sam Groth won his fifth ITF career title after winning the Ipswich event. With interest growing in the events live streaming is becoming a very popular feature at the Pro Tour level, allowing spectators to view matches online.

The McDonald’s Burnie International – ATP Men’s USD\$50,000 Challenger and ITF Women’s USD\$25,000 Challenger – claimed the Australian Tennis Award for best tournament in 2011. This is the second consecutive year the event has won this accolade. Toowoomba held its first Pro Tour event in February 2012 with Careflight, sponsor of the event, organising helicopter flights for the finalists to arrive safely at centre court for the final. Launceston also made its venue-hosting debut in February, while Rockhampton, Margaret River and Salisbury join the Pro Tour calendar for the first time in September and October 2012.

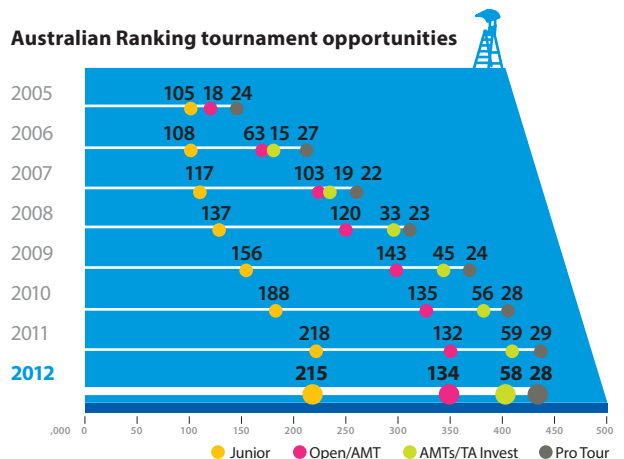


In 2011 Ashleigh Barty claimed her first ITF singles title in Sydney.

**Acting Tournament Directors**

The National Tournament Director Leadership Group is aimed at both delivering the operational elements of the Pro Tour, ITF Junior Events and National Championships as well as providing a local engagement program at the events. TA's aim is to develop between eight to 12 leaders around the country that have the ability to act as Tournament Directors across Pro Tour events, ITF Junior Events and National Championships. Member Associations and relevant staff will be trained to deliver high quality events for the local governments, facilities and community. The Tournaments and Competitions team has been working with Human Resources to plan, recruit and develop the program.

**Australian Ranking tournament opportunities**





## A YEAR IN FOCUS: PLAY TENNIS CONTINUED



*The Learn Earn Legend! Indigenous Tennis Program encourages and supports young Indigenous Australians.*

### **New wheelchair tour**

A new-look Australian Wheelchair Tennis Tour was added to the calendar for January 2012. To make this series possible TA partnered with the Australian Paralympic Committee, along with existing tournaments. The Tour started in Brisbane (4–8 January), followed by Adelaide (10–13 January), Melbourne (15–18 January) and Sydney (19–23 January) before returning to Melbourne for the invitational Australian Open (25–28 January). Although this was not the first year that wheelchair tennis tournaments were run in the lead-up to the Australian Open, it was the first official tour that offered increased prize money and ranking points for players, as well as world-class playing venues and tournament status upgrades.

### **National Tennis League**

The new National Tennis League (NTL) was launched in Adelaide in November 2011. In the inaugural edition two teams from South Australia, Victoria and Western Australia faced-off against each other at Melbourne Park on 25–26 January 2012. It was a Victorian double on finals day when Kooyong's men's and women's teams both posted impressive victories. Each rubber comprised of two four game sets with a tiebreaker for the third if the first two were split.

The NTL is aimed at providing Australian tennis players a chance to play professional matches within Australia, with past professionals, current players and top juniors having the chance to participate. This was evident as the likes of Matt Ebden, Alicia Molik, Luke Saville, Richard Fromberg and Sally Peers represented their respective clubs. To qualify for the NTL final, clubs had to fight their way through their respective state leagues in late 2011, with the top two men's and women's teams from the three states qualifying. The longer-term ambition for the NTL is expanding nationally and eventually throughout the Asia-Pacific region.

### **Sports science**

TA's sports science and medicine team comprises of 13 full-time and multiple part-time staff that deliver medical, physiotherapy, strength and conditioning, psychology, nutrition, education and performance analysis support to players in its athlete development pathway. From the Davis Cup and Fed Cup teams through to the AIS Pro Tour program and also the National Academies, these professionals work with TA's coaches to ensure that the training programs of the athletes are specifically tailored to their needs. A centralised, web-based athlete management system houses the athletes' medical histories, physical testing results and a large repository of match videos to allow coaches and athletes to critically review their progress. The team also oversees various research projects that are prioritised to provide Australian coaches, players and sports science and medicine specialists strategic competitive advantages on the world stage.



*Performance analysis allows coaches and athletes to critically review their progress.*





Indigenous athletes have the opportunity to join the Goolagong National Development Camp.

### Learn Earn Legend! Indigenous Tennis Program

Australian great Evonne Goolagong Cawley is the ambassador for the Learn Earn Legend! initiative, proudly supported by the Australian Government. The first Learn Earn Legend! Tennis Come and Try Days for young Indigenous Australians were held in Victoria in March 2012. The program also visited New South Wales, Queensland and South Australia with clinics staged in the Northern Territory, Western Australia, ACT and Tasmania during July to October 2012. The days are run through TA and the states in conjunction with the the Evonne Goolagong Foundation and the Learn Earn Legend! initiative.

The aim is to encourage and support young Indigenous Australians (aged five–15) to stay at school, gain employment and be a legend for themselves, their family and their community. Participants may be selected to receive equipment and further coaching, and will be encouraged to attend their school and their tennis lessons. Further participation provides a chance to be selected to attend joint Goolagong/TA state development camps held in October and November 2012.

Participants at these state camps may then be chosen to join the Goolagong National Development Camp (GNDC), held in Melbourne each January during the first week of the Australian Open. GNDC participants also have the opportunity to access TA's elite player programs.



Evonne Goolagong Cawley (left) and Ian Goolagong (Tennis Australia's National Indigenous Coach) have held tennis clinics nationally for Indigenous participants.



Top: The change rooms are one of the exclusive areas explored during a Rod Laver Arena tour. Above: Kooyong's men's and women's teams claimed the first National Tennis League titles in January 2012.

ALTHOUGH THIS WAS NOT THE FIRST YEAR THAT WHEELCHAIR TENNIS TOURNAMENTS WERE RUN IN THE LEAD-UP TO THE AUSTRALIAN OPEN, IT WAS THE FIRST OFFICIAL TOUR THAT OFFERED INCREASED PRIZE MONEY AND RANKING POINTS FOR PLAYERS.

### Tennis World

Tennis World's two venues – Melbourne Park and Albert Reserve – experienced an overall 10 per cent revenue increase during 2011–2012, with both also recording net surpluses at the end of the financial year. More than 5500 patrons play tennis at Tennis World on a weekly basis in both programmed and social play. Up to 2000 hours of tennis is booked and played weekly at both venues. The biggest growth area for Tennis World was a 25 per cent increase in patrons attending the Rod Laver Arena tours. More than 5000 international and domestic visitors explored the exclusive Australian Open player areas, including inside Rod Laver Arena, press conference rooms, Walk of Champions, Davis Cup Room, Tournament Control and even the player change rooms. Over 3000 participants entered 23 tournaments organised by Tennis World across the year and the venues now boast 800 members (a 10 per cent increase) who utilise the facilities for court hire, coaching, social competition and tournaments, as well as the gym at Melbourne Park.



## A YEAR IN FOCUS: PLAY TENNIS CONTINUED



Lleyton Hewitt.



Marinko Matosevic.



Samantha Stosur.



Bernard Tomic.



Luke Saville.



Ashleigh Barty.



Ken Richardson (captain), Belinda Woolcock, Brooke Rischbieth and Ashleigh Barty.



Matt Ebden (left) and American Ryan Harrison.

### Player highlights

**Samantha Stosur** became the first Australian woman in 31 years to win a Grand Slam® title by claiming the US Open title in September 2011. In 2012, Stosur was a semifinalist at the French Open.

**Bernard Tomic** became the youngest player since Boris Becker in 1986 to reach the quarterfinals at Wimbledon in 2011. Tomic reached his maiden ATP semifinal at the Brisbane International and went on to claim the AAMI Classic at Kooyong. He continued his meteoric rise up the world rankings, debuting in the top 30 in May 2012.

AIS Pro Tour Program scholarship holders **Ashleigh Barty** and **Luke Saville** won the girls' and boys' 2011 junior Wimbledon titles, respectively.

**Barty** also took out the Optus 18s Australian Championships girls' title and won the women's 2012 Australian Open Play-off ensuring her entry into the main draw of a Grand Slam® event for the first time in her career. In 2012, Barty won two Pro Tour events in Sydney and Mildura. The biggest title win of her fledgling senior career was achieved in June 2012 when she claimed the ITF USD\$50,000 grasscourt tournament in Nottingham.

**Barty, Belinda Woolcock** and **Brooke Rischbieth** teamed up in 2011 and re-claimed the Junior Fed Cup title.

**Saville** went on to claim the Optus 18s Australian Championships title in December 2011 and followed this up with the Australian Open 2012 boys' title. He won his first Futures title in Bangkok, Thailand in May 2012 and was the boys' singles finalist at Wimbledon 2012.

**Matt Ebden** achieved a career-high ranking of 69 in 2012. The biggest win of his career was recorded when he defeated world No.8 Mardy Fish at Indian Wells after qualifying for the event. He teamed up with American Ryan Harrison to claim the Atlanta doubles title in 2012.

**Marinko Matosevic** won the men's Australian Open 2012 Play-off for the second consecutive year. He claimed singles titles at the Caloundra Tennis International and the Athens Challenger in 2012, soaring to a career-high world ranking of 72.

**Lleyton Hewitt** was a finalist at the 2012 Hall of Fame Tennis Championships in Newport.

**James Duckworth** produced an ATP debut to remember with a first-round upset of Frenchman Nicholas Mahut at the Brisbane International in 2012. This followed his Italy Futures title win in August 2011.

**Casey Dellacqua** won six consecutive Pro Tour titles in 2011 – Cairns, Darwin, Esperance, Kalgoorlie, Traralgon and Bendigo on her way back up the rankings from injury. She clinched the ITF USD\$50,000 event in Fukuoka, Japan in May 2012.

**Ben Mitchell** claimed two Pro Tour titles – Esperance and Traralgon – in 2011. He achieved a career-high ranking of 209 in February 2012.

**Jason Kubler** won his first Futures title with victory at the Player's Choice Open in Birmingham, USA in October 2011. He went on to claim the F29 Futures event in Niceville, Florida in November 2011 and in 2012 he added another two Futures titles to his collection – Palm Coast and Bundaberg, reaching a career-best ranking of 308 in April 2012.

**Olivia Rogowska** won two Pro Tour events in 2011 – Alicia Springs and Port Pirie. She backed this up in 2012 by claiming the McDonald's Burnie International in February and achieved a career-high ranking of 111 in March 2012.





Nicole Pratt (captain), Naiktha Bains, Isabelle Wallace, Zoe Hives, Thanasi Kokkinakis, Daniel Guccione, Li Tu and Mark Woodforde (captain).



Olivia Rogowska.



Ben Mitchell.



Andrew Harris (left) and Nick Kyrgios.



Destanee Aiava (right) and Steffi Graf.



Casey Dellacqua.



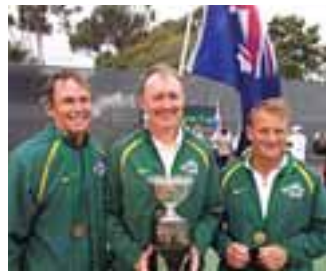
Jason Kubler.



Daniela Di Toro (left) and Dutch Esther Vergeer.



James Duckworth.



Wayne Pascoe, Gary Thoroughgood and Glenn Busby.



Brenda Foster, Ros Balodis and Leanne Swaysland.



Rod Laver and Mark Woodforde (back right).

**Li Tu, Thanasi Kokkinakis** and **Daniel Guccione** claimed victory, while **Naiktha Bains, Zoe Hives** and **Isabelle Wallace** were finalists at the Asia-Oceania final qualifying event in Bendigo in April 2012. Both qualified for the World Junior Finals in September 2012.

**Andrew Harris** and **Nick Kyrgios** won two junior Grand Slam® titles after winning the boys' doubles event at Roland Garros and Wimbledon in 2012.

**Destanee Aiava** was chosen by Tennis Australia to compete at the fourth edition of the Longines Future Aces tournament in Paris. The 12-year-old won the title, played tennis with tennis legend Steffi Graf and will receive full funding from Longines up until her 16th birthday to put towards her tennis equipment.

**Priscilla Hon, Sara Tomic** and **Kimberly Birrell** won the 14/u World Junior Tennis Asia-Oceania Final Qualifying event in Kuching, Malaysia in May 2012. Australia's 14/u boys' team consisting of **Brian Tran, Oliver Anderson** and **Scott Jones** also qualified for the World Finals.

At the ITF Seniors World Team Championships in San Diego both the Australian men's and women's team won their respective titles in February 2012. In the Austria Cup event, open to men aged 55+, **Wayne Pascoe, Gary Thoroughgood** and **Glenn Busby** were victorious – over the United States – for the eighth year in a row. In the Maria Esther Bueno Cup event for women aged 50+, **Brenda Foster, Ros Balodis** and **Leanne Swaysland** also defeated the United States in the final.

**Jurate Hardy, Michael Evans, Greg Evans, Ros Balodis, Leanne Swaysland** and **Brenda Foster** clinched four gold medals (in singles or doubles) at the ITF World Seniors Individual Championships in San Diego, United States in February 2012.

Australia won four gold medals in the doubles division at the ITF Super Seniors World Championships in Antalya, Turkey in October 2011. The players who clinched gold included – **Doug Corbett, Andrew Rae, Max Bates, Peter Froelich, Wendy Gilchrist** and **Carol Campling**.

At Australian Open 2012 **Daniela Di Toro** reached the quarterfinals in the women's wheelchair singles and the semifinals of the women's wheelchair doubles.

Australia dominated the tennis competition at the seventh Asia-Pacific Deaf Games in Seoul, South Korea with **Glen Flindell** and **John Lui** winning gold and silver respectively in the men's singles, then pairing up to win gold in the doubles competition in June 2012.

Australian tennis legends **Rod Laver** and **Mark Woodforde** were presented with official International Tennis Hall of Fame rings in a ceremony at the BNP Paribas Open at Indian Wells in March 2012. The personalised rings were introduced in 2011 and are being presented to Hall of Famers at tennis events around the world over the next few years as a special symbol of their Hall of Fame induction.

## WHAT MAKES A PLAYER? BERNARD TOMIC

*There are a number of Tennis Australia business units working behind the scenes to provide Australian players with the best coaching, sports science, media and management services. These include:*

### COACHING AND SPORTS SCIENCE

- > Funding for coaching and sports science

### MEDIA

- > Broadcast: Australian Open, Australian Open Series events and Davis Cup
- > Marketing
- > Publications: *Australian Open official program*, *AO Series programs*, *Davis Cup programs*, *Australian Tennis Magazine*
- > Public relations
- > Social media: Facebook pages (Tennis Australia and Australian Open) and Twitter accounts (@TennisAustralia and @AustralianOpen)
- > Websites: [tennis.com.au](http://tennis.com.au) and [australianopen.com](http://australianopen.com)

### MANAGEMENT

#### **Commercial**

- > Sponsorship

#### **Media**

- > [bernardtomic.com](http://bernardtomic.com)

#### **Tennis Operations**

- > Player services

### NATIONAL TEAM

- > Davis Cup





**BERNARD TOMIC**



**HIGHLIGHT  
OF THE YEAR  
QUARTERFINALIST  
AT WIMBLEDON  
2011**

Youngest  
quarterfinalist since  
Boris Becker in 1986





# TENNIS INVESTMENT





## STRATEGIC PRIORITY 4 – PLACES TO PLAY



Quality tennis facilities are essential for the growth of the sport.



The National Tennis Conference's theme was 'developing communities through tennis'.

### Objective

**Form leading partnerships in planning, building and managing quality places to play.**

### Tennis Australia National Court Rebate Scheme

The Tennis Australia (TA) National Court Rebate Scheme aims to better service communities by assisting with the upgrade of facilities and courts to international standards and by supporting the Grand Slam® surfaces. Clubs have the opportunity to improve existing facilities or build brand new tennis complexes that are capable of hosting international tennis events. TA's Court and Facilities strategy is supported by state and territory Member Associations (MAs), clubs, government and other stakeholders and the scheme is open to affiliated clubs and facilities in Australia.

The National Court Rebate Scheme has attracted investment of more than AUD\$174 million to improve facilities Australia-wide in the last five years. Since 2007-2008, the National Court Rebate Scheme has seen 1284 tennis courts built or resurfaced.

### Regional partnerships

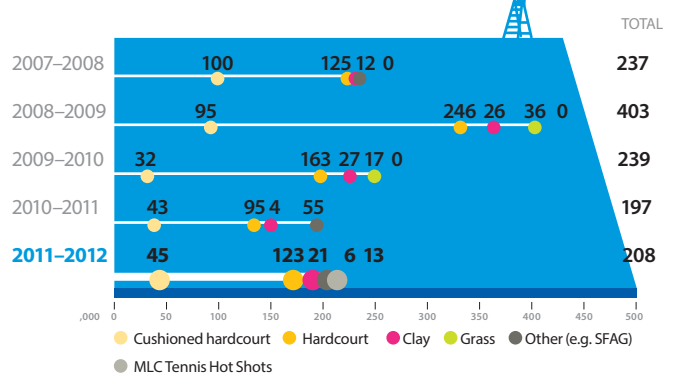
Hume City Council joined forces with TA and Stockland in April 2012 to bid for Federal and Victorian Government funding for a new community and regional tennis centre. The project is seeking support through the Regional Development Australia Fund (RDAF) and the Victorian Community Support Grants to develop the AUD\$8.2 million Hume Community and Regional Tennis and Centre in Craigieburn, Melbourne.

The development will include a multi-purpose community facility, comprising meeting and function spaces and offices, accessible change rooms and amenities, kitchen and catering facilities, the construction of up to 18 Australian Open Grand Slam® standard tennis courts and a seated arena capable of staging national and regional tennis championships. Craigieburn was identified as a key location for a facility capable of hosting regional, state and national tennis events and other large-scale community events. TA's vision is to work with regional partners to develop premier tennis destinations in Australia's largest population centres, in conjunction with the MAs. Since the program started 39 regional partnerships have been signed and with a target of 75 regional tennis centres over the next five years, more people will have the opportunity to participate in the sport.



The Conipur all weather clay court surface from Switzerland is the newest clay court surface laid at Tennis Australia's Macquarie University facility in Sydney.

### National Court Rebate Scheme surface breakdown





## STRATEGIC PRIORITY 4 – PLACES TO PLAY CONTINUED

### Rebate provided

<b>Acrylic – Australian Open court surface PLEXICUSHION PRESTIGE (10 coat system)</b>	<b>Base preparation and development</b>	<b>Surface or resurfacing</b>	<b>Fencing, lighting or court ancillaries</b>
Regional and sub regional centres (Australian Open True Blue colour scheme) Full rebate value AUD\$18,000 per court	Up to AUD\$6400	Up to AUD\$9600	Up to AUD\$2000
Medium and small centres Full rebate value AUD\$16,000 per court	Up to AUD\$5600	Up to AUD\$8400	Up to AUD\$2000
<b>Acrylic – (pace categories 3 and 4) ITF surface code A</b>	<b>Base preparation and development</b>	<b>Surface or resurfacing</b>	<b>Fencing, lighting or court ancillaries</b>
Acrylic PLEXIPAVE BRAND ONLY (Australian Open True Blue colour scheme) Regional and sub regional centre Full rebate value AUD\$8000 per court	Up to AUD\$2400	Up to AUD\$3600	Up to AUD\$2000
Acrylic – all brands including PLEXIPAVE Sub regional, medium and small centre Full rebate value AUD\$6000 per court	Up to AUD\$1600	Up to AUD\$2400	Up to AUD\$2000
<b>Clay Tennis Australia Tier 1</b>	<b>Base and surface development</b>	<b>Water saving initiatives</b>	<b>Fencing, lighting or court ancillaries</b>
Regional and sub regional centres Full rebate value AUD\$18,000 per court	Up to AUD\$14,000	Up to AUD\$2000	Up to AUD\$2000
<b>Clay ITF surface code F</b>	<b>Base and surface development</b>	<b>Water saving initiatives</b>	<b>Fencing, lighting or court ancillaries</b>
Medium and small centres Full rebate value AUD\$6000 per court	Up to AUD\$2000	Up to AUD\$2000	Up to AUD\$2000
<b>Natural grass ITF surface code H</b>	<b>Base and surface development</b>	<b>Water saving initiatives</b>	<b>Fencing, lighting or court ancillaries</b>
Regional and sub regional centres Full rebate value AUD\$6000 per court	Up to AUD\$2000	Up to AUD\$2000	Up to AUD\$2000
Medium and small centres Full rebate value AUD\$4000 per court	Up to AUD\$1000	Up to AUD\$1500	Up to AUD\$1500
<b>Synthetic grass (must conform with preferred quality standards as specified on tennis.com.au)</b>	<b>Base and surface development</b>	<b>Surface or resurfacing</b>	<b>Fencing, lighting or court ancillaries</b>
Regional and sub regional centres Full rebate value AUD\$2000 per court	N/A	N/A	Up to AUD\$2000
Medium and small centres Full rebate value AUD\$1500 per court	N/A	N/A	Up to AUD\$1500
<b>MLC Tennis Hot Shots</b>	<b>Base and surface development</b>	<b>Surface or resurfacing</b>	<b>Fencing, lighting or court ancillaries</b>
MLC Tennis Hot Shots courts (new build) Full rebate value AUD\$4000 per court	Up to AUD\$1000	Up to AUD\$1500	Up to AUD\$1500
MLC Tennis Hot Shots line system (hard courts only)	N/A	AUD\$500	N/A





## Case study

Darwin's Nightcliff Primary School was the first school to have permanent MLC Tennis Hot Shots courts laid.

### First school with modified courts

Australian tennis great and Tennis in Schools ambassador John Fitzgerald visited Darwin's Nightcliff Primary School to officially open the three new mini courts on 26 July 2012. This is the first school in Australia to have permanent MLC Tennis Hot Shots laid. Construction of these MLC Tennis Hot Shot courts was a joint venture between Nightcliff Primary School and TA's National Court Rebate Scheme.

"Nightcliff Primary is leading the way for other schools around Australia to follow in their footsteps," Fitzgerald said. "The students will have lots of fun playing MLC Tennis Hot Shots on their new courts during their play time and sport classes ... and what I love most about these new courts is that they are built undercover in a hangar style complex, which means rain or shine the kids can play."

Nightcliff Primary School has approximately 470 students enrolled from preschool to year six and the school was part of the National School Partnership Pilot Program from September 2011. The school used the new MLC Tennis Hot Shots National Court Rebate Program for Schools to transform a concrete, undercover recreation area into three True Blue MLC Tennis Hot Shots courts in accordance with ITF red court specifications.

"As a PE Teacher I'm really excited by the opportunities that these new MLC Tennis Hot Shots courts provide to grow and enhance tennis within our school, as well as present pathways for Nightcliff Primary School students in this international sport," Nightcliff Primary School's PE Teacher Matthew Ryan said. "Being the first school in Australia to have these courts will allow Nightcliff Primary School to work collaboratively with Tennis NT and Tennis Australia to achieve our vision of a strong school tennis program that will lead students onto further tennis pathways."

"The new MLC Tennis Hot Shot courts will create fresh enthusiasm for the sport of tennis amongst our school community, students, staff and parents. We are very appreciative of the support from Tennis Australia and look forward to producing Australia's next generation of tennis champions," Nightcliff Primary School Executive Principal Randall Cook added.

With facilities and resources to deliver MLC Tennis Hot Shots, Nightcliff Primary School has included tennis within its curriculum.

### Clay court research and development

Research at TA's Macquarie University facility in Sydney is progressing well with five courts being constructed over the past two years. The latest court to be constructed is the Conipur all weather clay court surface from Switzerland. The outdoor version of this court surface was the one chosen for the WTA event in Stuttgart and the Fed Cup tie between Germany and Australia in April 2012. Testing of this court has been positive to date, with another court to be constructed at a community centre in Melbourne later this year.

The KISS sub-surface clay court is being monitored on a regular basis to assess options for water conservation and playing characteristics. The construction of eight Terre Davis Italian clay courts will be completed later in 2012 as part of the Eastern Plaza in Melbourne Park's redevelopment. The NSW National Academy is currently utilising two Italian clay courts at Sydney Olympic Park full-time with its scholarship holders.

### Freeing the pathway for delivery

#### Affiliation reform

TA provided funds to subsidise Tennis SA to pilot a one-fee entity based affiliation model in 2011-2012. This was another step towards growth and with Tennis SA's membership moving from individual players to an entity based registration process they experienced an increase in the number of registered players from 16,000 to 21,500 in 12 months. This

reform created significant savings to clubs through TA's subsidy scheme and was supported by an independent report from the Australian Sports Commission. This report and Tennis SA's forward thinking are the catalyst for other MA affiliation reform over the next few years. TA has agreed to continue the funding for 2012-2013.

#### Community tennis staff

TA continues to invest in the quality and quantity of Community Tennis staff. Additional funding has been allocated for MAs to deliver more professional staff on the road, more frequently. To further assist a KIA lease car is provided to all Community Tennis Officers nationally.

#### Online tennis systems

TA's national online membership system My Tennis continued to enable all tennis clubs in Australia to activate online club membership and MA affiliation. Additionally, deliverer and participant membership for national programs such as Coach Membership, MLC Tennis Hot Shots and Cardio Tennis are also being managed through My Tennis and it continues to expand as a single and critical data source for Australian tennis, and also delivers TA's facility master list.

The other two key competitive tennis online systems, Competition Planner and Tournament Planner, also continued to be used within the sport. The Competition Planner delivered Australia's new Competition Tennis Rating (CTR) system, providing a centralised grading framework. Tournament Planner expanded on its online registration and Australian Rankings information. Connectivity in these areas created business efficiency at all levels and importantly, critical tennis data is being captured.

#### National Tennis Conference

The community-based National Tennis Conference was held from 18-20 July 2012. Minister for Sport, Senator Kate Lundy opened the conference with an address to the tennis community. Representatives from tennis' state and national governing bodies and industry representatives were charged with the mission of collaborating to develop the sport. The theme, 'developing communities through tennis', looked at how the sport can contribute to building better communities through its strategic priorities.

High on the agenda were the MLC Tennis Hot Shots and Cardio Tennis programs, together with Places to Play and the role of coaching and competitions.

### Looking ahead

#### Develop and foster tennis facilities

Tennis facilities are at the cornerstone of participation in the sport and as a result the Places to Play team will expand to further service the whole of Australia in the areas of planning, building and operating tennis venues. A team of national and MA staff will be focused on creating welcoming facilities, including the delivery of programs, court hire, competitions, tournaments and membership and there will be an increased focus on measuring and improving operational performance, particularly revenue and occupancy rates of tennis venues. Close relationships with all levels of government remains a priority and this is essential to influence the right conditions to provide participants with more opportunities to play tennis on quality surfaces.

#### Develop people

Increasing the number of professional staff on the ground is critical for the continued growth of tennis. TA is working to forge a partnership with Service Skills Australia and the Australian Sports Commission to establish a national workforce development strategy in the area of Community Tennis.

#### Focus on online tennis systems

Online tennis systems now underpin a significant portion of tennis business operations at every delivery level, but a need to interact more seamlessly has been identified. Consequentially, a key priority is to connect existing systems, layer a technology foundation for continued and rapid growth in this area, while continuing to deliver relevant and quality service to all tennis business areas.



## STRATEGIC PRIORITY 5 – ASIA-PACIFIC



There were 20 ballkids from Korea who travelled to Melbourne for Australian Open 2012.



Top: MLC Tennis Hot Shots clinics were held during the International Australian Open Trophy Tour in China in 2011. Above: Interest in tennis is continuing to grow in the Asia-Pacific region.

### Objective

**Engage more deeply with consumers in the region and convert interest into increased awareness and exposure.**

#### Tennis Australia and the Asia-Pacific region

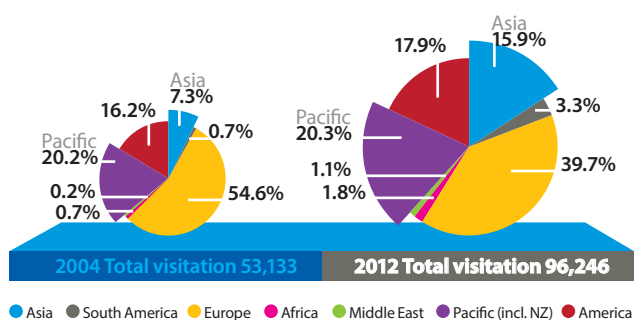
<b>Sponsorship</b>	To source commercial partners seeking greater exposure in the Asia-Pacific region.
<b>Events</b>	To deliver tennis tournaments and complementary events in the Asia-Pacific region.
<b>Ticketing/ tourism</b>	To become the most visited global sports event by Asia-Pacific tourists.
<b>Government relations</b>	To engage and strengthen relationships with all levels of government in both Australia and the Asia-Pacific region.
<b>Broadcast/ promotion</b>	To increase awareness of the Australian Open and tennis more broadly.

THE NEW BROADCAST RIGHTS DEAL FOR CHINA INCLUDED ACCESS TO AN ADDITIONAL 65 MILLION HOMES, WITH MINIMUM HOURS GUARANTEED THROUGH BOTH CCTV AND SHANGHAI MEDIA GROUP AND ADDITIONAL LIVE STREAMING AVAILABLE IN THE REGION.

### Australian Open 2012 broadcast hours

The Australian Open is the Grand Slam of Asia-Pacific. This positioning of the tournament is central to the strategic direction of Tennis Australia (TA) with the Asia-Pacific region accounting for 43 per cent of total global broadcast hours and 55 per cent of the total viewership, reaching a cumulative audience of 192 million viewers in 2012. More than 558,000 hours of online video was delivered in the Asia-Pacific region via AOTV. These figures further cement the leveraging position of the event and also show an increased interest in tennis during January. The new broadcast rights deal for China included access to an additional 65 million homes, with minimum hours guaranteed through both CCTV and Shanghai Media Group and additional live streaming available in the region.

### International visitors to the Australian Open 2004 v 2012







Chinese celebrities promoted their involvement in the International Australian Open Trophy Tour via social media.

### Social media – China

TA created a Weibo account (the Chinese version of Twitter/Facebook) to engage with Chinese consumers using social media for the first time. Content was sent from the Digital team in Melbourne and uploaded in Chinese from Beijing. The Weibo page generated more than 40,000 followers in less than two weeks and the content was specifically related to Chinese players such as Li Na and Peng Shuai. There were also interesting clips, quotes and photos from the top 10 stars of the game.

The Australian Open, in conjunction with Tourism Australia and Tourism Victoria launched a tennis game on Weibo in December 2011. Those who registered could challenge their friends in a virtual game of tennis and were then directed to Australian Open content and live streaming. Content delivery continued in February with Davis Cup-specific videos and photos from the Australia v China tie being sent.

### Tour operators and ticketing 2012

Australian Open 2012 had more Australian Open travel packages sold within China and the Asia-Pacific region than ever before. There was a 30 per cent increase in ticket sales from tour operators and TA's official ticketing agent in China for 2012. Strong ticket sales from TA's licensed tour operators and official ticketing agents from New Zealand, USA, United Kingdom, Japan, Philippines and Singapore were also experienced. This heightened interest encourages TA to continue to sign with tour operators in the region, with seven major operators in China as well as organisations in Singapore, Thailand, Philippines, Korea and Japan having been established. There was also an increase in the number of delegates from China and the Asia-Pacific region, representing both government and business that attended Australian Open 2012.



Kia's association with the Australian Open has continued for more than 10 years.



More participants are experiencing tennis within Asia.

### Merchandise

TA's groundbreaking deal with Chinese merchandiser Erke in April 2011, who has 8000 retail outlets in China, launched an Australian Open/Tennis merchandise range; and with another company, Spartan Sports, distributed through both China and the huge emerging market of India.

### Media accreditation increase

Applications for media accreditation from China (print, online, radio and photographers) increased from 15 in 2011 to 38 representatives from 17 organisations for Australian Open 2012.

### Sponsors commitment

Korean company Kia has been the major sponsor of the Australian Open for more than 10 years. There were 100 Kia cars that transported players to and from Melbourne Park in 2012. Maxxis, a major Taiwanese tyre company signed on as a sponsor, along with ANZ, Jacob's Creek and Rolex, who all see the Australian Open as a major platform to promote into their critical markets in the Asia-Pacific region.





STRATEGIC PRIORITY 5 – ASIA-PACIFIC CONTINUED

WUHAN TV NEWS RAN A SIX-MINUTE PACKAGE IN ITS EVENING BULLETIN ABOUT THE TROPHIES' VISIT.

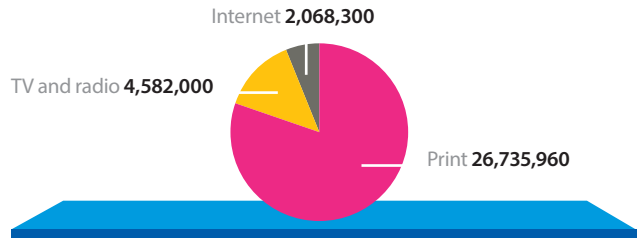


The Junior Davis Cup and Fed Cup Asia-Oceania Final Qualifying event was held in Bendigo during April 2012.

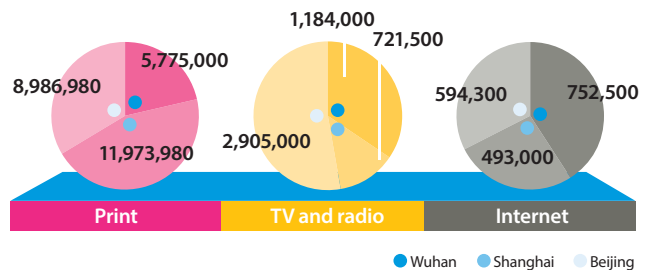
International Australian Open Trophy Tour

The 2011 International Trophy Tour was the first time the coveted men's and women's Australian Open trophies went offshore. The Norman Brookes Challenge Cup and the Daphne Akhurst Memorial Trophy travelled to three cities in China: Wuhan, Shanghai and Beijing over 12 days. The tour generated significant media coverage through various events and photo shoots at Chinese landmarks such as the Great Wall, kids' tennis clinics in public arenas and hosting VIP dinners in each city. Chinese celebrities including China's Miss Universe entrant Luo Zilin, pop star Li Xiaoyun, Australian Open 2008 mixed doubles champion Sun Tiantian and TV personality Yeu Sai Kan all made appearances as trophy ambassadors at landmarks in each city. The Chinese celebrities all promoted their involvement via various Chinese social media platforms to a combined 5.7 million followers and extensive coverage in the Chinese print media, television, radio and social media platforms was generated.

Potential audience by media channels – Trophy Tour in Asia 2011



Potential audience by city – Trophy Tour in Asia 2011



The Australian Open trophies were well received in Asia.

LI XIAOYUN TOLD HER 428,286 FOLLOWERS ON CHINESE SOCIAL MEDIA ABOUT HER DAY WITH THE TROPHIES. HER POSTS RECEIVED 11,357 RETWEETS AND OVER 2000 COMMENTS.



A major Taiwanese tyre company – Maxxis – signed on as a sponsor of the Australian Open.

### Japan DVD/Blu-Ray special

The first ever Japanese only DVD/Blu-Ray deal was established for Australian Open 2012. Air-K packaged the highlights of Kei Nishikori's fantastic Australian Open 2012 and was produced by TA's Japanese broadcast partner, Wowow.

### Ballkid trials

Ballkid trials were held in Korea in October 2011 with 20 ballkids travelling to Melbourne for Australian Open 2012.

### Looking ahead

#### Australian Open Asia-Pacific Wildcard Play-off

An Australian Open Asia-Pacific Wildcard Play-off will be held in Nanjing, China in October 2012. The tournament will be open to players from the Asia-Pacific region with winners receiving direct entry into Australian Open 2013. The event will potentially be broadcast and live streamed online resulting in further exposure of the Australian Open in the region.

#### Ballkid exchange program

A special ballkid exchange with the China Open has been established and will grow TA's already strong relations with tennis officials in China. TA will send experienced trainers to Beijing to train the China Open ballkids and assess their performance. The six best-performed children will visit Melbourne in January 2013 for two weeks. Promotion of TA's role in the program began in July 2012 through extensive media networks in China and will continue until the conclusion of Australian Open 2013.

#### Expansion of the International Australian Open Trophy Tour

The International Australian Open Trophy Tour will visit four major cities in China and one in Japan. As the Grand Slam of Asia-Pacific, TA recognises the enormous amount of interest the Australian Open receives from Asia and there will be a heightened focus on engaging with media, and in particular broadcasters, to ensure increased media coverage.



A ballkid exchange program with the China Open has been established for Australian Open 2013.

### Targeting Asian markets

TA has identified China and Japan as its two priority markets in the Asia-Pacific region. Japan has experienced significant interest in tennis as a result of Nishikori's results, including reaching the quarterfinals at Australian Open 2012. In regard to China, TA has already established a strong relationship with the China Open and is continuing to build its relationship with the Provincial and City Governments and major Chinese corporations.

### Asia-Pacific Tennis League

The Asia-Pacific Tennis League (ATL) will debut in Australia in November 2012, providing players with a regular paid competition that sits just below the professional tour. The ATL replaces the National Tennis League, with the 2011-2012 season acting as a pilot for the ATL. The ATL will feature both emerging and past players in 28 men's and women's teams across five Australian conferences – New South Wales/Australian Capital Territory, Victoria, Queensland, South Australia and Western Australia. The ATL conference competitions will take place in November with the winning teams from each conference progressing to the ATL Play-offs, to be played at Melbourne Park in the second week of the Australian Open. It is expected that one team each from New Zealand, China and the Pacific Islands will be engaged to participate in the finals, completing an eight-team Play-off field. Plans are in motion to establish a New Zealand conference – with the winning team progressing to the January Play-offs – while the Chinese and Pacific Islander teams would take their place in the Play-offs via wildcard.





## A YEAR IN FOCUS: A COMMERCIAL APPROACH



Improved dining options were on offer to all corporate clients during Australian Open 2012.



Dove's activations at Grand Slam® Oval proved popular with patrons at Australian Open 2012.



**25,000**  
MOBILE TICKETS  
WERE USED AT  
AUSTRALIAN  
OPEN 2012.



Corporate clients had the chance to secure Australian Open 2013 Grand Slam® Select packages in January 2012.

### Broadcast deals in China

Tennis Australia (TA) agreed to new three-year broadcast deals in China with CCTV and Shanghai TV and both contracts commenced with Australian Open 2012. Shanghai TV had sub-licensing rights to other Chinese regional channels, while CCTV sent its own production team to Melbourne Park for the first time, reflecting the increased interest in tennis in China and, in particular, the popularity of Li Na. Both agreements include television, broadband and mobile rights in China.

### Eurosport committed

Eurosport extended its agreement with TA to continue its multimedia coverage of the Australian Open until 2016. The new deal includes television, broadband and mobile rights, as well as European sub-licensing rights and strengthens the partnership, which began back in 2008.

### Free-to-air in Japan

In January 2012 TA announced that NHK signed to buy the Japanese free-to-air rights for Australian Open 2012. NHK is Japan's national public broadcasting organisation and the one-year deal was the first Australian Open agreement with a Japanese free-to-air broadcaster.

### Premium seating

The Corporate Hospitality team entertained 887 different businesses/clients during Australian Open 2012. Clients continued to recognise the value of securing a premium seat for the duration of the tournament and Series package holders were rewarded with increased entertainment offerings. The third year of the private villas allowed companies to impress clients in a personalised exclusive area, tailored menu choices and premium seating in Rod Laver Arena.

The addition of the Jacob's Creek corporate dining room increased the dining capacity available on site for the duration of Australian Open 2012. Dining options continue to be improved for all clients and as an added benefit, corporate clients were able to secure their Grand Slam® Select packages for Australian Open 2013 in January 2012.

### Popular mementos

Australian Open 2012 saw some record-breaking numbers for merchandise. Sales exceeded the previous year by well over 12 per cent and a record spend per head was achieved on Australia Day.

The official Australian Open player towels again were by far the most popular item sold on site, with the official men's player towel selling out just before the end of the event.

To celebrate the 100th Men's Championship at Australian Open 2012, the Royal Australian Mint and Australia Post worked with TA to produce a special range of collectible coins and stamps to commemorate this occasion. These unique products were sold both at the event and through various off-site retail channels around





Top: Sponsors and suppliers used Grand Slam® Oval to engage with patrons.  
Above: Merchandise sales exceeded 2011 sales by more than 12 per cent.

A range of ticketing solutions are available for the Australian Open each year.

Australia and proved extremely popular. A limited edition 100th Men's Championship T-shirt was also retailed on site and sold out within the first two days of the event.

Official Partner Lacoste retailed for the first time the official ballkids gear and this proved to be very successful with patrons on site. The unique Lacoste event T-shirts and caps, sold exclusively at the venue, were a great keepsake memento for fans at the event.

### Sponsor partnerships

The portfolio of global and national premium brands partnering with TA once again set a very high benchmark. In conjunction with TA's sponsors and suppliers the Australian Open delivers an amazing and fun experience for our patrons through the popular activation space Grand Slam® Oval. TA is very fortunate to have these partners who help deliver a world-class experience. The planning commences very early when in June each year TA facilitates an annual sponsor forum to provide detailed information and receive key feedback from our partners.

TA was delighted to re-sign Rolex as an associate sponsor – a truly global and prestigious brand – for another five years as the official timepiece of the Australian Open. Other important renewals included ANZ for a further two years, Cancer Council sunscreen and Maxxis tyres. Medibank, Dove and Cadbury also joined the sponsor family and ensured that the high standard of sponsor activation was maintained at Grand Slam® Oval. TA continues the important partnerships with local and state governments where the next exciting phase of the Melbourne Park redevelopment (stage 2) was announced during Australian Open 2012.

TA is extremely proud to partner with such iconic local and global brands who greatly assist in delivering incredible fan engagement experiences and activations that assist in making the Australian Open a standout event.

### Ticketing access

The partnership between TA, Melbourne and Olympic Parks Trust and Ticketek ensured that the 686,006 fans who attended the Australian Open in 2012 were exposed to the year round delivery of an integrated operational strategy. This strategy ensures that customers have ticketing access to the Australian Open that is fair, equitable and seamless. The 25,000 mobile tickets used at Australian Open 2012 reflected TA's, and its ticket agent Ticketek's, ability to deliver best practice ticketing solutions on the international stage.

### Australian Open membership

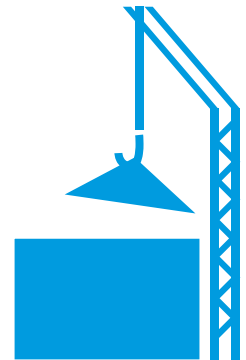
Australian Open Membership continued to grow with several improvements implemented for members, including the re-location of the Members' Lounge to an on-site location. A special members' night was also conducted with members having the opportunity to have their photo taken with both the Australian Open men's and women's trophies. Jim Courier was a special guest on the night, which attracted record numbers.



## MELBOURNE PARK REDEVELOPMENT



THE MINISTER FOR MAJOR PROJECT DENIS NAPHTHINE ATTENDED THE MELBOURNE PARK EASTERN PLAZA LAST ROOF TRUSS INSTALLATION ON 20 MARCH 2012.



The Eastern Plaza works are due for completion in 2013.



Top: The redevelopment works ensure the Australian Open will remain at Melbourne Park until 2036. Above: A milestone was reached as the final truss was installed on the Eastern Plaza in 2012.

The Australian Open will be the world's first Grand Slam® tennis venue to have three courts with retractable roofs.

During Australian Open 2012, Minister for Major Projects Denis Napthine and Minister for Sport Hugh Delahunty unveiled the new design for Melbourne Park's Western Precinct, which includes a redeveloped Margaret Court Arena with an operable roof and increased capacity by 1500 seats to more than 7500. It will also include the addition of a new indoor concourse area with improved patron facilities and a re-configured undercroft.

The Victorian Coalition Government's commitment to keeping the Grand Slam of Asia-Pacific in Melbourne until 2036 was further cemented with an AUD\$5.5 million budget announcement on 1 May 2012 towards re-scoping and early design of the next stage of redevelopment at Melbourne Park.

"The business case will investigate the Stage 2 works which will include significant improvements to the centre of the Melbourne Park site, including the upgrading of Rod Laver Arena and, depending on the outcomes of the scoping process, a new Town Square and associated player, media and broadcast facilities," Mr Delahunty said.

Following this announcement Tennis Australia (TA), Melbourne and Olympic Parks Trust and Sport and Recreation Victoria commenced discussions regarding the nature and extent of possible changes to Stage 2 and 3 of the Masterplan in June 2012. Major Projects Victoria issued an invitation for Expressions of Interest to architects with a view to appointing architects for this work in late 2012.

The Victorian Government committed AUD\$363 million to Stage 1 of the redevelopment in 2010 and these works are due to be completed in time for Australian Open 2015.

Upgrades and improvements already completed to the precinct include:

- a new timber deck and events space adjacent to the Rod Laver Arena western concourse
- landscaping upgrades to the Oval, including a new underground 4.5 megalitre stormwater retention tank
- new entry stairs to Rod Laver Arena.





*The new indoor concourse area at Melbourne Park will have improved facilities for patrons.*

In March 2011 Watpac, working in conjunction with Jackson Architecture, commenced works on the Eastern Plaza. The Eastern Plaza works include the construction of eight indoor and five outdoor Plexicushion courts; a 900 bay multi-storey parking facility and eight new clay courts. The National Tennis Centre, which is a new tennis support building adjacent to the new indoor courts, including new change rooms, a gymnasium, treatment rooms and lounge areas for use during the Australian Open and on a year-round basis, is also under construction and nearing completion.

The new tennis facility is connected to Hisense Arena by a large plaza at first floor level, which will become the eastern entrance to Hisense Arena (with a bridge from the MCG and a ramp up from the Richmond Station end). A relocated entrance D has been constructed below the plaza. The Eastern Plaza works are due for final completion in 2013.

Populous and NH Architecture were appointed to commence design works on the Western Precinct in March 2011. Improvements to patron facilities around both Margaret Court Arena and Rod Laver Arena have commenced. Lend Lease was appointed Managing Contractor for these works in late 2011 and started construction on the Western Precinct works (demolition, piling and excavation) immediately after Australian Open 2012.

McCabe Architects were appointed to design the new TA offices on two levels on the footprint of the westernmost current indoor court in April 2011. Isis commenced construction immediately after Australian Open 2012 and the TA Western office was relocated into the new offices on 23 April 2012.



*There will be an increase in the number of seats in Margaret Court Arena.*



*Margaret Court Arena will have a retractable roof.*





## WHAT MAKES A PLAYER?

**LUKE SAVILLE**

*There are a number of Tennis Australia business units working behind the scenes to provide Australian players with the best coaching, sports science, tournaments/competitions, media and management services. These include:*

### COACHING AND SPORTS SCIENCE

- > AIS
- > Coaching
- > Education
- > Fitness
- > Performance analysis
- > Physiotherapy
- > Psychology

### MEDIA

- > Broadcast: Australian Open, Australian Open Series events, December Showdown and Pro Tour events
- > Marketing
- > Publications: *Australian Open official program*, *AO Series programs*, *Australian Tennis Magazine*
- > Public relations
- > Social media: Facebook pages (Tennis Australia and Australian Open) and Twitter accounts (@TennisAustralia and @AustralianOpen)
- > Websites: [tennis.com.au](http://tennis.com.au) and [australianopen.com](http://australianopen.com)

### MANAGEMENT

#### **Professional Tennis**

- > Player management
- Tennis Operations**
- > Player services

### TOURNAMENTS AND COMPETITIONS

- > December Showdown
- > National Tennis League
- > Pro Tour/Tournaments





**HIGHLIGHTS  
OF THE YEAR  
JUNIOR BOYS'  
CHAMPION –  
WIMBLEDON 2011  
AND AUSTRALIAN  
OPEN 2012**

Ranked No.1  
ITF junior on  
1 January 2012

**LUKE SAVILLE**





# VIEW TENNIS



## A YEAR IN FOCUS: FAN ENGAGEMENT

 Unique visitors to tennis.com.au almost doubled in 2012.

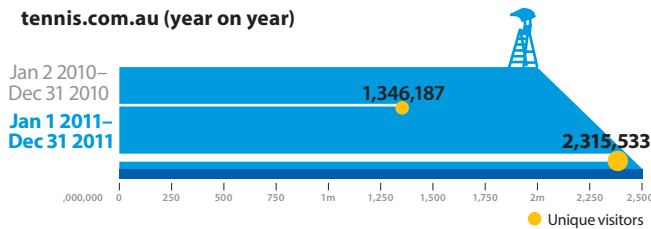


## UNIQUE VISITORS UP BY 48%

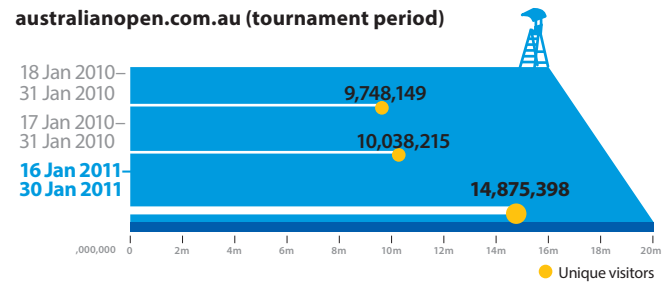
A record online audience of 14.9 million visited [australianopen.com](http://australianopen.com) in January 2012.



**tennis.com.au (year on year)**



**australianopen.com.au (tournament period)**



### Creating interest

The Media business unit continued to create compelling and unique content across multiple platforms to promote the sport, most notably Tennis Australia's (TA's) events, players and programs, year-round. Online and offline products were delivered including websites, mobile apps, social media, e-newsletters, videos and publishing titles. Media releases and marketing campaigns further supported the Australian Open, Tennis, AO Series, MLC Tennis Hot Shots and Cardio Tennis brands both domestically and internationally.

### Websites

The official Australian Open 2012 website was launched in December 2011, providing the most extensive coverage in the tournament's online history. The 2012 record online audience of 14.9 million enjoyed a range of new features that maximised their Australian Open experience, while the grassroots-focused website, tennis.com.au, also experienced an increase in unique visitors.

### AOTV Vault

The exciting new video treasure chest AOTV Vault – vault.australianopentv.com – was developed in partnership with Thought Equity Motion and launched in December 2011. It offered fans unprecedented access to watch tennis online with more than 100 full-length matches from 1988–2012 available. There were 215,000 unique visitors in January 2012 alone. Each match was curated to allow users to easily find important moments such as highlights, set points, match points, cracking aces, epic rallies and share tools via social media. Over 20 matches from Australian Open 2012 were added to the Vault post-January, including the epic five-hour men's final between Novak Djokovic and Rafael Nadal.

### AOTV

For Australian Open 2012, a revamp of the AOTV video channel was undertaken. The project included a new platform, new design and new content direction with seven courts of live streaming offered free to selected markets around the world. AOTV attracted a record 14.3 million plays and over 2.7 million hours of video was watched across live and video on demand (VOD) content during the tournament fortnight. A number of partners collaborated to produce daily highlights, interviews, features and the popular in-car interview series Open Drive sponsored by Kia. TA also produced highlights and feature video content in partnership with YouTube for AO Series events in Brisbane, Sydney, Hobart and Adelaide, with views to these channels more than doubling to over 11 million compared to the same period last year.

### Live streaming

In 2011–2012, TA again produced live streaming coverage of the Australian Open Play-off and Australian Open qualifying events. In addition, the Australian Open media launch, Newcombe Medal and inaugural Battle of the Codes were added to the online broadcast calendar. Australia's two home Davis Cup ties against China in Geelong and Korea in Brisbane were special events broadcast on tennis.com.au and YouTube, attracting over 85,000 streams across the two events.



## A YEAR IN FOCUS: FAN ENGAGEMENT CONTINUED

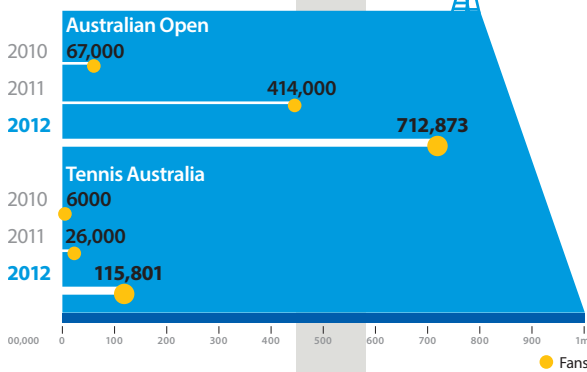


The Australian Open Facebook page has more than 700,000 fans.

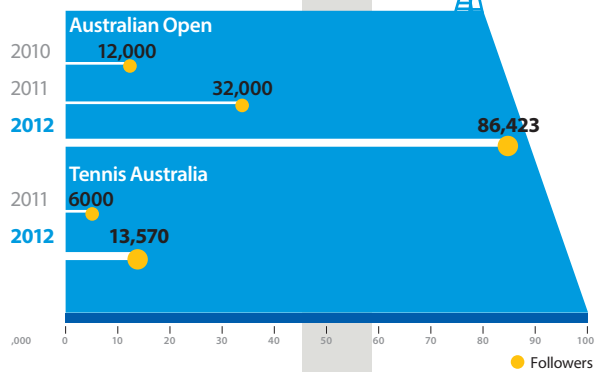


@AustralianOpen maintained a 24-hour connection during Australian Open 2012.

### Facebook fans at 30 June



### Twitter followers at 30 June



An additional 89,000 fans joined the Tennis Australia Facebook page in 2012.



Followers of @TennisAustralia doubled in a year.

## THE AUSTRALIAN OPEN FACEBOOK PAGE RECORDED 85.43% FAN ENGAGEMENT DURING AUSTRALIAN OPEN 2012.

### Social media

Australian Open and TA social media platforms grew – not just in numbers – but also in engagement (which is calculated by the number of likes, comments and shares divided by the total fan base). An emphasis was placed on user engagement with a constant stream of updates and interaction on Twitter and a more strategic placement of updates on Facebook implemented. Uniqueness was maintained through exclusive content, useful feedback, audience response and a 24-hour Twitter commitment.

### Official Australian Open Program app

The Official Australian Open Program was available for download free of charge from 16 January 2012 in a new iPad app presented by ANZ.

The digitised program included extended photo galleries and video as well as live scoring and daily news from Australian Open 2012. The iPad App was downloaded 64,791 times.

### Australian Open publications

The Australian Open program was produced in-house for the second consecutive year and more than 70,000 programs were distributed on site, through the Australian Open Shop or newsagencies Australia-wide. The Daily Schedule and Draw is a strong marketing tool available daily on site. It's enclosed free with the purchase of an Australian Open program or AUD\$2 individually and provides maps of the ground and useful 'what's on' activity and entertainment information to enhance patrons' experience. The number of Daily Schedule and Draws sold increased by 118 per cent on 2011.

 **36% OF ALL WEB VIEWS WERE FROM MOBILE.**

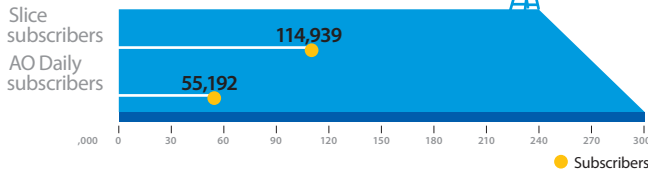


The AO Daily e-newsletter and the iPhone app kept fans informed.



The marketing campaign for Australian Open 2012 was visible around Melbourne.

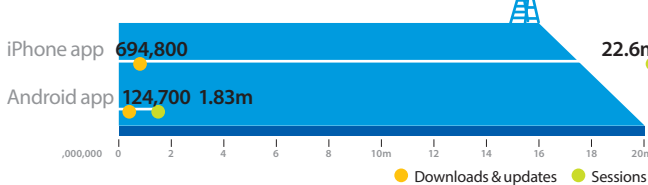
**e-newsletters at 30 June 2012**



**Mobile apps**

The free Australian Open iPhone app returned in 2012 with live scores, draws, schedule, photos, news and a new GPS feature to help fans locate key activations on site. A new Android App, also developed by IBM, was available for download for the first time. The iPhone App was the No.1 Top Free iPhone Sports App on the App Store a day after going live.

**Mobile apps at 30 June 2012**



**Public Relations**

The excitement and buzz from Samantha Stosur's US Open win, Bernard Tomic's Wimbledon quarterfinal appearance and the Wimbledon junior wins of Ashleigh Barty and Luke Saville, who also won the Australian Open boys' title, flowed through to December 2011 and January 2012, resulting in positive coverage for the sport, the prospects for Australian players and TA's developmental pathway. Other highlights included the high profile Davis Cup tie v Switzerland in Sydney, the Fed Cup win over Germany in Munich and a record-breaking Australian Open, all of which received substantial and positive media coverage. The focus on grassroots participation – particularly MLC Tennis Hot Shots and Cardio Tennis – is an ongoing project for the PR team, and the use of social media as a major publicity tool continues to grow.

**Australian Tennis Magazine**

Promotional activity for *Australian Tennis Magazine* peaked during Australian Open 2012, with a 'Your Face, Your Cover' promotion – an initiative where patrons could have their photo appear on a customised Australian Open souvenir magazine cover – contributing to a 44 per cent increase of overall sales on site. The marquee January issue, the poster magazine special, back issues and subscriptions also proved extremely popular in January. *Australian Tennis Magazine's*

digital format, available on iPad, has created a connection with a previously untapped overseas audience.

**Online store**

In an *Australian Tennis Magazine* first, subscriptions and merchandise can now be purchased in a 'one click' process via the *Australian Tennis Magazine* website – [tennismag.com.au](http://tennismag.com.au). With complementary promotion via social media outlets and through the magazine itself, back issues are now the most popular merchandise items.

**Marketing campaigns**

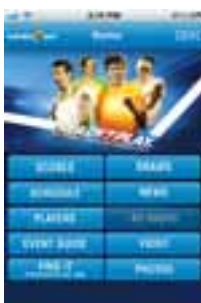
A number of strategic partnerships for both MLC Tennis Hot Shots and Cardio Tennis during 2011-2012 – a first for both brands – were executed by the Marketing team. These robust campaigns aligned with Channel Seven, Pacific Magazines, Nickelodeon SpongeBob, Nova FM and a digital campaign for Cardio Tennis to be rolled out from October 2012 through to the start of Australian Open 2013. Each campaign was targeted at key audiences including children, schools, parents of young families and young professionals.

The Marketing team also continued to service the Tennis business unit throughout the year with campaigns and a suite of customised templates developed for Places to Play, Coach Development, Athlete Development, Pro Tour, Officials, Tennis Seniors and Member Association programs.

**Australian Open: Ready? Play.**

To bring the 'READY? PLAY.' creative concept to life a strategic and targeted marketing campaign was developed across key mediums (TV, press, magazine, radio, online, outdoor, social media and experiential) plus a host of below the line activities and partnerships/promotions with official media partners Seven Network, the *Herald Sun*, Nova FM and 3AW, along with Ticketek. The focus and key messages varied between brand, retail, promotions and competitions but all were consistent with the 'READY? PLAY.' creative strategy. The campaign was segmented into four main phases, which included the Australian Open launch (October), Christmas (late November-December), post-Boxing Day retail (26 December 2011-16 January 2012) and tournament (17-30 January 2012).

In addition, each of the AO Series campaigns were tailored to reflect their local markets while staying true to the overarching 'READY? PLAY.' creative concept. Localised TV, press, radio, online, social media, experiential and outdoor campaigns were developed for all three tournaments in the lead-up to Australian Open 2012.



The Media business unit engaged fans with various products including, but not limited to, the Australian Open iPhone app, Australian Tennis Magazine, the Australian Open program and MLC Tennis Hot Shots competitions.





## AUSTRALIAN OPEN 2012



Top: More than 680,000 fans enjoyed Australian Open 2012 at Melbourne Park. Above: Australian Open 2012 champions Novak Djokovic (left) and Victoria Azarenka.

### Australian Open 2012

With the staging of the 100th men's singles championships it was only fitting to finish with the longest men's Grand Slam® final in history. Novak Djokovic was crowned the men's singles champion for the second consecutive year after defeating Rafael Nadal in the final 5-7 6-4 6-2 6-7(5) 7-5. Djokovic came from 4-2 down in the fifth set to win in five hours and 53 minutes and was presented with the trophy by two-time Grand Slam® champion Rod Laver.

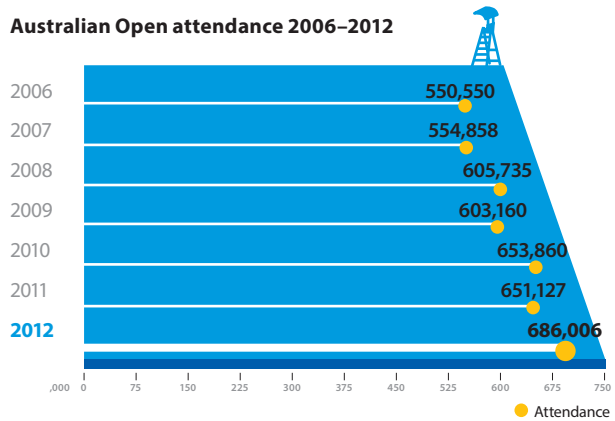
In the women's final, Victoria Azarenka defeated Maria Sharapova 6-3 6-0 to win her first Grand Slam® title and claim the No.1 ranking.

Australia's Bernard Tomic won his way into the fourth round with five-set wins over world No.22 Fernando Verdasco and No.13 Alexandr Dolgoplov before going down to childhood hero Roger Federer. Australia's Luke Saville, the world No.1 junior, won the boys' singles championship defeating Canada's Filip Peliwo, 6-3 5-7 6-4 to claim his second major junior title. Fifteen-year-old American Taylor Townsend won her first junior Grand Slam® title with a 6-1 3-6 6-3 win over Yulia Putintseva. Three-time Australian Open champion Martina Hingis made a welcome return to Melbourne Park, this time for the new women's legends event.

### Crowd attendance

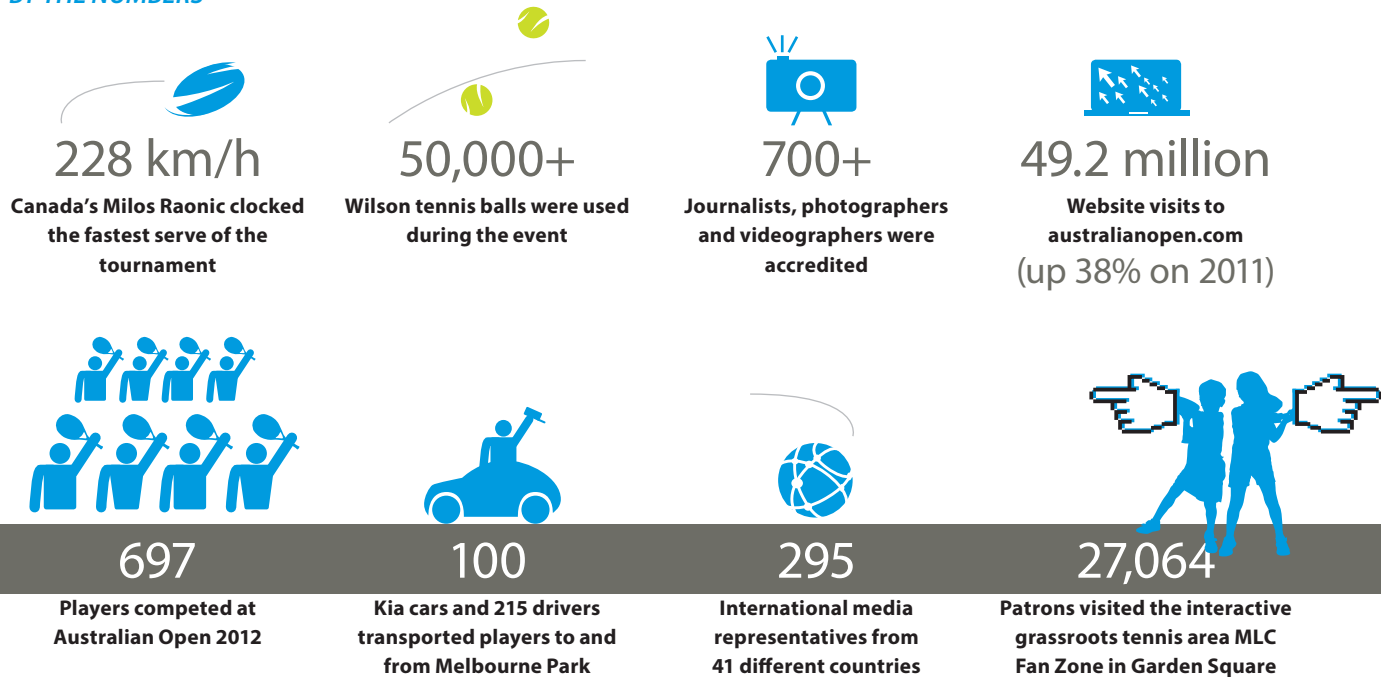
Fans couldn't get enough of Australian Open 2012, with an incredible 686,006 fans flocking to Melbourne Park. This smashed the previous record of 653,860 achieved in 2010. A record daily attendance was achieved at 15 sessions, including a Grand Slam® event daily attendance record on the middle Saturday, or Heineken Day, with 80,649 on site, up from 77,121 in 2011.

Australian Open attendance 2006–2012



The Royal Australian Mint produced a special medallion for the men's singles winner at Australian Open 2012.

## BY THE NUMBERS

**On-court****47** Nations were represented in the main draw singles**630** Line call challenges were made by players during the tournament**370** Ballkids from around Australia and 20 from Korea**92** Number of aces John Isner served**191 km/h** Serena Williams recorded the fastest serve in the women's draw**Tournament operations****7500+** Staff, contractors and volunteers employed by Tennis Australia, Melbourne and Olympic Parks Trust and catering suppliers Delaware North worked behind the scenes**3600+** Portions of pasta were served in the exclusive Player Café and **2000+** portions of fruit**Broadcast and media****1000+** Broadcast media were accredited, covering 36 networks and broadcasting to **200+** countries**Community tennis****9200** People attended MLC Kids Tennis Day**And one makes 100**

Australian Open 2012 was a historic year for the Australian Open as the men's singles championships was contested for the 100th time. To commemorate the occasion the Royal Australian Mint produced special limited edition collector coins, which were released and available to purchase from 19 December 2011. The range included AUD\$2 and AUD\$5 replicas of the winner's medallion, which was awarded to Djokovic at the men's final ceremony, as well as replicas of the two coins tossed at the men's and women's finals matches, featuring the men's and women's singles trophies. Since the first Australian Open in 1905 there have been 59 champions, the first being Rodney Heath who won again in 1910.

**Qualifying streamed live**

The men's and women's qualifying tournaments were streamed live in the final countdown to the year's first Grand Slam®. Coverage also extended to the main draw ceremony, MLC Kids Tennis Day as well as player press conferences, giving fans an enhanced experience and comprehensive coverage of the events leading up to the main event on [australianopen.com](http://australianopen.com).

**Player Services**

There was a substantial increase in the quantity and quality of player services on offer at Australian Open 2012. These included the increased dining seating in the Player Café, more quality food selection options, increased courts with Hawk-Eye capabilities, a revamp of the Tournament Draw and a sleek and fashionable player gift. In addition, the gym facilities were relocated to a larger functional space, there were new anti-doping facilities, an upgrade of the quiet room within Show Court 2, refurbished player accreditation area and change rooms, an upgrade of on-court furniture, revamp of the Player Lounge and expanded relaxing space. An emphasis was also placed on a player party, increased player functions were held on site and there was a complete overhaul of on-court ceremonies.

**Australian Open trophy**

For the second consecutive year the winner of the Australian Open men's and women's singles titles took home an exact full-size replica trophy. Djokovic and Azarenka were presented with the original trophies after their respective finals during the on-court ceremonies, with their full-size replica presented later privately.



## AO SERIES 2012



Andy Murray.

### Brisbane International

The Brisbane International received the ATP International Group award for 'Best Fan Experience' in 2012. The award, which was voted on by members of the ATP, came on the back of a record attendance of 92,802 at Brisbane International 2012, which was highlighted by more than 18,000 people attending the inaugural Kids Tennis Day. Another factor in Brisbane's win was Tennis Central, which was a new tennis activation and entertainment feature at the 2012 event. The cumulative domestic TV audience of 3,943,800 was a 69 per cent increase on the Brisbane International 2011 event, justifying the elevation of the women's event to a WTA Premier level tournament. The new men's and women's singles trophies were named in honour of Australian tennis legends Roy Emerson and Evonne Goolagong Cawley, respectively.

### Apia International Sydney

The 2012 event was Apia's first of three years as title sponsor, elevating its involvement from a platinum level in 2011. The calibre of the players was high and included nine of the top 10 women in the world, eight Grand Slam® champions and four current or former world No.1's competing. Attendance levels rose 18 per cent with 89,924 attending the 10 sessions and the popular VIP Premium tickets selling out. Domestically, 2.5 million viewers watched 7TWO's coverage of the event, an increase of 17 per cent when compared to the 2011 event.

### Moorilla Hobart International

An impressive 24 of the top 60 female players in the world contested the 19th Moorilla Hobart International. World No.23 Yanina Wickmayer headlined the long list of highly ranked players competing for the 2012 title with high quality female tennis on display. In addition, a former high-level national tennis administrator at Tennis Australia – Mark Handley – was appointed the new Chief Executive Officer of Tennis Tasmania in August 2011. The role also included the position of Tournament Director of the Moorilla Hobart International.

### AO Series 2012 mobile coverage

Tennis fans could follow the tennis action at AO Series 2012 events with three event mobile websites launched on 29 December 2011. The Brisbane International, Apia International Sydney and Moorilla Hobart International each had accessible mobile sites displaying draws, scores, scheduling, news, player profiles and tweet feeds in a compact design tailored for smart phones. Fans could also connect with AO Series events via social media channels and access unique video content on the tournament websites and YouTube.

## 2012 Men's and Women's singles champions

### Brisbane International

[1] Andy Murray (GBR) d [3] Alexandr Dolgoplov (UKR) 6-1- 6-3  
Kaia Kanepi (EST) d Daniela Hantuchova (SVK) 6-2 6-1

### Apia International Sydney

[3] Victoria Azarenka (BLR) d [4] Li Na (CHN) 6-2 1-6 6-3  
[Q] Jarkko Nieminen (FIN) d Julien Benneteau (FRA) 6-2 6-7-5

### Moorilla Hobart International

Mona Barthel (GER) d [1] Yanina Wickmayer (BEL) 6-1 6-2



Victoria Azarenka.



Jarkko Nieminen.

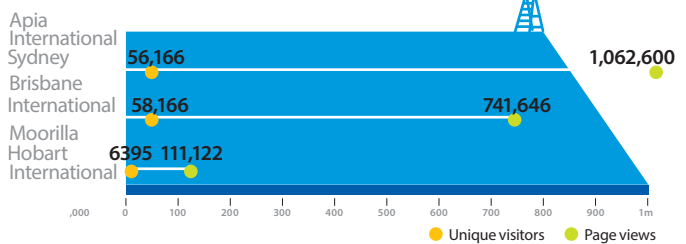


Mona Barthel.

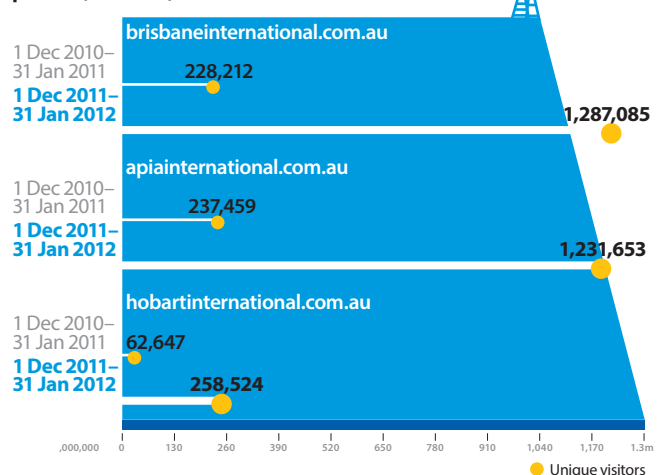


Kaia Kanepi.

### AO Series mobile sites



### AO Series website unique visitors tournament period (Dec-Jan)





## AUSTRALIAN OPEN TROPHY TOUR

The Australian Open trophies Norman Brookes and Daphne Akhurst were warmly welcomed abroad and around Australia as tennis fans, young and old, had the opportunity to see the trophies and feel like a Grand Slam® champion by having their photo taken with the Australian Open trophies.



**3**  
**Cities in China – Wuhan, Shanghai and Beijing – visited during the first International Australian Open Trophy Tour**



**25+**  
**Domestic Australian Open Trophy Tour activations across six states and two territories**



**80,000+ km**  
**Covered by the Australian Open trophies**

### Australian Open 2012 Trophy Tour locations

#### Asia

11-18 October 2011

Huazhong University, Wuhan

Marco Polo, Wuhan

Xintiandi, Shanghai

Grand Hyatt Shanghai

Pudong Laiyang Primary School, Shanghai

Grand Hyatt Beijing

Beijing Haidian National Primary School, Beijing

The Place, Beijing

#### Australia

20 October 2011  
 National Tennis League, Adelaide, South Australia

21 October 2011  
 The Rex, Barossa Aquatic Fitness, Barossa Valley, South Australia

2 November 2011  
 Tasmania Zoo, Launceston, Tasmania

3 November 2011  
 Launceston Regional Tennis Centre, Launceston, Tasmania

4 November 2011  
 Devonport Tennis Club, Devonport, Tasmania

7 November 2011  
 Coolum Surf Life Saving Club, Queensland

8 November 2011  
 Labrador State School, Queensland

10 November 2011  
 Royal Australian Mint, Canberra, ACT

11 November 2011  
 Belwest Tennis Club, Macquarie, ACT

12 November 2011  
 Weston Creek Tennis Club, Weston, ACT



▶▶ p.40 International Australian Open Trophy Tour

12 November 2011  
 International Cricket Hall of Fame, Bowral, NSW

13 November 2011  
 Bowral Tennis Centre, Loseby Park, Bowral, NSW

14 November 2011  
 North Sydney Olympic Pool, NSW

14 November 2011  
 City Community Tennis, Prince Alfred Park, Surry Hills, NSW

18 November 2011  
 Our Lady Sacred Heart, Alice Springs, NT

19 November 2011  
 Tennis Alice Springs, NT

27 November 2011  
 Tennis West Open Day, Perth, WA

10 December 2011  
 Wayne Arthurs Cup, Kooyong Lawn Tennis Club, Victoria

11 December 2011  
 Caroline Springs Tennis Club, Caroline Springs, Victoria

14 December 2011  
 Whitehorse Primary School, Blackburn North, Victoria

27 December 2011  
 Warrnambool Lawn Tennis Club, Warrnambool, Victoria

28 December 2011  
 Geelong Lawn Tennis Club, Geelong, Victoria

29 December 2011  
 Queenscliff Bowling, Tennis and Croquet Club, Queenscliff, Victoria

29 December 2011  
 Sorrento Tennis Club, Sorrento, Victoria

30 December 2011  
 Mornington Tennis Club, Mornington, Victoria

16 January 2012  
 Australian Open, Melbourne, Victoria



The Australian Open trophies made their international debut in October 2011.



## WHAT MAKES A PLAYER?

### ASHLEIGH BARTY

*There are a number of Tennis Australia business units working behind the scenes to provide Australian players with the best coaching, sports science, tournaments/competitions, media and management services. These include:*

#### COACHING AND SPORTS SCIENCE

- > AIS
- > Coaching
- > Education
- > Fitness
- > Performance analysis
- > Physiotherapy

#### MEDIA

- > Broadcast: Australian Open, Australian Open Series events, December Showdown and Pro Tour events
- > Marketing
- > Publications: *Australian Open official program*, *AO Series programs*, *Australian Tennis Magazine*
- > Public relations
- > Social media: Facebook pages (Tennis Australia and Australian Open) and Twitter accounts (@TennisAustralia and @AustralianOpen)
- > Websites: [tennis.com.au](http://tennis.com.au) and [australianopen.com](http://australianopen.com)

#### MANAGEMENT

##### **Tennis Operations**

- > Player services

#### TOURNAMENTS AND COMPETITIONS

- > December Showdown
- > Pro Tour/Tournaments





ASHLEIGH BARTY

HIGHLIGHT  
OF THE YEAR  
JUNIOR GIRLS'  
CHAMPION AT  
WIMBLEDON 2011







# TENNIS THE BUSINESS





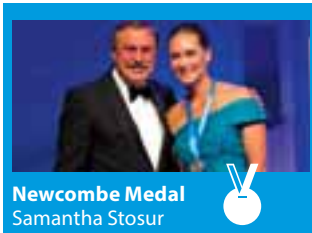
NEWCOMBE MEDAL, AUSTRALIAN TENNIS AWARDS

The Newcombe Medal – named to recognise the achievements of Australian tennis legend John Newcombe – is the premier award on a night that also recognises service to tennis at all levels including club, coaches, players, volunteers, community and officials.

“I AM SO HAPPY THAT WE NOW TAKE THE TIME TO RECOGNISE ALL THOSE WHO ARE DOING THEIR BEST FOR AUSTRALIAN TENNIS, NOW AND IN THE PAST, AS WELL AS THOSE WORKING ON THE DEVELOPMENT OF OUR SPORT FOR THE FUTURE.”

– SAMANTHA STOSUR

2011 Newcombe Medal, Australian Tennis Award winners:



**Newcombe Medal**  
Samantha Stosur



**Excellence in Officiating**  
Donna Kelso



**Most Outstanding Club**  
Sale Tennis Club



**Most Outstanding Tournament**  
McDonald's Burnie International



**Coaching Excellence – Club**  
Peter Owen



**Junior Athlete of the Year (Female)**  
Ashleigh Barty



**Most Outstanding School**  
Middle Years Tennis School at Box Hill Secondary College



**Spirit of Tennis Award**  
Lleyton Hewitt



**Coaching Excellence – High Performance**  
David Taylor



**Junior Athlete of the Year (Male)**  
Luke Saville



**Most Outstanding Tennis Community**  
Tennis Gove



**Volunteer Achievement Award**  
Tom Hancy



**Coaching Excellence – MLC Tennis Hot Shots**  
Wesley Horskins



**Most Outstanding Athlete with a Disability**  
Kelly Wren



**Most Outstanding 35+ Tennis Senior**  
Glenn Busby







## AUSTRALIAN TENNIS HALL OF FAME











*The late Ken Fletcher's children, Julien and Jennifer, with their father's bust at the Australia Day induction.*

The Australian Tennis Hall of Fame was established in 1993 and induction takes place at Rod Laver Arena on Australia Day (26 January) each year during the Australian Open. Each inductee is recognised by a bronze bust, which is later displayed in Garden Square at Melbourne Park.

A true character of Australian tennis Ken Fletcher posthumously joined the exclusive club in a ceremony on Australia Day at Australian Open 2012.

# 2012



<p>1993</p> <p>Rod Laver, Margaret (Smith) Court</p> 	<p>1995</p> <p>Lew Hoad, Ken Rosewall</p> <p>1996</p> <p>Frank Sedgman, John Bromwich, Sir Norman Brookes, Ashley Cooper, Harry Hopman</p> 	<p>1998</p> <p>John Newcombe, Tony Roche, Lesley (Turner) Bowrey, Adrian Quist</p> <p>1999</p> <p>Australia inducted into the International Tennis Hall of Fame</p> <p>2000</p> <p>Ken McGregor</p> 	<p>2003</p> <p>Pat Cash</p> 	<p>2007</p> <p>Mark Edmondson</p> 
<p>1994</p> <p>Roy Emerson, Evonne Goolagong Cawley, Neale Fraser</p> 	<p>1997</p> <p>Fred Stolle, Jack Crawford, Gerald Patterson</p> 	<p>2001</p> <p>Mal Anderson, Nancye (Wynne) Bolton</p> 	<p>2004</p> <p>Brian Tobin (first administrator to be inducted)</p> 	<p>2008</p> <p>Pat Rafter</p> 
		<p>2002</p> <p>Mervyn Rose, Thelma (Coyne) Long</p> 	<p>2005</p> <p>No induction – Australian Open Centenary</p>	<p>2009</p> <p>Wendy Turnbull</p> 
			<p>2006</p> <p>Daphne Akhurst</p> 	<p>2010</p> <p>Mark Woodforde, Todd Woodbridge</p> 
				<p>2011</p> <p>Owen Davidson</p> 



## A YEAR IN FOCUS: A BUSINESS VIEW



Top: Coaches have access to additional resources. Above: There are more than 3500 registered coaches.

### Coaches

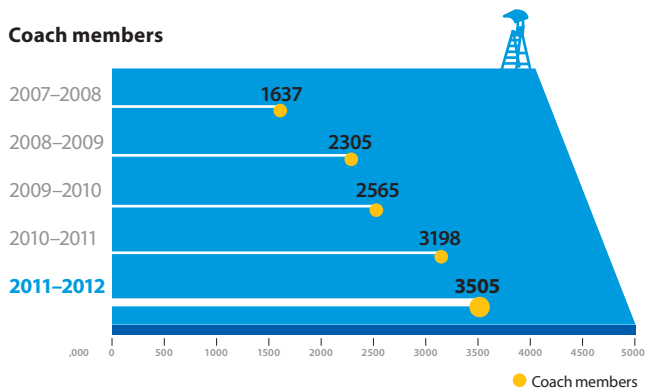
#### Coach Membership

The number of coaches registered as part of Tennis Australia's (TA's) Coach Membership program increased from 3198 to 3505 members in 2011–2012. The theme for membership was 'Quality services for quality coaches of all levels'. Qualified members had access to Bounce, an innovative online educational platform for the first time giving them access to videos from conferences and workshops, coaching tips and activities, discussion forums and resources and templates. Coach members had access to a wide range of benefits and resources including insurance, educational downloads, increased local area marketing products and services all designed to assist coaches with their businesses. Qualified coach members also had exclusive access to TA's newest program, Cardio Tennis.

#### Australian Grand Slam Coaches' Conference

The 2012 Australian Grand Slam Coaches' Conference was held at Hisense Arena in January and welcomed a record number of delegates, speakers and participants. More than 300 coaches, industry professionals, speakers and athletes participated in Australia's premier professional development event for coaches. Delegates were welcomed from across Australia and around the globe with every Australian state and territory represented, along with attendees from Asia, New Zealand, the US, United Kingdom, Scotland, Turkey and Sweden. The conference boasted a line-up of more than 30 world-class speakers including Vic Braden, James Hird, Toni Nadal, Judy Murray and Jofre Porta.

#### Coach members



THE NUMBER OF COACHES REGISTERED AS PART OF TA'S COACH MEMBERSHIP PROGRAM INCREASED FROM 3198 TO 3505 MEMBERS IN 2011–2012.

THERE WERE 200 DESK PHONES INSTALLED, 180 MOBILE PHONES DISTRIBUTED AND 862 TWO-WAY RADIOS USED FOR THE TOURNAMENT.



Kerrilyn Cramer was the chair umpire for the women's final at Australian Open 2012.



Wireless coverage was available at the Western Precinct, Grand Slam® Oval, Garden Square and the Australian Open Members' Lounge for the first time.

### Officials experiencing success

TA has continued to provide educational opportunities for officials with 80 officiating courses conducted around the country in the last 12 months. With increased assessing procedure opportunities, particularly in regional areas, the quality of officials has continued to improve. Highlights include Kerrilyn Cramer being selected to officiate the Australian Open 2012 women's singles final, along with Australians officiating at the other Grand Slams – 18 at Wimbledon, 14 at the US Open and nine at Roland Garros. A new structure for chair umpire development was implemented allowing for the establishment of a clear pathway to be created for officials. In addition, Australian officials have had further access to valuable international experience due to the Officiating Exchange Program with other countries including Brazil, Italy, Korea and Japan.

### Information technology at Australian Open 2012

Over 23,000 passes were issued by the Australian Open Accreditation system during 2012. Over 820 photo passes were issued for the media during Australian Open 2012. For the first time, wireless coverage was provided for the Western Precinct, Grand Slam® Oval, Garden Square and the Australian Open Members' Lounge. There were 35 km of new cables wired throughout the venue compared to 23 km in 2011. More than 660 laptops and PCs were deployed prior to MLC Kids Tennis Day (14 January). A total of 351 AO Vision (IPTV) units were installed including 265 units in the media and radio work rooms and 59 in the broadcast compound. In addition, there were 200 desk phones installed, 180 mobile phones distributed and 862 two-way radios used for the tournament.

### Business continuity

TA implemented a business continuity solution to provide company-wide email continuity via the Cloud. Staff can now access email via the web when servers are not accessible from the office or remotely.

### Top-level domain (.tennis)

TA applied for a new generic top-level domain (gTLD) via the Internet Corporation for Assigned Names and Numbers (ICANN) and successfully submitted an application for the .tennis top-level domain. ICANN will notify all applicants about the results of their .brand applications at the end of the evaluation process to be completed by the end of 2013.

### Melbourne Park redevelopment

TA is working with Melbourne and Olympic Parks Trust (MOPT) and Major Projects Victoria on the plans for the Western Precinct, Margaret Court Arena and Eastern Precinct, and providing Information and Communication Technology (ICT) requirements and principles for Stage 2 of the redevelopment.

### Legal

#### Contracts for Australian Open 2012

The Legal team played an important role in the organisation of Australian Open 2012, preparing a range of contracts for the event including sponsorship agreements, supply agreements, broadcast agreements and various operational agreements. No significant legal issues arose in respect of the event.

#### Other agreements and advice

During this financial year, Legal assisted with the Company's strategic development. Legal worked closely with all business units to prepare a wide range of agreements for the Australian Open Series events and the Fed Cup and Davis Cup ties. Legal played a key role in negotiating the arrangements for the Hyundai Hopman Cup with the ITF. Legal assisted in the negotiation of the two new Chinese broadcast deals for Australian Open 2013, documented the renewal of the Japanese broadcast deal and prepared the contracts for the new Asia-Pacific Wildcard Play-off. Legal also assisted the Company by providing advice on a range of issues and preparing and reviewing contracts for its year round business needs.

#### Continuing relationships

During this financial year Legal continued to work with Middletons, the Company's official supplier of external legal services, on a range of legal matters.





## A YEAR IN FOCUS: A BUSINESS VIEW CONTINUED

### Human Resources strategy

During 2011–2012 Human Resources (HR) released the HR Information System (HRIS) ConnX to all Member Associations (MAs). TA's annual Performance Development Review (PDR) process was delivered via ConnX once again, aligning with TA's strategic planning, business planning and budget processes.

### Recruitment and selection

HR further built on its recruitment processes to strengthen the attraction and retention capabilities for TA and the Australian Open. The HR team managed the end-to-end recruitment, training and induction of more than 1600 Australian Open staff and simplified the Expression of Interest (EOI) process for returning staff. HR used Twitter and Facebook alongside seek.com.au feature ads and the internal Friends and Family referral program to reach candidates.

TA's University Student Placement Program continued to gain momentum with approximately 31 students placed across areas such as Legal, HR, Tennis Operations, Coach Development, Community Tennis, among others. HR further developed TA's Onboarding program in 2011–2012 with the program now including an online induction and personalised activities for new starters.

### Employee relations

TA continued to focus on the introduction and interpretation of the Fair Work Act 2009 and its application to the Company, when applying new Modern Awards. During 2011–2012 TA's Mercer Classification and Remuneration framework presented the TA Executive Team with a whole company remuneration analysis report to better target remuneration spend. Responding to the introduction of Equal Opportunity legislation in Victoria, TA developed and implemented 'Acceptable Behaviours Training'.

### Increasing competency

Professional development evaluations and a training needs analysis for all employees were conducted in line with the annual PDR. Additionally, 12 TA staff with no prior recognised qualifications were enrolled in the 'Skills for Growth' initiative to complete Certificate IV and Diploma level qualifications in a field relevant to their current role.

### Empowering Our Leaders for Success – the Tennis Australia Way

Management and leadership capabilities within the tennis family were enhanced with three Leadership Development programs conducted for TA and MA leaders. Feedback from past graduates was considered and the program remained aligned with TA's strategic priorities.

### Safety and enterprise risk management

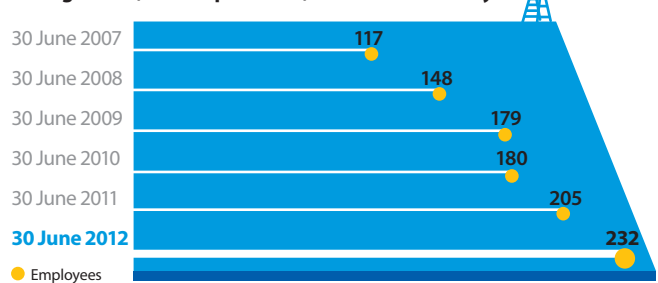
#### Health and safety awareness

The Safety and Enterprise Risk Management Project delivered a number of wellbeing and training programs, aimed at raising the awareness of health and safety in the workplace. These included the Work Health program, Safety Training program and Online induction training in 2011–2012.

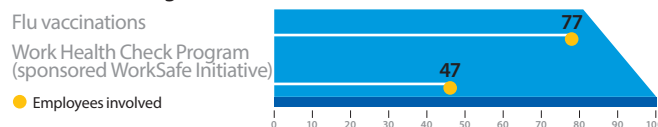
#### Safety improvements

In line with the work undertaken on the Safety Improvement Plan, commenced in 2010, this was a key focus leading into and following

### Staff growth (full and part-time) as of 30 June each year



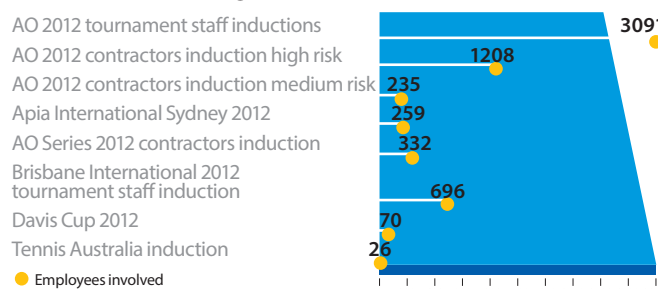
### Work Health Program 2012



### Safety Training Program 2012



### Online induction training 2012 (Australian Open-AO)



Australian Open 2012. The establishment of the Australian Open Safety Project provided integration across the business for safety management during all phases of the Australian Open. The Safety Project team worked closely with the TA Commercial and Site teams to deliver a proactive and coordinated approach to safety. This was supported by the Australian Open Safety team acting in an assurance role on site to put into operation the plans developed. Due to the internal processes in place the likelihood of a patron or employee being injured was significantly reduced and TA continued to show its leadership in major event safety.

The Sentry Business Resilience Solutions (SBRS) Project concluded in February 2012, with key objectives achieved in respect to enterprise-wide risk management. SBRS continues on a project basis, with a mentoring role for the TA Safety and Risk Advisor, and consulting role for MAs, continuing the work established in 2012.

The Enterprise-wide Risk Management Project provides significant support to the Australian Open and AO Series events, Davis Cup and Fed Cup ties and other major tennis events. The support focuses on improvement and awareness initiatives to integrate safety and risk management leading into and post these events. A key indicator of the level of integration was obtained by the on-site support during the 2012 events, with in excess of 120 days of on-site support delivered.

Over the past 12 months there have been significant advances in the manner in which safety and risk is managed highlighting the value of this project to TA and more importantly its stakeholders. TA continues to strive to be a recognised leader by assisting our MAs through the shared services model in relation to safety and enterprise risk as well as continuing to support all of TA's major events.

## TENNIS AUSTRALIA GOVERNANCE

### Corporate Governance statement

#### TA – the Company and Governance structure

Tennis Australia (TA) is a not-for-profit Company limited by guarantee and registered in Victoria. The Company's purpose is to grow, manage, promote and showcase the game of tennis domestically and represent Australia's tennis interests internationally. The Australian Open, which is the Grand Slam of Asia-Pacific, is owned and organised by TA each year at Melbourne Park. The Members of TA are the six state and two territory tennis associations also known as the Member Associations (MAs).

#### Board changes

The Annual General Meeting (AGM) was held on 24 October 2011 at which the President Stephen Healy announced that Jim Davies was elected onto the Board for a three-year term.

Ashley Cooper and Dr Janet Young were re-elected for a term of three years.

#### Composition of the Board of Directors

The Board comprises up to nine Directors of whom seven, including the President, are elected by the MAs at a General Meeting and up to two elected by the Directors at a Board meeting.

Under the Constitution, by the end of 2012 all Directors will be independent of simultaneous MA affiliation while they serve on the Board. At the moment one Director has current MA affiliation. This completes the significant developments in Corporate Governance reforms undertaken over recent years and fulfils the undertakings given to the Australian Sports Commission.

#### Activities of the Board and Directors

The Board of Directors is responsible for guiding and monitoring the Company, its strategic direction, setting its goals for management, and monitoring its performance against these goals on behalf of the MAs. The Board met seven times during the year and received reports from the Chief Executive Officer (CEO) and other members of staff where appropriate. The names and qualifications of Directors are shown on ► p.66 and a record of attendance at the seven meetings held during the year and other relevant data for the Directors is shown in the Directors' report. ► See pages 73-74.

#### The role of the CEO

The responsibility for the management and administration of the Company is undertaken by the CEO, who reports directly to the Board. While it is primarily the responsibility of the CEO to ensure that suitably qualified and experienced personnel are retained, the Board is made aware on a continuous basis of any changes in key personnel and the quality of replacement staff to ensure that the Executive Team is appropriately qualified and sufficiently experienced to discharge its responsibilities.

#### TA Audit and Risk Committee

The Board has an Audit and Risk Committee of four non-executive Directors, which is chaired by Chris Freeman and also includes John Fitzgerald and Graeme Holloway with the President and CEO (ex officio).

The role of the Committee is to assist the Board in discharging its responsibilities for financial reporting, risk management, maintaining an internal control system and addressing matters of Corporate Governance. The Audit and Risk Committee achieves this through

overseeing the annual budget process, the financial reporting process and interacting with management and the external auditors on behalf of the Board.

#### TA's Remuneration Committee

TA's Remuneration Committee consists of Ashley Cooper (Chairman), Chris Freeman and Harold Mitchell, with the President (ex officio).

The Remuneration Committee determines matters affecting the terms and conditions of employment of the CEO and senior executives of the Company and oversees the Company's normal salary review process.

#### TA's Investment Advisory Committee

The Board has appointed an Investment Advisory Committee to assist the Board to manage its investment policy, monitor investment transactions and to invest funds. The Committee also has a responsibility to evaluate and monitor the risk factors within the investment environment, recognising the Board's policy of risk aversion and its position as trustee of Members' funds. The Committee consists of Harold Mitchell (Chairman), Jim Davies, Stephen Healy (ex officio), David Roberts, Scott Tanner, Janet Young and Steve Wood with provision for up to two people from outside TA appointed by the Board each financial year.

No outside appointments were made during the financial year 2011-2012.

#### Activities of the Nominations Committee

The Nominations Committee consists of all Directors.

#### TA's relationship with its MAs

Although the MAs are members of TA they are more involved in certain activities than normal Company shareholders in that they implement many of TA's programs and activities. The Board of Directors adopts a policy of continuous disclosure with members with a phone call briefing and the circulation of a Board meeting executive summary to all MAs immediately following each meeting.

Further, the CEO conducts regular meetings with the CEOs of each MA as does the Director of Tennis with High Performance Managers in each MA, and with Community Tennis staff at MA level. The Board and CEO meet at least twice a year with the MA Presidents and additional Member Representatives in a strategic planning forum.

In addition, the President has provided regular written updates and feedback to all of the Directors of each MA.

#### Safeguarding the tennis community

All Directors, Committee Members, selectors, executives, managers and employees are expected to adhere to a code of conduct, acting with the utmost integrity and objectivity, striving at all times to enhance the reputation and performance of the Company. They are required to declare any conflict of interest, perceived or otherwise, they may have in matters before the Board or Committees as appropriate. They may not vote on, or participate in the debate on, matters in which they have a conflict and, where appropriate, they must absent themselves from meetings featuring discussions and votes on that issue. As the only members in the Company are the eight MAs, trading in company securities is not applicable.

TA has a Member Protection Policy, an Events Disciplinary Policy and a TA Disciplinary Policy that protect all members of the tennis community. For further details see [tennis.com.au](http://tennis.com.au).



## TENNIS AUSTRALIA BOARD



**Stephen Healy (PRESIDENT)**  
*B.Ec and LLB*  
 President and Chairman Tennis Australia (since 2010)  
 Director Tennis Australia (2008–2010)  
 President Tennis New South Wales (2007–2010)  
 Vice President Tennis New South Wales (2005–2007)  
 Tennis New South Wales Board member (2002–2005)  
 Member of Tennis Australia Player Development Board (1994–2004)  
 Northern Suburbs Tennis Association NSW President (1990–1999)  
 Partner of Gadens Lawyers, Group Leader Commercial Property, Construction and Planning  
 Former ATP ranked singles and doubles player  
 Australian junior doubles champion 1977



**Ashley Cooper AO (VICE PRESIDENT)**  
 Director Tennis Australia (since 2004)  
 President Tennis Queensland (2004–2009)  
 Councillor Tennis Australia (1998–2006)  
 Director Tennis Queensland (1997–2006)  
 International Tennis Hall of Fame (inducted 1991)  
 Australian Tennis Hall of Fame (inducted 1996)



**Harold Mitchell AC (VICE PRESIDENT)**  
 Director Tennis Australia (since 2008)  
 Chairman Florey Institute of Neuroscience and Mental Health (since 2012)  
 Director Harold Mitchell Foundation Limited (since 2012)  
 Director Mitchell family group of companies  
 Executive Chairman Aegis Media Pacific group of companies (since 2011)  
 Non-Executive Director Crown Limited (since 2011)  
 Director of Australian Stockman's Hall of Fame and Outback Heritage Centre (since 2011)  
 Director of St James' Ethics Foundation Limited (since 2011)  
 Chairman Arts Exhibition Australia (since 2009)

Chairman Melbourne Rebels Rugby Union Team (since 2009)  
 Chairman Melbourne Symphony (since 2008)  
 Director of Melbourne City School (since 2008)  
 Chairman TVS (since 2006)  
 Chairman CARE Australia (since 2004)  
 Chairman Thorough Vision Network (since 2003)



**Jim Davies**  
*BA Hons, Economics and Business Studies, Dip Marketing*  
 Director Tennis Australia (since 2011)  
 Member Representative Tennis West (since 2008)  
 President Dalkeith Tennis Club (since 2010)  
 Executive Chairman 303 Group (2007–2011)  
 Managing Director Saatchi & Saatchi Aust (1985–1988)  
 Board Member Perth Glory (1995–2005)  
 Board Member Advertising Federation of Australia, WA (2002–2008)  
 Marketing Committee Member Fiona Stanley Foundation, Telethon Child Health Institute, WA (2005–2007)  
 Board Member Women's and Infants Research Foundation, King Edward Memorial Hospital, Perth WA (since 2005)



**John Fitzgerald OAM**  
 Director Tennis Australia (since 2010)  
 Australian Davis Cup captain (2001–2010)  
 Commentator for Channel 7 *Summer of Tennis* (since 1996)  
 Patron for Bone Growth Foundation (since 1993)  
 Director Bactigro Australia Pty Ltd ('Bactivate products')  
 Let's Beat Bowel Cancer (LBBC) Ambassador  
 Former member of ATP Tour Board  
 Played Davis Cup for Australia (1982–1992)  
 Played in three Davis Cup finals  
 Member of two winning Davis Cup teams  
 Former ranked Australian No.1 in singles  
 Former ATP world No.25 in singles  
 Former ATP world No.1 in doubles  
 Won six ATP Tour singles titles  
 Won 30 ATP Tour doubles titles, including seven Grand Slam® titles  
 Represented Australia in the Seoul (1988) and Barcelona (1992) Olympic Games



**Chris Freeman AM**  
*B.Com F.FIN FDIA*  
 Director Tennis Australia (since 2007)  
 Chairman Watpac Ltd (since 2012)  
 Property Advisory Board Brisbane Airport Corporation (since 2012)  
 Director Major Performing Arts (since 2011)  
 Chairman Urban Renewal Brisbane City Council (since 2008)  
 Chairman Major Brisbane Festivals (since 2007)  
 Adjunct-Professor of the University of Queensland (since 2006)



**Graeme Holloway**  
*PhC FPs MAICD JP*  
 Director Tennis Australia (since 2008)  
 Director Tennis Tasmania (2003–2008)  
 President Tennis 35+ Seniors Tasmania (2002–2008)  
 National Director Pharmaceutical Society of Australia (PSA) (2006–2008)  
 PSA representative Australian Pharmacy Examining Council (APEC) (since 2006)  
 President PSA Tasmania (2004–2008)  
 Councillor PSA (since 2003)  
 President Pharmacy Board of Tasmania (1998–2002)  
 Treasurer APEC (1998–2002)  
 Board Member Pharmacy Board of Tasmania (1987–2002)  
 Member for Tasmania, APEC (1987–2002)  
 Australian Pharmacy Registering Authority, represented Tasmania (1997–2002)



**Scott Tanner**  
*B.App.Sc, MBA*  
 Director Tennis Australia (since 2007)  
 Chief Executive Bank of Melbourne (since 2011)  
 Director Melbourne Business School (since 2012)  
 Former Director Bain & Company, Inc  
 Fellow Australian Institute of Company Directors  
 Trustee Melbourne and Olympic Parks Trust



**Dr Janet Young**  
*PhD, BA (Hons), B.Com., MAPS, FAICD*  
 Director Tennis Australia (since 2008)  
 Sport Scientist and Lecturer at Victoria University (since 2005)  
 Tournament Director WTA Tour Event Canberra (2000–2005)  
 Head of Women's Tennis, Tennis Australia (2000–2005)  
 Manager Fed Cup (2000–2005)  
 Member ITF Pro Circuit committee (2003–2005)  
 Manager Maureen Connolly Brinker Cup (2001–2005)  
 Player Services Supervisor Australian Open (1989–2002)  
 Director Tennis International Consultants Pty Ltd (1979–2000)  
 Tour Director and Referee Women's Tennis Association (1979–1986)  
 Director Key Personnel Pty Ltd (1984–1988)  
 Director John P Young and Associates Pty Ltd (1980–1989)  
 Member of two victorious Fed Cup teams  
 Recipient of Tennis Australia and ITF Hall of Fame Award for contributions to Australian tennis  
 Inducted to the Australian University Sports Honour Roll as an Australian Champion

## Office Bearers



**Steve Wood**  
 (CHIEF EXECUTIVE OFFICER)  
*B.Bus*



**David Roberts**  
 (COMPANY SECRETARY)  
*B.Bus, CPA*

## Member Delegates

Member Associations are represented by the following representatives at Tennis Australia's AGM and at strategic forums.

ACT  
John Cattle

NSW  
Harry Beck  
Mick Parslow

NT  
Warren Martin

SA  
Bill Cossey  
Kent Thiele

Tas.  
Peter Armstrong  
Philip Bowden

Vic.  
David Stobart  
Maria Keys

WA  
Michael Lee  
Jim Davies

Qld  
Ken Laffey  
Ross Rolfe



## OFFICE BEARERS, LIFE MEMBERS, SERVICE AWARDS AND COMMITTEES

## OFFICE BEARERS

## PRESIDENTS

W.H. FORREST 1904–1909  
 P.B. COLQUHOUN 1909–1926  
 SIR N.E. BROOKES 1926–1955  
 D.M. FERGUSON 1955–1960  
 N.W. STRANGE, OBE 1960–1965  
 C.A. EDWARDS, OBE 1965–1969  
 W.V. REID, OBE 1969–1977  
 B.R. TOBIN, AM 1977–1989  
 G.N. POLLARD, AM 1989–2010  
 S. HEALY 2010–

## BOARD OF DIRECTORS

(SINCE 23 MAY 1994)

G.N. POLLARD, AM 1994–2010  
 D.L. NICHOLL, AM 1994–2008  
 W. BEISCHER 1994–2008  
 J.G. FRASER, OAM 1994–1997  
 A.R. HICKS 1994–1997  
 H.E. MACMILLAN 1997–2004  
 MS A.R. MITCHELL 1997–2008  
 J. REYNOLDS 1994–2003  
 A.J. RYAN 1994–2005  
 P. RITCHIE, AO 2004–2008  
 A. COOPER, AO 2004–  
 D. STOBART 2005–2009  
 C. FREEMAN, AM 2007–  
 S. TANNER 2007–  
 S. HEALY 2008–  
 G. HOLLOWAY 2008–  
 H. MITCHELL, AC 2008–  
 DR J. YOUNG 2008–  
 B. COSSEY, AM 2009–2011  
 J.B. FITZGERALD, OAM 2010–  
 J. DAVIES 2011–

## COUNCILLORS

(SINCE WITHDRAWAL OF NEW ZEALAND ON 30 JUNE 1922)

(TA COUNCIL DISBANDED MARCH 2006)

(MEMBER REPRESENTATIVE FROM MARCH 2006)

## NEW SOUTH WALES

B.C. FULLER 1926  
 M.H. MARSH 1926  
 R.C. WERTHEIM 1926–1933  
 P.W. SANDRAL 1926–1927  
 M. MCL DUGAN 1927–1930  
 H. SIMINTON 1930–1938  
 J. CLEMENGER, OBE 1933–1938  
 G. RENNICK 1938–1950  
 G. CROSS 1938–1940  
 N.W. STRANGE, OBE 1940–1960  
 A.W. COBHAM 1950–1965  
 T.M. KENNEDY 1960–1964  
 J.P. YOUNG, OBE 1964–1974  
 J.N. WATT 1966–1968  
 G.W. SAMPLE 1968–1970  
 G.E. BROWN 1970–1974  
 E.R. STEPHENS, MBE 1974–1975  
 J.K. HALL, OAM 1974–1979  
 C.E. SPROULE, OBE 1975–1977  
 W.V. AUSTIN 1977–1983  
 G.N. POLLARD, AM 1979–1989  
 D.L. NICHOLL, AM 1983–2003  
 K.C. SHEEL, OAM 1989–1991  
 J.C. WHITTAKER, OAM 1991–2007  
 M. BERGMAN, OAM 2003–2006  
 S. HEALY 2005–2010  
 H. BECK 2008–  
 M. PARSLOW 2010–

## QUEENSLAND

F. PEACH 1926  
 E. MARTIN 1926  
 L.A. BAKER 1926–1949  
 W.S. SPROULE 1926–1938  
 A.H. BARRACLOUGH 1938–1950  
 G.A. BITCON 1949–1961  
 G. ELLIOT 1951–1959  
 R. MITCHELL 1960–1965  
 C.A. EDWARDS, OBE 1961–1962  
 JUDGE A.M. FRASER 1962–1979  
 N.C. VICKERS, MBE 1965–1975  
 G.E. GRIFFITH 1975–1991  
 J.L.C. MCINNES, OAM 1979–1989  
 F.G. HENNESSY 1989–1991  
 J.F. BROWN 1991–1993  
 B.D. THOMAS 1991–1992  
 G.E. GRIFFITH 1992–1993  
 D.A. KEATING, OAM 1993–1999  
 J.C. REYNOLDS 1993–1994  
 I.C. KLUG 1994–1996  
 J. RONEY 1996–1997  
 S. NUCIFORA 1997–1999  
 M. PHILP 1999–2004  
 A. COOPER, AO 1999–2009  
 M. FORD 2004–2005  
 S. AYLES 2005–2007  
 I. RODIN 2008–2009  
 K. LAFFEY 2009–  
 D. KINGSTON 2010–2012  
 R. ROLFE 2012–

## SOUTH AUSTRALIA

W.P. DUNLOP 1926  
 T.H. HICKS 1926  
 P.B. WALD 1926–1941  
 H.W. POWNALL 1926–1930  
 E.F.K. MCIVER 1930–1931  
 E. LEWIS 1931–1938  
 JUDGE PIPER 1938–1940  
 R.R.P. BARBOUR 1940–1954  
 D.M. FRANKENBERG 1941–1969  
 F.E. PIPER 1954–1957  
 J.K. HALL, OAM 1957–1968  
 W.H. CARLIER 1968–1974  
 C.J. WOODGATE 1970–1974  
 J.P. YOUNG, OBE 1974–1975  
 G.D. FAIR 1974–1991  
 G.E. BROWN 1975–1976  
 J.D.C. NELSON 1976–1977  
 W.H. CARLIER 1977–1981  
 B.F. MCMILLAN 1981–1984  
 R.J. GREEN 1984–1995  
 C.J. ALTMAN 1991–1996  
 I.R. BEADMEADE 1995–1997  
 D. DALL 1996–2005  
 K. THIELE 1997–  
 W. COSSEY, AM 2005–

## VICTORIA

S.E. JAMISON 1926  
 R.M. KIDSTON 1924  
 W.J. LAMPARD 1924–1926  
 H. MALCOLM 1926–1938  
 W.J. DAISH 1926–1931  
 R.R. TRELOAR 1931–1934  
 C.R. COWLING 1934–1951  
 A.R. BINGLE 1938–1941  
 A.L. HUGHES 1941–1947  
 J.K. HALL, OAM 1947–1949  
 R.N. VROLAND 1950–1964  
 W.B. BARNETT 1951–1957  
 J.J. COURTNEY 1958–1968  
 DR J.N. DIGGLE 1964–1978  
 I.R. CARSON 1968–1975  
 J.P. YOUNG, OBE 1975–1980  
 DR J.G. FRASER, OAM 1978, 1980–1996  
 DR J.L. FOSTER 1978–1980  
 K.W. HOWARD 1980–1985  
 H.E. MACMILLAN 1985–2004  
 P. BELLENGER 1996–2003  
 D. STOBART 2003–  
 G. STONE 2004–2011  
 M. KEYS 2012–

## TASMANIA

A.H. BUNTING 1926  
 H.S. UTZ 1926  
 E.B. COLES 1926–1929  
 G. CRAGG 1926–1934  
 SIR T. NETTLEFOLD 1929–1947  
 W.H. WALKER 1934–1965  
 D.M. FERGUSON 1947–1955  
 J.T. TOMASETTI 1955–1965  
 W.V. REID, OBE 1965–1969  
 N.A. FRASER, AO, MBE 1969–1974  
 B.R. TOBIN, AM 1965–1977  
 V. HOLLOWAY, OAM 1974–1981  
 A.J. RYAN 1977–2005  
 E.C. STEWART 1981–1982  
 M. MCMULLEN 1982–1992  
 J. BARRENGER 1992–1993  
 W.J. FITZGERALD 1993–2003  
 R. MUNRO 2003–2007  
 G. HOLLOWAY 2005–2008  
 P. ARMSTRONG 2007–  
 P. BOWDEN 2008–

## WESTERN AUSTRALIA

L.M. HOWELL 1926  
 R. EAGLE 1922  
 H.G. JEFFERSON 1922–1926  
 E.D. GILCHRIST 1926–1930  
 H.A. PITT, CMG, OBE 1926–1954  
 T.E. ROBINSON 1930–1964  
 JUSTICE E.A. DUNPHY 1954–1968  
 JUDGE J.X. O'DIRSCOLL 1964–1969  
 G.B. DAVIS 1968–1969  
 J. LOUGHREY 1969–1990  
 J. HEATHCOTE 1972–1976  
 B.S. SANDERS 1976–1982  
 H.M. SPILSBURY 1982–1995  
 A.R. HICKS 1990–1996  
 MS. A.R. MITCHELL 1995–2008  
 D.P. RUNDLE 1996–1998  
 M. LEE, OAM 1998–2008, 2012–  
 J. DAVIES 2008–  
 D. WILIAMS 2008–2012

## AUSTRALIAN CAPITAL TERRITORY

G.C. SCOTT 1980\*  
 G.R. GORDON 1980–1984\*  
 R.F. SMALLLEY 1984–1989\*, 1989–1993  
 D.K. BARKER 1993–2001  
 C. MASON 2001–2005  
 T. LANE 2005–2006  
 B. LILBURN 2006–2010  
 J. CATTLE 2011–

## NORTHERN TERRITORY

M.F. HORTON, OAM 1981–1989\*, 1989–2001  
 MS S. SMILES 2001–2008  
 W. MARTIN 2008–

\*Observer status at council meetings.

## HONORARY TREASURERS

L.M. HOWELL 1925  
 H.G. JEFFERSON 1925–1926  
 W.J. DAISH 1926–1931  
 R.R. TRELOAR 1931–1934  
 D.M. FERGUSON 1935–1953  
 J.K. HALL, OAM 1953–1961  
 T.M. KENNEDY 1961–1968  
 J.K. HALL, OAM 1968–1979  
 J.L.C. MCINNES, OAM 1979–1994

## HONORARY SECRETARIES

T.M. HICKS 1904–1926  
 H. MALCOLM 1926–1934

## COMPANY SECRETARIES

A.H. BARRACLOUGH 1933–1938  
 J.F. FULLARTON 1938–1951  
 J.A.C. ANDREW 1951–1979  
 C.C. MCDONALD 1979–1987  
 T.J. DOHNT 1987–1997  
 D.A. ROBERTS 1997–

*Tennis Australia National Award for Service to the Game*

## 1997

KEVIN BOLTON  
 DAVID BIERWIRTH  
 BILL CARLIER  
 DR JOHN DIGGLE  
 JIM ENTINK  
 GRAEME FAIR  
 DORN FOGARTY, OAM  
 RON GREEN  
 GEOFF KERR  
 JOHN MCINNES, OAM  
 MAX MCMULLEN  
 HARRY SPILSBURY  
 JOHN YOUNG, OBE

## 1999

IAN OCCLESHAW

## 2001

MAX ATKINS  
 BILL GILMOUR  
 JOHN NEWCOMBE, AO, OBE  
 TONY ROCHE, AO  
 MAX HORTON, OAM

## 2003

JACK MAY  
 COLIN MCDONALD  
 BARRY MCMILLAN

## 2004

PETER BELLENGER

## 2005

DENNIS DALL  
 HAMISH MACMILLAN  
 TODD WOODBRIDGE, OAM

## 2006

IAN BASEY  
 LINDSAY COX  
 MIKE DAWS  
 JIM SHEPPARD  
 COLIN STUBS

## 2007

JOHN WHITTAKER, OAM  
 ALAN TRENGOVE  
 JUDY DALTON

## 2008

WILLIAM (BILL) BEISCHER  
 FENTON COULL  
 DAVID HALL, OAM  
 DAVID JUDE  
 ANDREA MITCHELL

## 2009

KEN RICHARDSON  
 CAROL LANGSFORD, OAM

## 2011

MALCOLM BERGMANN, OAM  
 MALCOLM (MEL) ANDERSON  
 BRIAN GRACE  
 MICHAEL LEE, OAM

## LIFE MEMBERS

JOHN ANDREW †  
 SIR NORMAN BROOKES †  
 BILL EDWARDS, OBE †  
 DONALD FERGUSON, OBE †  
 DR JOHN FRASER, OAM  
 NEALE FRASER, AO, MBE  
 KEN HALL, OAM †  
 VIV HOLLOWAY, OAM †  
 DES NICHOLL, AM  
 HARRY PITT, CMG, OBE †  
 WAYNE REID, OBE  
 TONY RYAN †  
 FRED SMALL †  
 CLIFF SPROULE, OBE †  
 BRIAN TOBIN, AM  
 HAROLD WALKER †  
 ROY YODALE †  
 GEOFF POLLARD, AM  
 † Deceased

*TENNIS AUSTRALIA COMMITTEES (AS AT 30 JUNE 2012)*

## AUDIT AND RISK COMMITTEE

CHRIS FREEMAN (CHAIRMAN)  
 JOHN FITZGERALD  
 STEPHEN HEALY (EX OFFICIO)  
 GRAEME HOLLOWAY  
 STEVE WOOD (EX OFFICIO)

## INVESTMENT ADVISORY COMMITTEE

HAROLD MITCHELL (CHAIRMAN)  
 JIM DAVIES  
 STEPHEN HEALY (EX OFFICIO)  
 DAVID ROBERTS  
 SCOTT TANNER  
 STEVE WOOD  
 JANET YOUNG

## REMUNERATION COMMITTEE

ASHLEY COOPER (CHAIRMAN)  
 CHRIS FREEMAN  
 HAROLD MITCHELL  
 STEPHEN HEALY (EX OFFICIO)

## NOMINATIONS COMMITTEE

ALL MEMBERS OF THE TA BOARD

## AO FOCUS GROUP 2012

S. WOOD (CHAIRMAN)  
 S. AYLES  
 T. LARNER  
 S. MAHIR  
 D. PEARCE  
 R. PERRINS  
 D. ROBERTS  
 C. TILEY  
 R. TURNER  
 A. WEST



## SUSTAINABILITY AND THE ENVIRONMENT



Waste management processes are essential for the sustainability of our environment.

### A refined waste system

Tennis Australia (TA) is committed to ensuring the sustainability of our environment through the implementation of effective waste management processes, teaming with landlords Melbourne and Olympic Parks Trust (MOPT), site caterers Delaware North Australia and K&S Environmental to collectively and effectively manage the waste and recycling needs during the Australian Open. MOPT has a system in place which has been refined over many years to effectively manage waste and recycling during the Australian Open. Various infrastructure, tailored systems, education, training and communications are provided across Melbourne Park to cope with the demands of high volume waste streams and a large attendance during the Australian Open.

### Australian Open 2012 waste

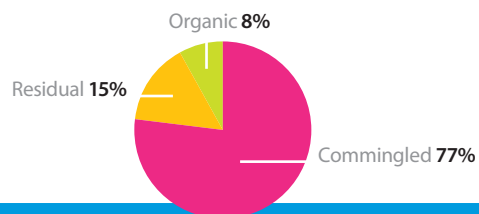
The system in place during Australian Open 2012 recovered almost 77 per cent of the waste collected on site. Material recycled this year included commingled recyclable packaging, plastic bags, steel and aluminium, wood, pallets, cardboard, polystyrene, electronic equipment and food organics. All this plays a part in reducing the environmental impact of events and with changes in government policy (including the introduction of a Carbon Price from July 2012) sustainability is at the forefront for both business and the general public. People are more aware than ever of how their actions can impact the environment and anecdotal evidence during the Australian Open suggested that patrons are increasingly demanding services to enable them to take action. This is achieved with clear, concise and correct recycling signage being available to patrons around the site.

### Paired bins in public places

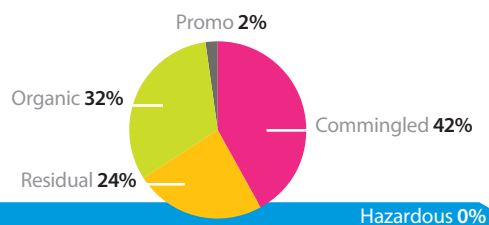
During Australian Open 2012 it was identified that patrons are more likely to dispose their garbage correctly when utilising paired bins – a recycling bin located beside a garbage bin. An audit of the contents of paired bins revealed a much higher level of recyclable material in the recycling bin compared to other areas, with approximately 78 per cent of material (by weight) being recyclable and as such, a higher level of efficiency achieved.

By employing responsible recycling practices and developing sports facilities suited to the Australian climate, TA demonstrates its commitment to the sustainability of the Australian environment, and tennis.

#### Audit results – public place recycling paired



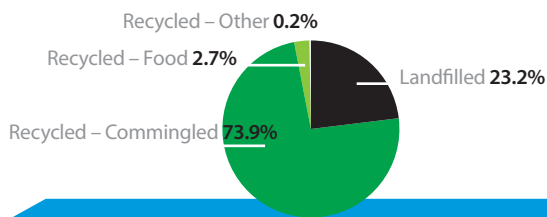
#### Audit result – all public recycling



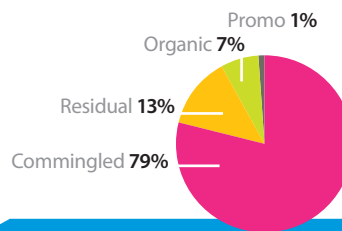


Patrons are increasingly demanding services that allow them to contribute in reducing the environmental impact.

**Waste collection data – whole of site – tonnes**



**Audit result – all public bins – volume**



**Sustainable waste management**



**Green initiatives**

**Water saving**

- Water usage at the Australian Open has reduced by 25 per cent over the past five years.
- Hisense Arena hosts two water tanks with 550,000-litre capacity. This rain water is used for court washing, stadium washdown and irrigating nearby landscape areas.
- As part of the Melbourne Park redevelopment, larger water tanks have also been installed underneath Grand Slam® Oval and under the western concourse, considerably boosting Melbourne Park's existing water harvesting system.
- All of Melbourne Park is now irrigated with recycled water, including the fountain in Garden Square.
- Sustainable irrigation practices of overhead spray systems have been converted into drip and sub surface irrigation.
- Water flow restrictors have been placed on taps, showerheads, urinals and toilets throughout the precinct, including player change rooms.

**Catering**

- All take-away packaging was 100 per cent recyclable.
- A successful and long-term relationship with Delaware North allowed for food served at the Australian Open to be of a sustainable, fair trade and fresh origins.
- All seafood was served according to Australian Marine Conservation Society's Seafood Watch 'avoid list'.

**Recycling**

- The Australian Open recycled all used match balls through tennis centres, the public and charity.
- All Australian Open staff were issued with re-usable drink bottles to discourage 'one use' bottled water consumption.
- Rationalisation of office equipment such as printers promoted paper recycling in offices.
- Informative and clear labelling across all bins at the Australian Open encouraged patrons to participate in recycling.
- The use of long lasting insecticide on Melbourne Park gardens reduced water usage and increased safety for humans and animals.

*The waste hierarchy is an accepted model for sustainable waste management.*





## SPONSOR ACKNOWLEDGEMENTS

### TENNIS AUSTRALIA PARTNERS, SPONSORS AND SUPPLIERS



Australian Paralympic Committee  
Wheelchair Athlete Development and Paralympic and World Team Cup Supporter.



Australian Sports Commission/Australian Institute of Sport  
Sports Collaboration Agreement to fund the growth in participation in tennis and support of the AIS Tennis Program.



Australian Davis Cup Tennis Foundation.



Optus  
Naming rights to Optus Junior Tour, Optus National Junior Championships, Optus Australian Open Wheelchair Championships and Optus Australian Wheelchair Tennis Team.



Wilson  
Official Ball Tennis Australia, Australian Pro Tour, Optus National Junior Championships, MLC Tennis Hot Shots and Talent Search Development Program.



Plexicushion  
Official Court Surface.



MLC  
Naming rights to MLC Tennis Hot Shots.



Medibank  
Naming rights to Medibank Junior Development Series.

### AUSTRALIAN OPEN PARTNERS, SPONSORS AND SUPPLIERS

#### Australian Open 2012 Sponsors Major Sponsor



Kia Motors  
Official Supplier of Motor Vehicles.

#### Associate Sponsors



ANZ  
Official Bank.



Jacob's Creek  
Official Wine Supplier.



Rolex  
Official Timekeeper and Timepiece.

#### Partners



IBM  
Official Information Technology Partner.



Lacoste  
Official Outfitter.



Medibank  
Official Health Insurance Provider.



MLC  
Official Sponsor – Advice, Life Insurance, Superannuation and Investment Services.



Optus  
Official Telecommunications Provider.



State Government of Victoria

#### Sponsors



Dove  
Official Supplier of Personal Care Products.



Evian  
Official Supplier of Natural Mineral Water.



Heineken  
Official Supplier of Beer.



Maxxis  
Official Tyre.



Panasonic  
Official Consumer Electronics Supplier.



Powerade  
Official Soft Drink and Sports Drink.

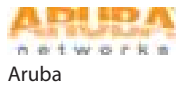


Virgin Australia  
Official Airline.



Wilson  
Official Ball, Official Stringer and Stringing Machine.

**Official Suppliers**



Aruba



Cadbury  
Official Confectionary.



Cancer Council Australia  
Official Sunscreen Supplier.



City of Melbourne



Fuji Xerox  
Official Supplier of Printer Products and Services.



Living Edge Furniture Rentals  
Official Supplier of Prestige Furniture.



Melbourne and Olympic Parks Trust  
Official Supplier of Venue Services.



Middletons  
Official Supplier of Legal Services.



Nestlé Peters  
Official Supplier of Ice Cream.

**Official Media Partners**



3AW  
Official AM Radio Station.



Nova 100  
Official FM Radio Station.



Herald Sun  
Official Newspaper.

**Official Hotel Suppliers**



Bayview on the Park Melbourne  
Official Junior Player Hotel.



Crown Hotels  
Official Tournament Guests' Hotel.



Grand Hyatt Melbourne  
Official Player Hotel.



Hilton on the Park Melbourne  
Official Media, Broadcast and VIP Guests' Hotel.



Sofitel Melbourne on Collins  
Official Tournament Guests' Hotel.

**Official Broadcast Partners**

**Domestic Broadcasters**



Seven Network  
Free-to-air TV/Host Broadcaster.



Fox Sports  
Pay TV.

**International Broadcasters**



Abu Dhabi  
Pan-Middle East.



CCTV  
China.



ESPN  
North America.



ESPN International  
Central and Latin America.



ESPN Star Sports  
Pan-Asia (excl. China and Japan).



Eurosport  
Pan-Europe.



Fiji TV  
Fiji.



Great Sports  
China.



Sky Sport  
Sky New Zealand  
New Zealand.



Supersport  
Sub-Sahara Africa.



WOWOW  
Japan.

**Australian Open Series 2012 Major Sponsors**



Rewarding experience

Apia  
Title sponsor – Apia International Sydney.



Medibank  
Platinum sponsor – Apia International Sydney.



South African Airways  
Platinum sponsor – Apia International Sydney.



Moorilla  
Title sponsor – Moorilla Hobart International.



Events Tasmania  
Events Tasmania  
Moorilla Hobart International.



Jetstar  
Moorilla Hobart International.



Events Queensland  
Brisbane International.



Brisbane Marketing and Brisbane City Council  
Brisbane International.

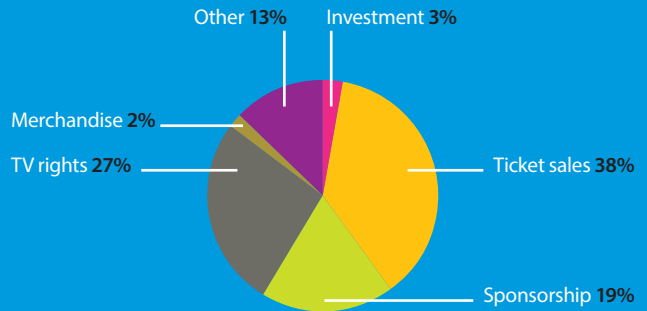
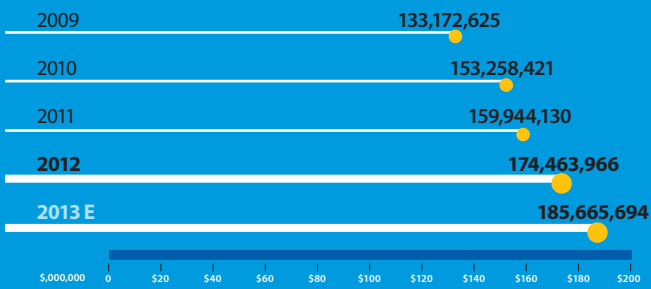


CSG  
Brisbane International.

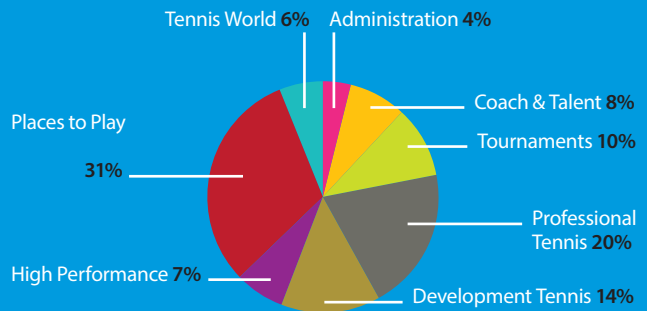
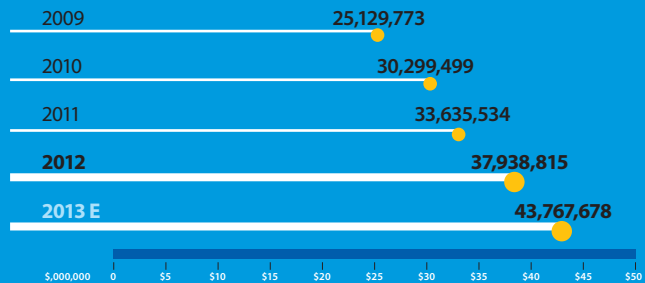


TENNIS AUSTRALIA | ANNUAL REPORT | 2011-2012 | FINANCIALS |  
FINANCIAL HIGHLIGHTS  
FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Revenue and Incomes



Investment in Tennis





## DIRECTORS' REPORT

### FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

The Directors present their report together with the financial report of Tennis Australia Limited ('the Company') for the financial year ended 30 June 2012 and the auditor's report thereon.

#### 1. Directors

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

President		
<b>S Healy</b>	Legal Practitioner	Director since 2008 (President since 2011)
Vice President		
<b>A J Cooper, AO</b>	Administrator	Director since 2004 (VP since 2009)
<b>H Mitchell, AC</b>	Company Director	Director since 2008 (VP since 2011)
Directors		
<b>W R Cossey, AM</b>	Company Director	Director since 2009 (until 24 Oct 2011)
<b>J Davies</b>	Company Director	Appointed 24 Oct 2011
<b>J Fitzgerald, OAM</b>	Company Director	Director since 2011
<b>C Freeman, AM</b>	Company Director	Director since 2007
<b>G Holloway</b>	Pharmacist	Director since 2008
<b>S M Tanner</b>	Banking Executive	Director since 2007
<b>Dr J Young</b>	Company Director	Director since 2008

#### 2. Directors' meetings

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

Director	Board Meetings		Audit and Risk Committee Meetings		Remuneration Committee Meetings		Investment Advisory Committee Meetings	
	A	B	A	B	A	B	A	B
<b>S Healy</b>	7	7	2	2	1	1		
<b>A J Cooper</b>	7	7			1	1		
<b>H Mitchell</b>	7	7			1	1	1	1
<b>W R Cossey</b>	3	1	1	1	1			
<b>J Davies</b>	4	4					1	
<b>J Fitzgerald</b>	7	7	1	1	1	1	1	1
<b>C Freeman</b>	7	6	2	1	1	1		
<b>G Holloway</b>	7	6	2	2	1	1		
<b>S Tanner</b>	7	5			1	1	1	1
<b>Dr J Young</b>	7	7			1	1	1	1

A – Number of meetings held during the time the Director held office during the year  
B – Number of meetings attended

#### 3. Corporate Governance

The Audit and Risk Committee met on two occasions in the year under review. The Investment Advisory Committee met on one occasion during the year. The Board of Directors meets as a separate Remuneration Committee and met once in the year under review. The Board of Directors also meets as a separate Nomination Committee and did not meet in the year under review.

#### 4. Short and long-term objectives and strategies for achieving those objectives

The Company's objectives and strategies are as follows:

- to create champion tennis players via an elite player performance pathway
- to increase the Australians who participate in tennis by funnelling participants through MLC Tennis Hot Shots and Cardio Tennis programs
- ensuring tennis coaches are adequately trained through coach education programs
- to run tournaments and competitions for all level of players
- to increase the standard of tennis facilities through the Places to Play program



## DIRECTORS' REPORT CONTINUED FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

- to service the devoted tennis fans in Australia by delivering the summer of tennis culminating in the Grand Slam of Asia-Pacific, the Australian Open
- to invest in the game by reinvesting the revenue generated from staging the Australian Open back into the sport to fund the objectives and strategies.

### 5. Principal activities

The principal activities of the Company during the course of the financial year were the promotion and development of the game of tennis in Australia, including the conduct of the Australian Open, other tennis tournaments and youth development programs. These principal activities are consistent with the strategies that assist in achieving the short and long-term objectives of the Company.

### 6. Performance measures

The Company has a detailed annual Professional Development Review (PDR) process that ensures key performance indicators (KPIs) are set across all business units in the Company. These KPIs form the basis of the performance incentives provided to senior management. The two key areas of consideration relate to:

- the performance of the Australian Open and the Australian Open Series events
- the effectiveness of tennis programs.

### 7. Operating and financial review

The Company's net result for the year ended 30 June 2012 was a net surplus of \$3,091,293. This compares with a net surplus of \$2,604,423 for the year ended 30 June 2011. The increase in net surplus mainly reflects additional revenues generated from Australian Open 2012.

### Significant changes in the state of affairs

In the opinion of the Directors there were no significant changes in the state of affairs of the Company that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

### 8. Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.

### 9. Likely developments

The Directors do not anticipate any major changes in the basis of operations of the Company and the future results of those operations in subsequent financial years.

### 10. Indemnification and insurance of officers

#### Indemnification

The Company has agreed to indemnify the Directors of the Company against all liabilities to another person (other than the Company or a related body corporate) that may arise from their position as Directors of the Company, except where the liability arises out of conduct involving a lack of good faith. The agreement stipulates that the Company will meet the full amount of any such liabilities, including costs and expenses.

#### Insurance premiums

The Company has an insurance policy in place in respect of Directors' and officers' liability, legal expenses and insurance contracts, for current and former Directors and officers of the Company. In the current year the Company paid premiums totalling \$20,428 in respect of this policy (2011: \$21,054).

### 11. Lead auditor's independence declaration

The Lead auditor's independence declaration is set out on page 98 and forms part of the Directors' report for the financial year ended 30 June 2012.

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



## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

	<i>Note</i>	<b>2012</b>	<b>2011</b>
Revenue from sale of goods	6	2,853,525	2,563,026
Revenue from operations and events	6	163,787,346	149,783,242
Other revenues from operating activities	6	380,246	405,348
<b>Total revenue</b>	<b>6</b>	<b>167,021,117</b>	<b>152,751,616</b>
Other income	7	5,245,834	4,925,357
<b>Total revenue and other income</b>		<b>172,266,951</b>	<b>157,676,973</b>
Operations & events expenses		(89,723,158)	(83,921,126)
Tennis expenses		(36,198,797)	(31,247,871)
Commercial & marketing expenses		(7,156,388)	(6,391,304)
Media expenses		(3,261,467)	(2,930,444)
Events expenses		(15,808,396)	(13,946,344)
Facility grants		(1,740,019)	(2,387,663)
Other expenses		(16,123,822)	(15,458,095)
<b>Total expenses</b>		<b>(170,012,047)</b>	<b>(156,282,847)</b>
Finance income	9	2,197,015	2,267,157
Finance expenses	9	(1,360,626)	(1,056,860)
<b>Net finance income</b>	<b>9</b>	<b>836,389</b>	<b>1,210,297</b>
<b>Net surplus for the period</b>		<b>3,091,293</b>	<b>2,604,423</b>
<b>Other comprehensive income</b>		-	-
<b>Total comprehensive income for the period</b>		<b>3,091,293</b>	<b>2,604,423</b>

The statement of comprehensive income is to be read in conjunction with the notes of the financial statements set out on pages 78 to 95.





## STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

	<i>Facility development reserve</i>	<i>Player &amp; participation development reserve</i>	<i>Retained earnings</i>	<i>Total equity</i>
<i>Balance at 1 July 2010</i>	5,948,095	8,000,000	11,235,967	25,184,062
<b>Total comprehensive income for the period</b>				
Total other comprehensive income	-	-	-	-
Surplus for the period	-	-	2,604,423	2,604,423
Balance at 30 June 2011	5,948,095	8,000,000	13,840,390	27,788,485

<i>Balance at 1 July 2011</i>	5,948,095	8,000,000	13,840,390	27,788,485
<b>Total comprehensive income for the period</b>				
Total other comprehensive income	-	-	-	-
Surplus for the period	-	-	3,091,293	3,091,293
Balance at 30 June 2012	<b>5,948,095</b>	<b>8,000,000</b>	<b>16,931,683</b>	<b>30,879,778</b>

The statement of changes in equity is to be read in conjunction with the notes to the financial statements set out on pages 78 to 95.

## BALANCE SHEET

### FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

	Note	2012	2011
<b>Assets</b>			
Cash and cash equivalents	11	21,076,420	5,950,016
Trade and other receivables	12	6,391,617	7,667,903
Inventories	13	143,935	133,266
Other financial assets	14	28,221,896	27,815,778
<b>Total current assets</b>		<b>55,833,868</b>	<b>41,566,963</b>
Trade and other receivables	12	737,404	639,437
Intangibles assets	15	433,821	491,152
Property, plant and equipment	16	3,763,808	4,754,961
<b>Total non-current assets</b>		<b>4,935,033</b>	<b>5,885,550</b>
<b>Total assets</b>		<b>60,768,901</b>	<b>47,452,513</b>
<b>Liabilities</b>			
Trade and other payables, including derivatives	17	10,971,140	8,578,846
Employee benefits	18	2,790,756	2,202,125
Income received in advance	19	13,182,670	6,446,267
<b>Total current liabilities</b>		<b>26,944,566</b>	<b>17,227,238</b>
Employee benefits	18	651,515	436,790
Income received in advance	19	2,293,042	2,000,000
<b>Total non-current liabilities</b>		<b>2,944,557</b>	<b>2,436,790</b>
<b>Total liabilities</b>		<b>29,889,123</b>	<b>19,664,028</b>
<b>Net assets</b>		<b>30,879,778</b>	<b>27,788,485</b>
<b>Members' equity</b>			
Retained earnings		16,931,683	13,840,390
Reserves		13,948,095	13,948,095
<b>Total members' equity</b>		<b>30,879,778</b>	<b>27,788,485</b>

The statement of financial position is to be read in conjunction with the notes to the financial statements set out on pages 78 to 95.



## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2012

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

	Note	2012	2011
<b>Cash flows from operating activities</b>			
Cash receipts from customers		197,957,905	167,952,301
Cash paid to suppliers and employees		(182,821,770)	(170,222,898)
Interest received		934,762	917,683
Borrowing costs		-	(3,920)
<b>Net cash from/(used in) operating activities</b>	<b>24</b>	<b>16,070,897</b>	<b>(1,356,834)</b>
<b>Cash flows from investing activities</b>			
Repayments/(borrowings) from member/affiliate loans		(115,001)	182,108
Acquisition of property, plant and equipment	16	(830,756)	(2,057,207)
Proceeds from sale of property, plant and equipment		1,264	4,647
<b>Net cash (used in) investing activities</b>		<b>(944,493)</b>	<b>(1,870,452)</b>
<b>Cash flows from financing activities</b>			
<b>Net cash from financing activities</b>		-	-
Net increase/(decrease) in cash and cash equivalents		15,126,404	(3,227,286)
Cash and cash equivalents at 1 July 2011		5,950,016	9,177,302
<b>Cash and cash equivalents at 30 June 2012</b>	<b>11</b>	<b>21,076,420</b>	<b>5,950,016</b>

The statement of cash flow is to be read in conjunction with the notes to the financial statements set out on pages 78 to 95.

## NOTES TO THE FINANCIAL STATEMENTS

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 1. Reporting entity

Tennis Australia Limited (the "Company") is a company domiciled in Australia. The address of the Company's registered office is Batman Avenue, Melbourne, Victoria. The Company is a not-for-profit entity and the primary business is the development of tennis in Australia.

### 2. Basis of preparation

The financial statements were approved by the Board of Directors on 27 August 2012.

#### (a) Statement of compliance

The financial statements are general purpose financial statements which have been prepared in accordance with

Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB) and the Corporations Act 2001.

The standards relevant to the Company that have been adopted during the year are:

- AASB 1054 Australian Additional Disclosures
- AASB 2009-12 Related Party Disclosures
- AASB 2010-4 Further Amendments to Australian Accounting Standards arising from the Annual Improvements Project.



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 2. Basis of preparation continued

#### (b) Basis of measurement

The financial statements have been prepared on the historical cost basis except that derivative financial instruments and trading investments are stated at their fair value. The methods used to measure fair values are discussed further in note 4.

#### (c) Functional and presentation currency

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

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

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

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

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

- Note 16 – property, plant and equipment (impairment assessment and determination of useful lives)
- Note 21 – financial instruments (fair value determination)

### 3. Significant accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements. Certain comparative amounts have been reclassified to conform with the current year's presentation.

#### (a) Foreign currency transactions

Transactions in foreign currencies are translated at the foreign exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies at the balance sheet date are translated to Australian dollars at the foreign exchange rate ruling at that date. Foreign exchange differences arising on translation are recognised in the income statement. Non-monetary assets and liabilities that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction. Non-monetary assets and liabilities denominated in foreign currencies that are stated at fair value are translated to Australian dollars at foreign exchange rates ruling at the dates the fair value was determined.

#### (b) Financial instruments

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

Non-derivative financial instruments comprise investments in equity and debt securities, trade and other receivables, cash and cash equivalents and trade and other payables.

Non-derivative financial instruments are recognised initially at fair value. Subsequent to initial recognition non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the Company becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Company's contractual rights to the cash flows from the financial assets expire or if the Company transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Financial liabilities are derecognised if the Company's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents comprise cash balances and call deposits. Bank overdrafts that are repayable on demand and form an integral part of the Company's cash management are included as a component of cash and cash equivalents for the purpose of the statement of cash flows.

##### *Financial assets at fair value through profit or loss*

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

Financial assets designated at fair value through profit or loss comprise equity securities that otherwise would have been classified as available for sale.

##### *Loans and receivables*

Other non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.

##### (ii) Derivative financial instruments

The Company uses derivative financial instruments to manage its exposure to foreign currency risks arising from operating, financing and investing activities. In accordance with its treasury policy, the Company does not hold or issue derivative financial instruments for trading purposes. However, derivatives that do not qualify for hedge accounting are accounted for as trading instruments.

Derivative financial instruments are recognised initially at fair value. Subsequent to initial recognition, derivative financial instruments are stated at fair value through profit and loss. The gain or loss on remeasurement to fair value is recognised immediately in profit or loss.

The fair value of forward exchange contracts is their quoted market price at the balance sheet date, being the present value of the quoted forward price.



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 3. Significant accounting policies continued

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

##### (i) Recognition and measurement

Items of property, plant and equipment are measured at cost or deemed cost less accumulated depreciation (see below) and impairment losses. The cost of property, plant and equipment at 1 July 2004, the date of transition to AASBs, was determined by reference to its cost at that date.

Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials, direct labour, the initial estimate, where relevant, of the costs of dismantling and removing the items and restoring the site on which they are located, and an appropriate proportion of production overheads. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

##### (ii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably. The costs of the day-to-day servicing of property, plant and equipment are recognised in profit or loss as incurred.

##### (iii) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment.

The estimated useful lives in the current and comparative periods are as follows:

● Plant and equipment	3–10 years
● Fixtures and fittings	5–10 years
● Leasehold improvements	3–16 years
● Memorabilia	Indefinite

The residual value, the useful life and the depreciation method applied to an asset are reassessed at least annually.

#### (d) Intangible assets

##### (i) Recognition and measurement

Intangible assets that are acquired by the Company, which have finite useful lives, are measured at cost less accumulated amortisation and impairment losses.

##### (ii) Subsequent expenditure

Subsequent expenditure is capitalised only when it increases the future economic benefits embodied in the specific asset to which it relates. All other expenditure, including expenditure on internally generated goodwill and brands, is recognised in profit or loss when incurred.

##### (iii) Amortisation

Amortisation is calculated over the cost of the asset, or other amount substituted for cost, less its residual value.

Amortisation is recognised in profit or loss on a straight-line basis over the estimated useful life of intangible assets, other than goodwill, from the date they are available for use. The estimated useful life for the current and comparative periods are as follows:

● Domain names	Indefinite
● Trademarks	10 years

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

#### (e) Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the first-in first-out principle and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

#### (f) Impairment

##### (i) Financial assets (including receivables)

A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate.

Individual significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognised in profit or loss.

An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognised, and this reversal is recognised in profit or loss.

##### (f) Impairment (continued)

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

The carrying amounts of the Company's non-financial assets, other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated. For intangible assets that have indefinite lives or that are not yet available for use, recoverable amount is estimated at each reporting date.

An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 3. Significant accounting policies continued

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

#### (g) Employee benefits

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

The Company's net obligation in respect of long-term service benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using expected future increases in wage and salary rates including related on-costs and expected settlement dates, and is discounted using the rates attached to the Commonwealth Government bonds at the balance sheet date which have maturity dates approximating to the terms of the Company's obligations.

##### (ii) Short-term benefits

Liabilities for employee benefits for wages, salaries and annual leave represent present obligations resulting from employees' services provided to reporting date and are calculated at undiscounted amounts based on remuneration wage and salary rates that the Company expects to pay as at reporting date including related on-costs, such as workers compensation insurance and payroll tax.

A provision is recognised for the amount expected to be paid under short-term cash bonus or profit-sharing plans if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

#### (h) Provisions

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

#### (i) Revenue

##### (i) Goods sold

Revenue from the sale of goods in the course of ordinary activities is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates. Revenue is recognised when persuasive evidence exists, usually in the form of an executable sales agreement, that the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration

is probable, the associated costs and possible return of goods can be estimated reliably, there is no continuing management involvement with the goods, and the amount of revenue can be measured reliably. If it is possible that discounts will be granted and the amount can be measured reliably, then the discount is recognised as a reduction of revenue as the sales are recognised.

##### (ii) Services

Revenue from services rendered is recognised in the profit or loss in proportion to the stage of completion of the transaction at reporting date. The stage of completion is assessed by reference to surveys of work performed.

##### (iii) Australian Open revenue

Under agreements entered into with Melbourne and Olympic Parks Trust, the Company is responsible for and is entitled to bring to account all of the income and expenditure for the Australian Open. This financial report includes the results from Australian Open 2012. Under the agreements a percentage of agreed revenue items is payable to the Melbourne and Olympic Parks Trust and has been accrued or paid during the current financial period. Where income is received in advance, the amount is deferred and recognised as revenue upon completion of the applicable Australian Open.

#### (j) Other income

##### Government grants

Grants that compensate the Company for expenses incurred are recognised as other income in the statement of comprehensive income when funding is received. Grants that compensate the Company for the cost of an asset are recognised in the income statement as other income on a systematic basis over the useful life of the asset.

##### (k) Lease payments

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

##### (l) Finance income and expenses

Finance income comprises interest income on funds invested, dividend income, changes in the fair value of financial assets at fair value through profit or loss and foreign currency gains. Interest income is recognised as it accrues in profit or loss, using the effective interest method. Dividend income is recognised on the date that the Company's right to receive payment is established.

Finance expenses comprise interest expense on borrowings, unwinding of the discount on provisions, foreign currency losses, changes in the fair value of financial assets at fair value through profit or loss and impairment losses recognised on financial assets. All borrowing costs are recognised in profit or loss using the effective interest method.

##### (m) Income tax

The income of the Company is exempt from income tax, and accordingly, no provision has been made in the accounts for income tax payable.

Withholding tax from other jurisdictions is provided when the liability is due and payable.





## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 3. Significant accounting policies continued

#### (n) Goods and services tax

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

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the balance sheet.

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

#### (o) Facility loans and Member Association loans

Member Association loans are secured and interest is payable over the term of the loan at the published 180 day bank bill swap rate. The rate is adjusted at six monthly intervals on 30 June and 31 December each year. Facility loans are repayable over a maximum of eight years with interest charged at the bank bill 180-day swap rate.

#### (p) New standards and interpretations not yet adopted

A number of new standards, amendments to standards and interpretations are effective for annual periods beginning after 1 July 2012, and have not been applied in preparing these financial statements. None of these are expected to have a significant effect on the financial statements of the Company, except AASB 9 Financial Instruments, which becomes mandatory for the Company's 2016 financial statements and could change the classification and measurement of financial assets. The Company does not plan to adopt this standard early and the extent of the impact has not been determined.

### 4. Determination of fair values

A number of the Company's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. Where applicable, further information about the assumptions made in determining fair values is disclosed in the notes specific to that asset or liability.

#### (i) Intangible assets

The fair value of intangible assets is based on the discounted cash flows expected to be derived from the use and eventual sale of the assets.

#### (ii) Investments in equity and debt securities

The fair value of financial assets at fair value through profit or loss is determined by reference to their quoted bid price at the reporting date.

#### (iii) Trade and other receivables

For receivables with a remaining useful life of less than one year, the notional amount is deemed to reflect the fair value. All other receivables are discounted to determine the fair value.

#### (iv) Derivatives

Forward exchange contracts are marked to market using listed market prices or by discounting the contractual forward price and deducting the current spot rate.

Where discounted cash flow techniques are used, estimated future cash flows are based on management's best estimates and the discount rate is a market related rate for a similar instrument at the balance sheet date. Where other pricing models are used, inputs are based on market related data at the reporting date.

### 5. Financial Risk Management

The Company has exposure to the following risks from their use of financial instruments:

- credit risk
- liquidity risk
- market risk
- operational risk.

This note presents information about the Company's exposure to each of the above risks, their objectives, policies and processes for measuring and managing risk, and the management of capital. Further quantitative disclosures are included throughout this financial report.

The Board of Directors has overall responsibility for the establishment and oversight of the risk management framework. The Board has established the Audit & Risk Committee, which is responsible for developing and monitoring risk management policies. The Committee reports regularly to the Board of Directors on its activities.

Risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aim to develop a disciplined and constructive control environment in which all employees understand their roles and obligations.

The Audit & Risk Committee oversees how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company.

#### Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers and investment securities.

## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 5. Financial Risk Management continued

#### Trade and other receivables

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the Company's customer base including the default risk of the industry and country, in which customers operate, has less of an influence on credit risk. Approximately 11 per cent (2011: 12 per cent) of the Company's revenue is attributable to transactions with a single customer.

The Company has established an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables and investments. The main components of this allowance are a specific loss component that relates to individual exposures. The collective loss allowance is determined based on historical data of payment statistics for similar financial assets.

#### Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions without incurring unacceptable losses or risking damage to the Company's reputation.

Typically the Company ensures that it has sufficient cash to meet expected operational expenses for a period of 60 days, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

#### Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of investments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Market risk exposure arises from the Company's investment portfolio. These investments are classified on the balance sheet as fair value through profit or loss. All investments present a risk of loss of capital. The maximum risk resulting from these investments is determined by the fair value of these investments.

The Board has established the Investment Advisory Committee, which monitors the mix of debt and equity securities in its investment portfolio based on market indices. Material investments within the portfolio are managed on an individual basis by the Fund Managers who have discretionary power to make buy and sell decisions, subject to being within the guidelines established with the Fund Managers.

The primary goal of the Company's investment strategy is to achieve optimum return relative to risk. The Company is assisted by external advisors in this regard. In accordance with this strategy, investments are designated at fair value through profit or loss because their performance is actively monitored and they are managed on a fair value basis.

#### Currency risk

The Company is exposed to currency risk on trade receivables and trade payables that are denominated in a currency other than the functional currency of the Company, being the Australian dollar (AUD). The currencies in which these transactions primarily are denominated are Euro and USD.

The Company hedges at least 92 per cent of all trade receivables and trade payables denominated in a foreign currency. The Company uses forward exchange contracts to hedge its currency risk, most with a maturity of less than one year from the reporting date. When necessary, forward exchange contracts are rolled over at maturity.

#### Interest risk

The Company adopts a policy of ensuring that between 30 and 70 per cent of its exposure to changes in interest rates on borrowings is on a fixed-rate basis, taking into account assets with exposure to changes in interest rates.

#### Investment management

The Board has appointed the Investment Advisory Committee to monitor, on its behalf, the effectiveness of the investment process of the Company in achieving optimum return relative to risk. The Investment Advisory Committee's function is to:

- Make recommendations for the appointment of advisers on asset allocation and manager selection, fund managers, custodians and other service providers.
- Review the performance of these service providers.
- Review management's brief to asset allocation advisers regarding acceptable levels of risk and projected operating financial performance of the Company.
- Review asset allocation advisers' recommendations on asset allocation and make recommendations to the Board of Directors.
- Review advisers' recommendations on manager selection and make recommendations to the Board of Directors.
- Review management's reports on investment performance and outlook and make appropriate recommendations to the Board of Directors.
- Review compliance with and the ongoing appropriateness of, the Company's Reserves Policy and Investment strategy.

#### Operational risk

Operational risk is the risk of direct or indirect loss arising from a wide variety of causes associated with the Company's processes, personnel, technology and infrastructure, and from external factors other than credit, market and liquidity risks such as those arising from legal and regulatory requirements and generally accepted standards of corporate behaviour. Operational risks arise from all of the Company's operations.

The Company's objective is to manage the operational risk so as to balance the avoidance of financial losses and damage to the Company's reputation with overall cost effectiveness and to avoid control procedures that restrict initiative and creativity.



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 5. Financial Risk Management continued

The primary responsibility for the development and implementation of controls to address operational risk is assigned to senior management within each business unit. This responsibility is supported by the development of overall Company standards for the management of operational risk in the following areas:

- Requirements for appropriate segregation of duties, including independent authorisation of transactions.
- Requirements for the reconciliation and monitoring of transactions.
- Compliance with regulatory and other legal requirements.
- Requirements for the periodic assessment of operational risks faced, and the adequacy of controls and procedures to address the risks identified.
- Requirements for the reporting of operational losses and proposed remedial action.
- Development and testing of contingency plans.
- Training and professional development.
- Ethical and business standards.
- Risk mitigation, including insurance where this is effective.

### Capital management

The Company is a company limited by guarantee. Every member of the Company undertakes to contribute to the property of the Company in the event of the Company being wound up while they are a member, or within one year after they cease to be a member, for payment of the debts and liabilities of the Company contracted before the time they cease to be a member and of the costs, charges and expenses of winding up and for adjustment of the rights of the contributories among themselves, such amount as may be required, not exceeding \$100.

The Company is not subject to externally imposed capital requirements. There were no changes in the Company's approach to capital management during the year.

### 6. Revenue

	2012	2011
Revenue from sale of goods	2,853,525	2,563,026
Revenue from operations & events	163,787,346	149,783,242
Other revenues:		
Interest received:		
affiliated clubs & Member Associations	45,780	69,129
other parties	334,466	336,219
	380,246	405,348
<b>Total revenue</b>	<b>167,021,117</b>	<b>152,751,616</b>

### 7. Other income

Government grants	5,245,834	4,925,357
<b>Total other income</b>	<b>5,245,834</b>	<b>4,925,357</b>

### Government grants

The Company has been awarded government grants from the Australian Sports Commission (ASC), Australian Olympic Committee (AOC), Australian Paralympic Committee (APC) Department of Education, Employment and Workplace Relations (DEEWR) and Tourism Victoria. One of the grants from the ASC relates to a sport grant and is dependent upon the Company supporting its sport development initiatives, including the implementation of recommendations arising from the High Performance Advisory Panel. The DEEWR grant relates to Indigenous sport programs and is dependent upon the Company providing Indigenous tennis programs.

The AOC grant is provided to support and develop the Australian Olympic team, the APC grant is provided to support high performance programs in wheelchair tennis and the Tourism Victoria grant is provided to promote Melbourne and Victoria.

These grants are recognised as income at their fair value at the time they became receivable.



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 8. Other expenses

The Company has the following expense

	2012	2011
Borrowing costs	-	3,920
Depreciation expenses:		
- plant and equipment	1,492,047	1,709,971
- leasehold improvements	289,999	589,959
Amortisation expense	57,331	57,332
Cost of goods sold	976,427	856,139
Movement in the provision for employee entitlements	803,356	372,990
Operating lease rental expense	617,300	574,508
Loss on disposal of property, plant & equipment	38,599	4,920

### 9. Finance income and expenses

Recognised in profit or loss

	2012	2011
Interest income on investments at fair value through profit or loss	1,076,408	939,894
Interest income on bank deposits	554,514	540,827
Dividend income on investments at fair value through profit or loss	405,870	415,403
Net change in fair value of financial assets at fair value through profit or loss	-	371,033
Net foreign exchange gain	160,223	-
<b>Finance income</b>	<b>2,197,015</b>	<b>2,267,157</b>
Net foreign exchange loss	-	(860,033)
Net change in fair value of financial liabilities at fair value through profit or loss	(1,360,626)	(196,827)
<b>Finance expense</b>	<b>(1,360,626)</b>	<b>(1,056,860)</b>
<b>Net finance income and expense</b>	<b>836,389</b>	<b>1,210,297</b>
The above finance income and expenses include the following in respect of assets (liabilities) held at amortised cost:		
<b>Total interest income on financial assets</b>	<b>554,514</b>	<b>540,827</b>

No finance income and expenses are recognised through equity. This is consistent with the Statement of comprehensive income on page 75.

The net change in fair value of derivatives at 30 June 2012 of (\$435,555) will be shown as a net foreign exchange gain in the 2013 financial year, as the forward exchange contracts are settled.



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 10. Auditor's remuneration

	Note	2012	2011
<b>Audit services</b>			
Auditors of the Company			
KPMG Australia:			
Audit and review of the financial reports		57,350	54,600
		57,350	54,600
<b>Other services</b>			
KPMG Australia			
Grant assurance procedures		6,125	3,100
Professional services – Constitution review		12,875	-
Taxation services – Fringe benefits tax		14,000	-
Taxation services – Foreign withholding tax		18,000	21,500
Taxation services – Goods & service tax		-	8,650
		51,000	33,250

### 11. Cash and cash equivalents

		2012	2011
Bank balances		21,076,420	5,950,016
Cash and cash equivalents	21	21,076,420	5,950,016

Cash and cash equivalents comprise cash balances and call deposits. The call deposits are readily convertible into known amounts of cash and are held at amortised cost.

### 12. Trade and other receivables

		2012	2011
<b>Current</b>			
Trade receivables		2,610,474	4,614,490
Other receivables		1,825,085	1,627,086
Prepayments		1,777,968	1,265,271
Facility loans receivable from member affiliated clubs		112,522	91,220
Secured loans receivable from Member Associations		65,568	69,836
		6,391,617	7,667,903
<b>Non-current</b>			
Facility loans receivable from member affiliated clubs		369,814	213,324
Secured loans receivable from Member Associations		367,590	426,113
		737,404	639,437

### 13. Inventories

		2012	2011
Inventory on hand		143,935	133,266
		143,935	133,266

## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

## 14. Other financial assets

	Note	2012	2011
<b>Current</b>			
Fixed interest investments designated at fair value through profit or loss		15,454,006	15,388,989
Equity investments designated at fair value through profit or loss		7,732,210	11,923,280
Cash investments designated at fair value through profit or loss		4,971,744	418,261
Other investments designated at fair value through profit or loss		63,936	85,248
	21	28,221,896	27,815,778

The Company's exposure to credit, currency and interest rate risks related to investments is disclosed in note 5 and 21.

## 15. Intangible assets

	Domain name	Trademark	Total
<b>Cost</b>			
Balance at 1 July 2010	32,500	573,316	605,816
Other acquisitions	-	-	-
Balance at 30 June 2011	32,500	573,316	<b>605,816</b>
Balance at 1 July 2011	32,500	573,316	605,816
Other acquisitions	-	-	-
Balance at 30 June 2012	32,500	573,316	<b>605,816</b>
<b>Amortisation</b>			
Balance at 1 July 2010	-	57,332	57,332
Amortisation charges for the year	-	57,332	57,332
Balance at 30 June 2011	-	114,664	<b>114,664</b>
Balance at 1 July 2011	-	114,664	114,664
Amortisation charges for the year	-	57,331	57,331
Balance at 30 June 2012	-	171,995	<b>171,995</b>
<b>Carrying amounts</b>			
Balance at 1 July 2010	32,500	515,984	548,484
Balance at 30 June 2011	32,500	458,652	<b>491,152</b>
Balance at 1 July 2011	32,500	458,652	491,152
Balance at 30 June 2012	32,500	401,321	<b>433,821</b>





## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

## 16. Property, plant and equipment

	Leasehold improvements	Plant and equipment	Memorabilia	Total
<b>Cost</b>				
Balance at 1 July 2010	2,308,253	10,863,484	1,876,397	15,048,134
Other acquisitions	263,250	1,793,957	-	2,057,207
Disposals	-	(63,615)	-	(63,615)
Balance at 30 June 2011	2,571,503	12,593,826	1,876,397	<b>17,041,726</b>
Balance at 1 July 2011	2,571,503	12,593,826	1,876,397	17,041,726
Other acquisitions	-	830,756	-	830,756
Disposals	(68,706)	(762,450)	-	(831,156)
Balance at 30 June 2012	2,502,797	12,662,132	1,876,397	<b>17,041,326</b>
<b>Depreciation and impairment losses</b>				
Balance at 1 July 2010	1,360,315	8,680,568	-	10,040,883
Depreciation charge for the year	589,959	1,709,971	-	2,299,930
Disposals	-	(54,048)	-	(54,048)
Balance at 30 June 2011	1,950,274	10,336,491	-	<b>12,286,765</b>
Balance at 1 July 2011	1,950,274	10,336,491	-	12,286,765
Depreciation charge for the year	289,999	1,492,047	-	1,782,046
Disposals	(49,398)	(741,895)	-	(791,293)
Balance at 30 June 2012	2,190,875	11,086,643	-	<b>13,277,518</b>
<b>Carrying amounts</b>				
At 1 July 2010	947,938	2,182,917	1,876,397	<b>5,007,252</b>
At 30 June 2011	621,229	2,257,335	1,876,397	<b>4,754,961</b>
At 1 July 2011	621,229	2,257,335	1,876,397	<b>4,754,961</b>
At 30 June 2012	311,922	1,575,489	1,876,397	<b>3,763,808</b>

The carrying value of the memorabilia collection was tested for impairment at balance date and no such impairment was noted. The useful life of the collection has been determined to be indefinite taking into consideration the expected usage of the collection and the lack of external factors that could lead to the collection being deemed obsolete.

## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

		2012	2011
<b>17. Trade and other payables</b>			
	<i>Note</i>		
Trade creditors		2,403,561	1,697,528
Other payables		8,132,024	6,684,491
Derivatives recognised at fair value		435,555	196,827
	21	10,971,140	8,578,846
<b>18. Employee benefits</b>			
		<b>2012</b>	<b>2011</b>
<b>Current</b>			
Provision for long service leave		577,570	488,043
Provision for annual leave		2,213,186	1,714,082
		2,790,756	2,202,125
<b>Non-current</b>			
Provision for long service leave		651,515	436,790
		651,515	436,790
<b>19. Income received in advance</b>			
		<b>2012</b>	<b>2011</b>
<b>Current</b>			
Australian Open		12,004,410	5,163,778
Other		1,178,260	1,282,489
		13,182,670	6,446,267
<b>Non-current</b>			
Australian Open		2,293,042	2,000,000
		2,293,042	2,000,000



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 20. Capital and reserves

#### Facility development review

The facility development reserve was established by a resolution of the Board and comprises of funds held for future facility developments.

#### Player & participation development reserve

The player and participation development reserve was established by a resolution of the Board and comprises of funds held for the future development of players and player participation in tennis.

### 21. Financial instruments

#### Credit risk

##### Exposure to credit risk

The carrying amount of the Company's financial assets represents the maximum credit exposure. The Company's maximum exposure to credit risk at the reporting date was:

	Note	Carrying amount 2012	Carrying amount 2011
Trade and other receivables (less prepayments)	12	5,351,053	7,042,069
Cash and cash equivalents	11	21,076,420	5,950,016
Fixed interest investments	14	15,454,006	15,388,989
Cash investments	14	4,971,744	418,261
		46,853,223	28,799,335

At reporting date, 99 per cent of the Company's trade and other receivables (less prepayments) and cash and cash equivalents exposed to credit risk were located in Australia (2011: 100 per cent). Approximately nine per cent of other financial assets exposed to credit risk were allocated outside of Australia (2011: four per cent).

The Company's most significant customer accounts for 17 per cent or \$455,991 of the trade receivables carrying amount at 30 June 2012 (2011: 34 per cent or \$1,584,000).

The aging of the Company's trade receivables at the reporting date was:

#### 30 June 2012

	Gross 2012	Gross 2011
Not past due	1,491,222	4,296,234
Past due 1–30 days	169,400	86,143
Past due 31–90 days	338,589	87,661
Past due 90 days	632,045	184,803
	2,631,256	4,654,841

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	2012	2011
Balance at 1 July	40,351	36,367
Impairment loss/(gain) recognised	(19,569)	3,984
Balance at 30 June	20,782	40,351



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

## 21. Financial instruments continued

*Liquidity risk*

The following are the contractual maturities of financial liabilities, including interest.

30 June 2012				
	Note	Carrying amount	Contractual cash flows	6 months or less
<b>Non-derivative financial liabilities</b>				
Trade and other payables	17	10,535,585	(10,535,585)	(10,535,585)
		10,535,585	(10,535,585)	(10,535,585)

30 June 2011				
	Note	Carrying amount	Contractual cash flows	6 months or less
Non-derivative financial liabilities				
Trade and other payables	17	8,382,019	(8,382,019)	(8,382,019)
		8,382,019	(8,382,019)	(8,382,019)

There are no non-derivative financial liabilities with contractual maturities greater than six months. Refer to note 5 for details on the Company's approach to managing liquidity risk.

*Market risk**Currency risk**Exposure to currency risk*

The Company's exposure to foreign currency risk at balance date was as follows, based on notional amounts:

30 June 2012			
	AUD	EURO	USD
Trade and other receivables	4,298,208	-	1,067,164
Trade and other payables	(10,534,911)	-	(682)
Gross balance sheet exposure	(6,236,703)		1,066,482
Forward exchange contracts	-	-	(985,256)
Net exposure	(6,236,703)	-	81,266

30 June 2011			
	AUD	EURO	USD
Trade and other receivables	6,567,187	27,800	349,767
Trade and other payables	(8,382,019)	-	-
Gross balance sheet exposure	(1,814,832)	27,800	349,767
Forward exchange contracts	-	(27,800)	(348,117)
Net exposure	(1,814,832)	-	1,650

Forward exchange contracts relate to balances within trade receivables where the exchange rate has been hedged at a specified rate. There is no currency risk associated with these items:



## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 21. Financial instruments continued

#### Sensitivity analysis

A 10 per cent increase (decrease) of the Australian dollar against the following currencies at 30 June 2012 would have increased (decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis is performed on the same basis for 2011:

	Profit or loss		Equity	
	10% increase	10% decrease	10% increase	10% decrease
<b>30 June 2012</b>				
USD	(7,285)	8,904	-	-
Foreign currency sensitivity (net)	(7,285)	8,904	-	-

	Profit or loss		Equity	
	10% increase	10% decrease	10% increase	10% decrease
<b>30 June 2011</b>				
USD	(145)	177	-	-
Foreign currency sensitivity (net)	(145)	177	-	-

#### Profile

At the reporting date the interest rate profile of the Company's interest-bearing financial instruments was:

	Carrying amount 2012	Carrying amount 2011
<b>Fixed rate instruments</b>		
Financial assets – investments	15,454,006	15,388,989
<b>Variable rate instruments</b>		
Financial assets – bank accounts	21,076,420	5,950,016
Financial assets – facility loans	485,229	304,544
Financial assets – secured loans	430,265	495,949
Financial assets – investments	4,971,744	418,261

#### Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date would have increased (decreased) profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for 2011.

	Profit or loss		Equity	
	100bp increase	100bp decrease	100bp increase	100bp decrease
<b>30 June 2012</b>				
Variable rate instruments	269,637	(269,637)	-	-
Cash flow sensitivity (net)	269,637	(269,637)	-	-

	Profit or loss		Equity	
	100bp increase	100bp decrease	100bp increase	100bp decrease
<b>30 June 2011</b>				
Variable rate instruments	71,688	(71,688)	-	-
Cash flow sensitivity (net)	71,688	(71,688)	-	-

## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 21. Financial instruments continued

#### Sensitivity analysis – market risk

At 30 June 2012, if the market had increased/(decreased) by 15 per cent with all other variables held constant, this would have increased net assets attributable to the Company (and net operating profit/(loss)) by the amounts shown below. The analysis is performed on the same basis for 2011.

	Profit or loss		Equity	
	15% increase	15% decrease	15% increase	15% decrease
<b>30 June 2012</b>				
Market instruments	1,160,133	(1,160,133)	-	-
Market sensitivity (net)	1,160,133	(1,160,133)	-	-
<b>30 June 2011</b>				
Market instruments	1,788,492	(1,788,492)	-	-
Market sensitivity (net)	1,788,492	(1,788,492)	-	-

#### Fair values

##### Fair values versus carrying amounts

The carrying amount of assets and liabilities shown in the balance sheet approximate their fair value.

##### Fair value hierarchy

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2: inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3: inputs for the asset or liability that are not based on the observable market data (unobservable inputs).

	Level 1	Level 2	Level 3	Total
<b>30 June 2012</b>				
Available-for-sale financial assets	-	-	-	-
Financial assets designated at fair value through profit or loss	7,796,146	20,425,750	-	28,221,896
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
	7,796,146	20,425,750	-	28,221,896
Derivative financial liabilities	-	(435,555)	-	(435,555)
Market sensitivity (net)	7,796,146	19,990,195	-	27,786,341
<b>30 June 2011</b>				
Available-for-sale financial assets	-	-	-	-
Financial assets designated at fair value through profit or loss	11,923,280	15,892,498	-	27,815,778
Financial assets held for trading	-	-	-	-
Derivative financial assets	-	-	-	-
	11,923,280	15,892,498	-	27,815,778
Derivative financial liabilities	-	(196,827)	-	(196,827)
Market sensitivity (net)	11,923,280	15,695,671	-	27,618,951





## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 22. Operating leases

#### Leases as lessee

Non-cancellable operating lease commitments as follows:

	2012	2011
Less than one year	674,610	733,005
Between one and five years	1,561,112	1,837,245
More than five years	7,320,884	7,620,480
	9,556,606	10,190,730

The Company leases goods and property under non-cancellable operating leases expiring from one to 26 years. Leases generally provide the Company with a right of renewal at which time all terms are renegotiated.

Under the property lease with Melbourne and Olympic Parks Trust the Company is required to pay \$385,310 adjusted by CPI annually. Under Australian Accounting Standards only the future minimum payments should be disclosed. Accordingly the above operating lease commitments exclude any amounts in respect to CPI.

During the financial year ended 30 June 2012, \$617,300 was recognised as an expense in the income statement in respect of operating leases (2011: \$574,508).

### 23. Capital and other commitments

As a requirement of the Operational Agreement entered into with Melbourne and Olympic Parks Trust, the Company is required to make payments into a special purpose sinking fund jointly managed by the Company and the Trust. The annual amount payable is \$500,000 and is payable each year from 2010 to 2016.

The Company is also required to make an annual fixed payment to Melbourne and Olympic Parks Trust that is adjusted for CPI through to 2036. This payment is to obtain the right to 100 per cent of merchandise revenues and a portion of catering and ticketing rebates payable to Melbourne and Olympic Parks Trust during the Australia Open.

It is the Company's expectation that the above commitments will be more than offset by new revenues accruing to the Company in the areas of catering, ticketing and merchandise over the period of the commitments.

### 24. Reconciliation of cash flows from operating activities

	Note	2012	2011
<b>Cash flows from operating activities</b>			
Surplus/(deficit) for the year		3,091,293	2,604,423
Adjusted for:			
Depreciation	16	1,782,046	2,299,930
Amortisation	15	57,331	57,332
Unrealised foreign exchange losses		238,728	993,637
Loss on disposal of property, plant & equipment	8	38,599	4,920
Operating profit before changes in working capital and provisions		5,207,997	5,960,242
(Increase)/decrease in trade and other receivables		1,293,320	(1,322,563)
(Increase)/decrease in investments		(406,118)	(1,619,661)
(Increase)/decrease in inventories		(10,669)	162,139
(Decrease)/increase in trade and other payables		2,153,567	(813,248)
(Decrease)/increase in income received in advance		7,029,444	(4,096,733)
(Decrease)/increase in employee benefits		803,356	372,990
Net cash from operating activities		16,070,897	(1,356,834)

## NOTES TO THE FINANCIAL STATEMENTS CONTINUED

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### 25. Other related party transactions

The Company has related party relationships with its key management personnel.

The names of each person holding the position of Director of the Company during the financial year were: Stephen Healy (President), Harold Mitchell, AC, Ashley Cooper, AO, Scott M Tanner, Chris Freeman, AM, Graeme Holloway, Dr Janet Young, William R Cossey, AM, John Fitzgerald, OAM and Jim Davies.

Mr J Davies and Mr W Cossey were office bearers of a Member Association during the financial year and absent themselves from the meeting, where appropriate, when matters relative to their particular Member Association are discussed.

#### Key management personnel and Director transactions

A number of key management personnel, or their related parties, hold positions in other entities that results in them having control or significant influence over the financial or operating policy of these entities.

Two such entities transacted with the Company in the reporting period. The terms and conditions of the transactions with key management personnel and their related parties were no more favourable than those available, or which might reasonably be expected to be available, on similar transactions to non-key management personnel related entities on arm's length basis.

The aggregate value of transactions and outstanding balances relating to key management personal and entities over which they have control or significant influence are as follows:

		Transaction value year ended 30 June		Balance outstanding as at 30 June	
		2012	2011	2012	2011
Mr J Fitzgerald	Ambassador fees	220,000	130,405	16,500	-
Mr H Mitchell	Advertising fees	2,325,302	1,745,454	159,250	99,610

Mr J Fitzgerald is a Director of John Fitzgerald Pty Ltd, which has a contract with the Company that is on normal commercial terms and conditions. Mr Fitzgerald absents himself from meetings where John Fitzgerald Pty Ltd contract matters are discussed.

Mr H Mitchell is a Director of Mitchell & Partners, which has contracts with the Company that are on normal commercial terms and conditions. Mr H Mitchell absents himself from the meetings where Mitchell & Partners contract matters are discussed.

#### Key management personnel compensation

##### In AUD:

	2012	2011
Short-term employee benefits	3,039,113	3,904,747
Post-employment benefits	176,595	316,440
Termination benefits	-	-
	3,215,708	4,221,187

In addition to salaries paid, key management personnel receive cash incentive bonuses based on key performance indicators.

During the period the Company instigated a restructure which reduced the number of Key Management Personnel, which in turn, has reduced the Key Management Personnel compensation for the period.

### 26. Subsequent events

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of material and unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.



## DIRECTORS' DECLARATION

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |

### *Directors' declaration*

1. In the opinion of the Directors of Tennis Australia Limited ('the Company'):
  - (a) The financial statements and notes set out on pages 78 to 95, are in accordance with the Corporations Act 2001, including:
    - (i) giving a true and fair view of the Company's financial position as at 30 June 2012 and its performance for the financial year ended on that date
    - (ii) complying with Australian Accounting Standards (including the Australian Accounting Interpretations) and the Corporations Regulations 2001.
  - (b) There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the Directors:



S Healy  
President

Dated at Perth this 27th day of August 2012.



## INDEPENDENT AUDITOR'S REPORT

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |



### Independent auditor's report to the members of Tennis Australia Limited

#### Report on the financial report

We have audited the accompanying financial report of Tennis Australia Limited (the Company), which comprises the statement of financial position as at 30 June 2012, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended on that date, notes 1 to 26 comprising a summary of significant accounting policies and other explanatory information and the directors' declaration.

#### *Directors' responsibility for the financial report*

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We performed the procedures to assess whether in all material respects the financial report presents fairly, in accordance with the *Corporations Act 2001* and Australian Accounting Standards, a true and fair view which is consistent with our understanding of the Company's financial position and of its performance.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Independence*

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.



## AUDITOR'S OPINION AND INDEPENDENCE DECLARATION

Tennis Australia Limited | (A company limited by guarantee) | ABN 61 006 281 125 |



### Auditor's opinion

#### In our opinion:

(i) the financial report of Tennis Australia Limited is in accordance with the Corporations Act 2001, including:

(i) giving a true and fair view of the Company's financial position as at 30 June 2012 and of its performance for the year ended on that date; and

(ii) complying with Australian Accounting Standards and the Corporations Regulations 2001.

KPMG

Gordon Sangster  
Partner

Melbourne

27 August 2012



### Lead Auditor's Independence Declaration under Section 387C of the Corporations Act 2001

To: the directors of Tennis Australia Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the period from 1 July 2011 to 30 June 2012 there has been:

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

KPMG

Gordon Sangster  
Partner

Melbourne

27 August 2012

## CONTACTS

### Member Associations

#### Tennis ACT

John Cattle, President  
 Ross Triffitt, CEO  
 A: PO Box 44  
 Dickson ACT 2602  
 National Sports Club  
 Riggall Place  
 Lyneham ACT 2602  
 P: +61 2 6160 7800  
 F: +61 2 6247 2029  
 E: tennis@tennisact.com.au  
 W: tennis.com.au/act

#### Tennis NSW

Harry Beck, President  
 Glenn Tasker, CEO  
 A: PO Box 6204  
 Silverwater NSW 1811  
 Sydney Olympic Park  
 Tennis Centre  
 Rod Laver Drive  
 Sydney Olympic Park  
 NSW 2127  
 P: +61 2 9024 7600  
 F: +61 2 9763 7655  
 E: tennis@tennisnsw.com.au  
 W: tennis.com.au/nsw

#### Tennis NT

Warren Martin, President  
 Dianne MacDonald, General  
 Manager  
 A: Unit 1, 90 Ross Smith Avenue  
 Fannie Bay NT 0820  
 P: +61 8 8981 5609  
 F: +61 8 8981 5616  
 E: tennisnt@tennis.com.au  
 W: tennis.com.au/nt

#### Tennis Queensland

Ken Laffey, President  
 Cameron Pearson, CEO  
 A: PO Box 2366  
 Graceville Qld 4075  
 190 King Arthur Terrace  
 Tennyson Qld 4105  
 P: +61 7 3120 7900  
 F: +61 7 3120 7929  
 E: info@tennisqueensland.com.au  
 W: tennis.com.au/qld

#### Tennis SA

Bill Cossey AM, President  
 Steve Baldas, CEO  
 A: PO Box 43  
 North Adelaide SA 5006  
 Memorial Drive Complex  
 War Memorial Drive  
 Adelaide SA 5000  
 P: +61 8 7224 8100  
 F: +61 8 8212 6518  
 E: sareception@tennis.com.au  
 W: tennis.com.au/sa

#### Tennis Tasmania

Peter Armstrong, President  
 Mark Handley, CEO  
 A: GPO Box 115  
 Hobart Tas. 7001  
 Domain Tennis Centre  
 2 Davies Avenue  
 Glebe Tas. 7000  
 P: +61 3 6108 8200  
 F: +61 3 6108 8215  
 E: info@tennistasmania.com.au  
 W: tennis.com.au/tas

#### Tennis Victoria

David Stobart, President  
 Matthew Kennedy, CEO  
 A: Locked Bag 6001  
 Richmond Vic. 3121  
 AAMI Park  
 Olympic Boulevard  
 Melbourne Vic. 3000  
 P: +61 3 8420 8420  
 F: +61 3 8420 8499  
 E: tvreception@tennis.com.au  
 W: tennis.com.au/vic

#### Tennis West

Michael Lee OAM, President  
 Michael Robertson, CEO  
 A: PO Box 116  
 Burswood WA 6100  
 State Tennis Centre  
 Victoria Park Drive  
 Burswood WA 6100  
 P: +61 8 6462 8300  
 F: +61 8 9361 1500  
 E: info@tenniswest.com.au  
 W: tennis.com.au/wa

### International tennis governing bodies

#### International Tennis Federation

Francesco Ricci Bitti, President  
 A: Bank Lane Roehampton  
 London SW15 5XZ UK  
 P: +44 208 878 6464  
 F: +44 208 878 7799  
 W: itftennis.com

#### ATP World Tour

Brad Drewett, CEO International  
 Group  
 A: PO Box N662  
 Sydney NSW 1220  
 Suite 203, Level 2, 234  
 George Street  
 Sydney NSW 2000  
 P: +61 2 9250 2300  
 F: +61 2 9250 2333  
 W: atpworldtour.com

#### WTA Tour

Stacey Allaster, Chairperson / CEO  
 A: 1 Progress Plaza  
 Suite 1500  
 St Petersburg FL 33701 USA  
 P: +1 727 895 5000  
 F: +1 724 894 1982  
 W: wtatennis.com

#### Federation Francais de Tennis

Jean Gachassin, President  
 Gilbert Ysern, Chief Executive  
 A: Stade Roland Garros  
 2 Avenue Gordon Bennett  
 75016 Paris FRANCE  
 P: +33 1 4743 4800  
 F: +33 1 4743 0494  
 W: rolandgarros.com

#### Wimbledon

Philip Brook, Chairman  
 Richard Lewis, Chief Executive  
 A: All England Lawn Tennis Club  
 Church Road  
 Wimbledon London SW19 5AE  
 P: +44 208 944 1066  
 F: +44 208 947 8752  
 W: wimbledon.com

#### Lawn Tennis Association

Peter Bretherton, President  
 Roger Draper, Chief Executive  
 A: The National Tennis Centre  
 100 Priory Lane  
 Roehampton London SW15 5JQ  
 ENGLAND  
 P: +44 208 487 7000  
 F: +44 208 487 7301  
 W: lta.org.uk

#### USTA

Jon Vegosen, Chairman of Board  
 and President  
 Gordon Smith, Executive Director  
 & Chief Operating Officer  
 David Brewer, Chief Professional  
 Tennis Officer & US Open  
 Tournament Director  
 A: 70 West Red Oak Lane  
 White Plains NY 10604-3602 USA  
 P: +1 914 696 7000  
 F: +1 914 696 7167  
 W: usta.com

#### Grand Slam® Committee

Bill Babcock, Director  
 A: Bank Lane Roehampton  
 London SW15 5XZ UK  
 P: +44 208 392 4680  
 F: +44 208 392 4675

### Other key contacts

#### Australian Tennis Foundation

John McInnes OAM, Chairman  
 Ann West, Executive Director  
 A: Melbourne Park  
 Olympic Boulevard  
 Melbourne Vic. 3001  
 Private Bag 6060  
 Richmond Vic. 3121  
 P: +61 3 9914 4000  
 F: +61 3 9650 1040

#### Australian Davis Cup Tennis Foundation

Neale Fraser AO, MBE, President  
 Graeme Cumberbrae-Stewart, OAM,  
 Secretary  
 A: Unit 9, 50 Upper Heidelberg Rd  
 Ivanhoe Vic. 3079  
 P: +61 3 9499 6228  
 F: +61 3 9497 4333

#### Australian Fed Cup Foundation

Margaret Court AO, MBE, Patron  
 Judy Dalton, President  
 A: PO Box 1206  
 Hawksburn Vic. 3142  
 P: +61 3 9914 4000  
 E: sdove@nicholsonmedia.com

#### Australian Institute of Sport

Brent Larkham, Head Coach  
 AIS Pro Tour Program  
 A: Private Bag 6060  
 Richmond Vic. 3121  
 P: +61 3 9914 4000  
 F: +61 3 9650 2743  
 W: ais.org.au/tennis

#### International Club of Australia

Paul McNamee AM, President  
 Cedric Mason, Secretary  
 A: c/o Kooyong Tennis Club  
 489 Glenferrie Road  
 Kooyong Vic. 3144  
 P: +61 3 9822 3333  
 F: +61 3 9822 5248  
 E: cedric@kooyonglta.asn.au

#### Tennis Seniors Australia

Reg Trevaskis, President  
 Patrick Moloney, Secretary  
 2/12 Bullala Court  
 Ngunnawal ACT 2913  
 P: +61 2 6262 3727  
 E: patmol1@bigpond.com  
 W: tennisseniors.org.au

#### Tennis Officials Australia

Craig Glennon, Chairman/Director  
 of Operations  
 A: 3 Shepard Court  
 Novar Gardens SA 5040  
 P: +61 8 8376 6315  
 F: +61 8 8376 6315  
 E: operations@tennisofficials.org.au  
 W: tennisofficials.org.au





## TENNIS AUSTRALIA

**Tennis Australia**  
Stephen Healy, President  
Steve Wood, CEO  
A: Private Bag 6060  
Richmond Vic. 3121  
Melbourne Park  
Olympic Boulevard  
Melbourne Vic. 3001  
P: +61 3 9914 4000  
F: +61 3 9650 2743  
W: [tennis.com.au](http://tennis.com.au)

## CONTACTS

**Australian Open**  
Craig Tiley, Tournament Director  
A: Private Bag 6060  
Richmond Vic. 3121  
P: +61 3 9914 4000  
F: +61 3 9650 1040  
W: [australianopen.com](http://australianopen.com)

