



"We like to set
the standard.
We also take risks —
we're very innovative
in how we think."
CRAIG TILEY

## CONTENTS

- 4 OUR STORY
- 8 CEO'S REPORT
- 12 SUMMER SURGE
- 28 LIGHTING UP THE GAME
- 40 GROWING THE GAME
- 48 EVOLVING BUSINESS
- 62 FINANCIAL REPORT
- 93 APPENDIX

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

#### **CREDITS**

Editor: Leigh Rogers
Publishing Manager: Vivienne Christie
Design: Andrea Williamson, David Capriotti
Photography: Getty Images, Tennis Australia
Printer: Highway Press

## OUR STORY

Governing, promoting and developing.

Creating and

athletes

products to drive

promoting tennis participation, from community level to high performance

"As an organisation we are focused on making tennis an activity of choice for everyone. We deliver world leading sports and event entertainment, drive revenue and invest those profits back into the community." **CRAIG TILEY** 

Running world-class and entertaining events that showcase the sport and inspire participation

Delivering commercial returns to re-invest into the sport and ensure long-term viability

## Connecting the dots

2200

**DELIVERERS IN SCHOOL PARTNERSHIP PROGRAM** 

**INSPIRING** 



384,584

**TOTAL ANZ TENNIS HOT SHOTS PARTICIPANTS** 



80,000



**RACQUETS DELIVERED TO FIRST YEAR PRIMARY SCHOOL STUDENTS SINCE 2015** 



**WORLD-CLASS EVENTS** 



728,763

**FANS ATTENDED AUSTRALIAN OPEN** 2017

> 1 MILLION **PLUS**

> > **FANS ATTENDED SUMMER EVENTS**



60 **BOOK A COURT** 

693,019

**CONNECTED PLAYERS** 

**AUSTRALIANS WON ATP/WTA TITLES** 

**OUTSTANDING ATHLETES** 



OPPORTUNITY



**GRAND SLAM CHAMPIONS** 

THROUGH THE **NATIONAL COURT** 

REBATE

## CEO's report

#### **GROWTH AND TRANSFORMATION**

As fans arrived at the Australian Open in greater numbers than ever in January, they experienced an event transformed to unparalleled heights.

A new brand mark, reflective of the tournament's continued transition to an entertainment brand, had spectacularly come to life. The Tanderrum Bridge provided a stunning new entry point and the state-of-the-art Tennis HQ created unprecedented ease operationally. The expanded AO Festival, featuring premium hospitality and some of the world's best music acts, added to the spirit of celebration.

The high points were the crowning of record-breaking champions after arguably the most memorable finals in tournament history. As Serena



▲ Craig Tiley

Williams and Roger Federer added to already weighty Grand Slam records, those superstars immeasurably enhanced their respective legacies.

It was a fitting conclusion to a summer in which new heights were also achieved

throughout the nation, with combined attendances at events in Brisbane, Perth, Sydney, Hobart, Adelaide and Melbourne totalling more than one million.

Underlining the dedication of team members who are passionate in their commitment to innovation and excellence, such growth was also symbolic of another milestone year for tennis.

Increased fan engagement, new and expanded commercial partnerships,

as well as the inspiration provided by our professional players have all combined to support our key priority to grow tennis participation throughout the nation.

Fulfilling those objectives also contributes to a sound financial position, with Tennis Australia delighted to report a surplus for a fourth consecutive year.

#### **BOOSTING PARTICIPATION**

Supported by increased accessibility to the sport, the number of active players is growing. Whether through structured league or tournament environments, Fitbit Cardio Tennis sessions or social hits, a range of playing options suit participants of any age or ability.

The innovative Book a Court system, successfully piloted in Victoria in 2016, is now operational at 60 venues nationally. Free Tennis Days have further attracted many new club members and participants.

Increasingly, the connection to tennis begins early. In the past year, a record 384,584 young players enjoyed ANZ Tennis Hot Shots nationally. With more than 2200 schools participating in the School Partnership Program as part of their health and education curriculum. The primary school students are well supported, with the distribution of 80,000 racquets since 2015 boosting their long-term relationship with tennis.

#### **FACILITY DEVELOPMENT**

The creation and enhancement of tennis facilities throughout the nation provides the foundation for the growth of our sport.

The National Court Rebate Program continues to support the tennis community, with 176 projects funded





## CEO's report (continued)

in 2016-2017. With a project value exceeding \$34 million, there were 342 new or resurfaced courts, including 155 ANZ Tennis Hot Shots courts.

At Melbourne Park, Tennis HQ opened in September 2016, becoming home to all Tennis Australia team members. The Tanderrum Bridge opened in January, providing a picturesque entry point to the Australian Open that links Melbourne Park to the city and Birarrung Marr. These two cutting-edge constructions were the centrepieces of stage two of the \$338 million Melbourne Park redevelopment, and would not have been possible without the strong support of the Victorian Government.

That important relationship continues to deliver stunning benefits to Australian tennis. In April 2017, the Victorian Government announced funding for the third stage of the Melbourne Park redevelopment, ensuring that the venue will remain the home of the Australian Open until at least 2036.

#### **INSPIRATIONAL EVENTS**

The crowning of superstar champions in Serena Williams and Roger Federer after two superb-quality finals was the perfect ending to an Australian Open that set more records than ever before.

Serena continued her march into sporting history as she defeated sister

Venus for her seventh Australian Open title, and a 23rd Grand Slam title overall. It made her the most accomplished major champion of the Open era and placed her just one title behind all-time great Margaret Court.

Federer secured a fifth Australian Open title and his 18th Grand Slam overall with a stunning five-set victory over long-time rival Rafael Nadal to complete an emotional comeback from injury.

The champions were awarded \$3.7 million prize money from a record total prize pool of \$50 million, a 14 per cent increase on the previous year.

There were also significant records set off the court, with the unprecedented 728,383 fans who attended in 2017 experiencing a transformed venue.

The introduction of \$5 ground passes for children and all-day entertainment provided at the AO Ballpark showcased the Australian Open's continued evolvement to a family-friendly event.

The fan experience was further elevated with the revamped Grand Slam Oval, which took them on a journey to every Grand Slam nation.

Moving musical entertainment to a customised venue at the AO Festival at Birrarung Marr was another winner, attracting thousands of visitors who also enjoyed stunning hospitality and the Cooper's Bar.



Growth was also reflected in new and expanded commercial partnerships as we welcomed Mastercard, Aperol, Frantelle, Haagen-Dazs and Coopers on board.

New benchmarks were also set in broadcast, production and fan engagement as the Australian Open's reach extended throughout the world. The 16.3 million unique visitors to ausopen.com reflected a 16 per cent increase on 2016, with increased audience engagement also evident in more than one million #AusOpen hashtag mentions on social media, as well as 37.7 million video views. The Tennis Australia-produced host broadcast was the most comprehensive yet, incorporating 840 matches across 28 courts as the Australian Open became the first Grand Slam to cover every draw.

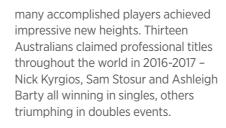
Every element was enhanced by the contemporary new event brand mark. Designed for the digital era, the simplified brand mark provided increased flexibility and more opportunities to interact with our fans. A highlight was the giant LED AO that greeted patrons on Tanderrum Bridge.

AO Series events staged throughout the nation were similarly outstanding as the Mastercard Hopman Cup, Brisbane International presented by Suncorp, Apia International Sydney, Hobart International and World Tennis Challenge welcomed the world's best players.

Our event teams also delivered quality Davis Cup home ties, the Lleyton Hewitt-led Australian team defeated the Czech Republic at Kooyong and the USA in Brisbane to ensure a second semifinal appearance from the past three years.

#### **PROFESSIONAL HIGHS**

produce Grand Slam champions,



Kyrgios reaffirmed his position as Australia's top-ranked player, rising to a new career-high world No.13 ranking after winning his biggest career title at Tokyo in October. Stosur extended her position as Australia's top-ranked female to an astonishing 452 straight weeks before Daria Gavrilova rose to a career-high No.21, and her nation's best, in June.

There were also three champions on a Grand Slam stage. John Peers combined with Finland's Henri Kontinen to win the Australian Open men's doubles title, Dylan Alcott was the Australian Open quad wheelchair champion for the third year and Alexei Popryin became only the fifth Australian player – and the first in 49 years - to win the French Open boys' singles event.

Alcott also represented his nation superbly on the world stage, the popular world No.1 claiming the Paralympic quad singles gold medal in Rio, before combining with Heath Davidson to win Australia's first quad doubles gold medal. In November, those achievements were honoured as Alcott was named the winner of the 2016 Newcombe Medal.

#### **OUR TEAMS**

The delivery of world-class events and growth in participation would not be possible without the dedicated support of our tireless team members. They demonstrate the values of humility, excellence, loyalty and teamwork, and maintain the company focus to innovate and always improve. We could not be prouder of the teams' collective results.

The latter half of the financial year marked the departure of Steve Healy as President of our Board of Directors. Chris Freeman AM subsequently stepped up to Chair, with Greg Hutchinson, Ken Laffey,

Harold Mitchell AC, Jayne Hrdlicka, Diane Grady AM, Elizabeth Minogue and Graham Bradley AM also serving on the board that helps shape the future of Australian tennis.

The Australian tennis community is of course an expansive one, with Member Associations, clubs, and associations, players, coaches, volunteers, administrators, officials and fans all working together to continually grow our sport. The spirit of co-operation and forward-thinking approach provides us all with enormous pride.

We would like to thank our Board, team members, sponsors, volunteers and partners as we report on a transformative time in tennis. As we celebrate another benchmark year, it's exciting to know that the future looks even brighter.

CEO





## Summer highlights

The world's best players converged on Australia for a host of exciting events.

#### **DECEMBER SHOWDOWN**

The annual December Showdown at Melbourne Park featured the most promising junior talents competing for national titles across 16 days. It also included the Australian Open Wildcard Play-off, which 19-year-old Victorian Omar Jasika and 17-year-old Victorian Jaimee Fourlis won to secure Australian Open 2017 spots.

#### **BRISBANE INTERNATIONAL**

With five of the world's top 10 men joining five top 10 women, a crowd of 96,107 enjoyed the strongest line-up in the tournament's nine-year history. Grand Slam champions Rafael Nadal and Stan Wawrinka made their debuts, with world No.1 Angelique Kerber headlining the women's field. Australian wildcards Thanasi Kokkinakis and Jordan Thompson made an inspiring run to win the men's doubles title. Bulgarian Grigor Dimitrov and Czech Karolina Pliskova took the singles titles.

#### **MASTERCARD HOPMAN CUP**

Excited crowds enjoyed the return of Roger Federer to Perth for the first time in 15 years, with 41,386 fans attending sessions featuring Switzerland. In total 103,167 fans, the second most in tournament history, attended a captivating event won by the French team of Richard Gasquet and Kristina Mladenovic. It was France's second title in the event's 29-year history. Nick Kyrgios and Daria Gavrilova represented Australia.

#### **APIA INTERNATIONAL SYDNEY**

Sydney-born Brit Johanna Konta won the title from an exceptionally strong women's field, which included five top 10 players. In the men's draw, Luxembourg veteran Gilles Muller made a heart-warming title run. The 33-year-old was overcome with emotion as he won his long-awaited first title.

#### **SYDNEY FAST4**

A FAST4 exhibition event at Sydney's International Convention Centre in early January attracted an 7355-strong crowd to see Rafael Nadal, Dominic Thiem, Nick Kyrgios and Bernard Tomic compete. The innovative event, presented in a theatre setting, included a dramatic curtain reveal and kabuki-style projection screens hung from the ceiling.

#### **HOBART INTERNATIONAL**

The 24th edition featured a strong field, including Jelena Jankovic who became the fourth former world No.1 to contest the tournament. Seven late withdrawals affected the draw and Belgian qualifier Elise Mertens took advantage to win her first WTA title.

#### **WORLD TENNIS CHALLENGE**

Strong crowds enjoyed a revamped format for this three-day exhibition event in Adelaide, with men's doubles replacing women's legends in the schedule. Top 10 player Tomas Berdych headlined the field, with Australian legend Mark Philippoussis combining with Ukrainian Alexandr Dolgopolov, Finland's Henri Kontinen and Australian doubles star John Peers to win the round-robin event.

See Appendix One for list of champions.



## An unforgettable Australian Open

A tournament that broke multiple records.

Roger Federer won an unprecedented 18th Grand Slam title, overcoming nemesis Rafael Nadal in a five-set thriller in arguably one of the most anticipated men's singles finals in tournament history. The 35-year-old Swiss maestro returned from a six-month injury lay-off to become the second oldest Grand Slam champion in the Open era, a victory that thrilled his many fans.

It followed a historic women's final showdown between American sisters Venus and Serena Williams. Serena took the spoils, claiming a 23rd Grand Slam title to become the most prolific Open era champion. News the 35-year-old was pregnant at the time with her first child emerged several months later, making the achievement even more remarkable.

"My first Grand Slam started here, and getting to 23 here, playing Venus, it's stuff that legends are made of. I couldn't have written a better story."

SERENA WILLIAMS





## A memorable experience

The off-court action at Melbourne Park was equally exciting.

#### **RECORD CROWDS**

A record 728,763 fans visited Melbourne Park during the tournament, smashing the previous attendance best of 720,363 set in 2016.

Nine sessions drew record crowds, with Coopers Saturday during the middle weekend attracting 82,909 fans – the busiest day/night in tournament history.

There were 503,382 visitors to Melbourne Park in the tournament's first week, breaking the half million barrier for the first time.

#### **POPULAR ENTERTAINMENT**

Thousands of fans visited the free AO Festival at Birrarung Marr, which featured the best of Melbourne's food and drinking options.

The introduction of a \$5 children's ground pass saw over 50,000 sold to fans aged between three and 15, more than tripling 2016 attendance levels in this age group.



#### **WORLD'S BEST PLAYERS**

A total of 573 players from 65 nations competed across all events. They were rewarded with a record AUD \$50 million in prize money, a 14 per cent increase year-on-year. The men's and women's singles champions each received AUD \$3.7 million. There was a 30 per cent increase for first round singles appearances to AUD \$50,000.

#### **AUSSIE HIGHLIGHTS**

Australian Dylan Alcott won a third consecutive quad wheelchair singles title, with the final creating history as the first played on a centre court at a Grand Slam event.

Australian John Peers combined with Finland's Henri Kontinen to win the men's doubles title, becoming the first Australian to do so since Todd Woodbridge in 2001.

#### **GRAND SLAM OVAL**

Fan experience was elevated to another level with a revamped Grand Slam Oval transformed to take fans on a journey to all four Grand Slam cities. From experiencing the Melbourne Gardens, strolling through the Paris Quarter, to unwinding at the English Club and exploring the excitement of New York Streets – with best-in-class activations it became a must-see destination at Melbourne Park.



#### **AO OPEN SESSIONS**

Moving musical entertainment to a bespoke venue at Birrarung Marr's middle terrace proved a winning initiative, with more than 60,000 fans enjoying a nine-day music concert series. The AO Festival location, which required a ticket to enter and had a festival-like atmosphere, resulted in a significant increase in ground pass sales. High-profile artists Birds of Tokyo, The Temper Trap, Peking Duk, Missy Higgins and the DMA's were among the headline acts, while international superstars Jimmy Eat World also performed. Increased media and social coverage also helped promote the event and the Seven Network dedicated a daily section to the artists in their coverage.

#### **AO BALLPARK**

The Australian Open continues to evolve to become more family-friendly than ever, with the introduction of all-day children's entertainment at the AO Ballpark a hit with young fans. The mini theme park, located between Rod Laver Arena and the Melbourne Park Function Centre, featured a number of different fun areas, including an ANZ Tennis Hot Shots Fan Zone and mini-courts.





The unveiling of a new brand marked an exciting new era for the tournament.

"We needed to evolve our look and feel, make it more relevant globally and more adaptable in an increasingly digital world." **CRAIG TILEY** 



## Showcasing events

Tennis Australia's media team set new benchmarks to promote events and engage fans worldwide.

#### **HIGHLIGHTS**

- ► The Australian Open became the first Grand Slam to cover every match across every draw and court. The Tennis Australia-produced host broadcast was the most comprehensive ever, with 840 matches covered across 28 courts (including practice courts).
- ► A total of eight host broadcasts were delivered across five different cities/states over the Australian summer, the biggest coverage in history.
- ► The Australian Open was the first tennis tournament in the world, and first sporting event in Australia, to feature Hawk-Eye 4K Ultra Motion in its host broadcast.
- ► A new nightly pre-match show in Rod Laver Arena featured over 200 in-stadium lights and a music track composed by acclaimed Australian producer Ned Beckley.
- ► An EK Cam inside Rod Laver Arena recorded more than 300,000 direct social engagements and 32,000 photos taken by fans - the largest engagement at any tennis event.
- ► World-class 360-degree digital walls were installed around courts at Rod Laver Arena, Margaret Court Arena and Hisense Arena. Featuring the highest-quality resolution available for outdoor use, more than 200 content elements were designed and produced for them.
- ► There were 16.3 million unique visitors to ausopen.com, an increase of 16 per cent on last year.

#### **BY THE NUMBERS**

#### **DIGITAL**

1.08 million app downloads:

726,200 downloads of iPhone app (a 15 per cent increase) and 353,700 of Android app (a 12 per cent increase). Overall a 13.7 per cent increase.

1.65 million AO Radio listens: an increase of 41 per cent. A stream was also provided to Vision Australia, extending the reach to 250,000 Australians.

4 live Snapchat stories: generating a total of 6.9 million unique views.

1 million plus #AusOpen hashtag mentions: across social media platforms including Instagram and Twitter.

54 live streamed Periscope interviews: from the Twitter Blue Room in Garden Square, including Roger Federer, Serena Williams, Andy Roddick, Stan Wawrinka and Angelique Kerber.

**37.7 million video views:** including 17 million YouTube views (up 27 per cent); 9.5 million Twitter videos (up 45 per cent) and 11.2 million ausopen.com views (up 36 per cent).

7.1 per cent sale increase: in Australian Open Program sales, the highest since 2013.

#### **PRODUCTION**

17 live streams: broadcast on ausopen.com

1589 video content pieces: created during AO2017.

301 million GIF views: for the first time the Australian Open produced GIFs from VOD and live content.

#### **BROADCAST**

**362 crew:** delivered Tennis Australia's host broadcast.

1308 broadcast staff: including 489 international rights holders and 334 domestic rights holders were accredited for the tournament.

**130 cameras:** used to broadcast the Australian Open, offering rights holders more coverage than ever. This also included more behind-thescenes cameras, a signature offering for the sport.

47 cameras: were used in both the men's and women's singles finals, including three extreme slo-mo and seven super slo-mo cameras. An eye cam, a stadium lens embedded in the umpire's chair, was used for the first time.



## Commercial growth

The biggest annual increase in commercial revenue in organisation history was recorded.

#### **MEDIA RIGHTS**

Global broadcast audiences for the Australian Open grew nine per cent year-on-year to 720 million hours viewed, of which 84 per cent were live. Australia, Japan, China and the US alone attracted 64 per cent of the total (from 70 per cent in 2016), with Europe adding a further 22 per cent. In China, audience on CCTV doubled year-on-year to 90 million and in Japan, Kei Nishikori's matches peaked at 27 per cent market share.

The Australian Open men's final alone generated over 91 million hours viewed globally. With a market share of 51 per cent, Seven Network dominated the ratings that night with a peak of 4.4 million viewers. It was Eurosport's most watched tennis match ever with an average 20.7 million viewers, and the most watched Australian Open match in the US in 13 years with 1.13 million average. The women's final averaged 1.8 million in Australia and 0.95 million in the US, making it the second most watched sport program aired on US cable TV that day.

For the first time the Australian Open was integrated with the AO Series. This "AO Summer of Tennis" package was unrivalled in world tennis, providing broadcasters with up to six weeks of Grand Slam tennis, including the December Showdown. Hundreds of short and long form programs were also delivered to enhance broadcasters' coverage prior to, during and after the events. This guaranteed unprecedented levels of coverage and reach.

AO Series event audiences registered record highs thanks to new agreements and better coverage:
Mastercard Hopman Cup's global audience grew by 50 per cent year-on-year, Brisbane International

40 per cent, Hobart International by 144 per cent and World Tennis Challenge by 21 per cent. The Apia International Sydney overseas audience grew by nine per cent.

Long-term agreements were introduced in more than 100 territories including NHK and WOWOW in Japan, Eurosport in Europe and Africa, and ESPN in Latin America and the Caribbean.

It was the first time that all matches at a Grand Slam were streamed live into Japan and China. In addition, in Japan there was a record four different platforms broadcasting live, also a Grand Slam first: national broadcaster NHK, Pay-TV partner WOWOW, telcooperator Softbank, and the official website ausopen.com.

#### **PARTNERSHIPS**

- Mastercard, Aperol, Frantelle, Haagen-Dazs and Coopers became new partners at Australian Open 2017.
- Coopers created an Australian
   Open-branded summer ale which
   was launched for the tournament.
- ➤ Rafael Nadal unveiled the brand new Kia Stinger during the official Kia fleet ceremony.

- Over 1330 ground pass holders had their ticket upgraded to seats in Rod Laver Arena thanks to ANZ.
- New retail experiential stores with Nike and adidas on Grand Slam Oval.
- ➤ Around 4000 fans were treated to a free three-course feast of fresh juice and matching produce at the Woolworths Summer Sensorium.

#### **HOSPITALITY**

Creating bespoke and flexible experiences for clients was a key focus. The introduction of on-court seating brought fans closer to the action than ever before and the launch of The Founders Club provided the most exclusive access in tennis.

Well-known restaurants Gazi, Mamasita, Grilled, Scott Pickett, Tokyo Tina, Sushi Sushi, Biggie Smalls, Huxtaburger, Hotel Jesus and Jimmy Grants were integrated into the Australian Open. This helped revenue grow by 32 per cent.

Engaging with tour operators and travel agents to encourage growth in interstate and international markets led to a 25 per cent increase in international sales. Key markets were USA, United Kingdom, China, Japan and New Zealand.







## Promotion and engagement

Summer events provide a platform to engage with fans to help grow the sport.

#### **ASIA-PACIFIC FOCUS**

Australian Open event launches for tourism, travel trade and key partners were held in Tokyo and Singapore, along with Shanghai.

The introduction of multi-language websites allowed Chinese and Japanese fans to purchase tickets directly and the fifth annual Australian Open Asia-Pacific Wildcard Play-off was staged in the new host city of Zhuhai in late November.

#### **PUBLICITY**

More than 418 journalists and 182 photographers from 292 media outlets provided detailed coverage of the Australian Open, including 293 international media from 55 different countries. There were 287 print, radio and online media and photographers from 14 different Asia-Pacific nations on site. The largest contingent of nonbroadcast accredited media travelled

to the event from the United Kingdom (33), Japan (32) and Germany (25).

Tennis Australia's publicity team coordinated more than 50 colour media opportunities with Australian Open players during the event. Highlights included Mischa Zverev, Caroline Wozniacki and Dustin Brown meeting some furry Australian animals, Stan Wawrinka soaring to new heights with a scenic helicopter tour over the city, and Svetlana Kuznetsova visiting Melbourne's iconic Luna Park. Rising Australian star Alex De Minaur cooled off at South Melbourne Life Saving Club, while Daria Gavrilova delighted the Australian Open's smallest fans on ANZ Tennis Hot Shots Day.

Other highlights included:

► More than 1000 press conferences held during the tournament with a record 25 players doing pretournament press the weekend prior to the event.

► Defending champions Angelique Kerber and Novak Djokovic delivered the trophies to the pretournament draw along the new Tanderrum Bridge.

▶ Serena and Venus Williams met more than 380 Australian Open ballkids at Tanderrum Bridge.

► News stories naturally emerged from player performances, with the fairytale finals both generating mass worldwide interest.

#### **KIDS TENNIS DAYS**

The annual Kids Tennis Day on the eve of the Australian Open continues to grow, attracting a record 17,537 fans in 2017. Fans took part in ANZ Tennis Hot Shots and other fun activities, before stars Roger Federer, Novak Djokovic and Milos Raonic joined Daria Gavrilova to headline a Rod Laver Arena Spectacular. Similar days were held at each of the AO Series events, exposing more children to tennis country-wide.

A NIGHT WITH NOVAK

Novak Diokovic staged a free Tennis Australia-produced entertainment spectacular on the eve of the Australian Open, a family event that saw the defending champion compete against prominent Australian sports stars including Dylan Alcott, cricket legend Shane Warne, netball champion Sharelle McMahon and some lucky ANZ Tennis Hot Shots participants. The evening raised \$13,715.21 (with ANZ donating a further \$50,000) for the Novak Djokovic Foundation, which supports quality preschool education for children.

Hisense

#### **ANZ TENNIS HOT SHOTS FAN ZONE**

More than 35,000 people visited this area in the brand-new AO Ballpark, with more than 12,000 children picking up a racquet to play on mini-courts during the tournament.

#### **ON-COURT DEMONSTRATIONS**

From ANZ Tennis Hot Shots to Fitbit Cardio Tennis, Tennis Australia's participation programs were exposed to a wide audience - and for the 1200 participants invited to play on the Melbourne Park courts, it was an unforgettable experience.

Additionally, more than 150 ANZ Tennis Hot Shots participants had the draw singles matches.

special ceremony at Rod Laver Arena during the tournament. Program ambassador Alicia Molik presented the award to the eight-year-old. "I had the best time at the Australian Open," Jack said of the experience. "I love tennis, I wish I could play it all day."

#### **AO BALL DRIVE**

For the first time visitors to Melbourne Park could purchase a used Australian Open tennis ball souvenir for a gold coin donation, with all proceeds supporting the AO Community Grants program. This raised \$16,887.

#### **AO SOCIAL PARK**

The tournament's social media footprint expanded in 2017, stretching from the AO Festival at Birrarung Marr to Garden Square. Fans were encouraged to interact for their chance to win prizes and ticket upgrades - and with huge engagement recorded, this proved a popular feature for fans.









## Remarkable achievements

Australia's elite athletes continue to shine, recording outstanding results against the world's best.



**Nick Kyrgios** (ACT) reaffirmed his position as Australia's top-ranked player, rising to a new career-high of No.13, and winning three singles titles in 2016.



John Peers (Vic.) rose to world No.2 in doubles after becoming the first Australian in 20 years to win the ATP World Tour Finals title (alongside Finnish partner Henri Kontinen). The duo also won the Australian Open men's doubles title, ending a 16-year wait for an Australian champion.



Ashleigh Barty (Qld) returned to the sport after a brief foray into cricket, and quickly rose to a new career-high singles ranking after winning her first WTA title. She also reunited with Casey Dellacqua (WA), who missed most of 2016 with injury, to win three WTA doubles titles and reach the 2017 French Open final.

### 1

#### **ATP SINGLES CHAMPION**

Nick Kyrgios (Atlanta, August 2016; Tokyo, October 2016)

## 5

#### ATP DOUBLES CHAMPIONS

John Peers (Hamburg, July 2016; Paris, October 2016; ATP World Tour Finals, November 2016)

Chris Guccione (Newport, July 2016)

Sam Groth (Newport, July 2016)

Thanasi Kokkinakis (Brisbane, January 2017)

Jordan Thompson (Brisbane, January 2017)

### 2

#### **WTA SINGLES CHAMPIONS**

Ashleigh Barty (Kuala Lumpur, March 2017)

Sam Stosur (Strasbourg, May 2017)

## 6

#### **WTA DOUBLES CHAMPIONS**

Ashleigh Barty (Kuala Lumpur, March 2017; Strasbourg, May 2017; Birmingham, June 2017)

Casey Dellacqua (Kuala Lumpur, March 2017; Strasbourg, May 2017; Birmingham, June 2017)

Anastasia Rodionova (Acapulco, March 2017)

Jessica Moore (Bucharest, July 2016)

Monique Adamczak (Nottingham, June 2017)

**Storm Sanders** (Nottingham, June 2017)

### 3

#### **GRAND SLAM CHAMPIONS**

John Peers
(Australian Open 2017 men's doubles)

Dylan Alcott

(Australian Open 2017 quad wheelchair singles)

Alexei Popyrin (French Open 2017 boys' singles)

## 9

## PLAYERS MADE GRAND SLAM MAIN DRAW DEBUTS

Destanee Aiava Alex Bolt Lizette Cabrera Alex De Minaur

Jaimee Fourlis Blake Mott

Chris O'Connell

Ellen Perez

Andrew Whittington

►Alex De Minaur



#### MEN SET CAREER-HIGH SINGLES RANKINGS INSIDE THE WORLD'S TOP 200

Nick Kyrgios (No.13 in October 2016)

Jordan Thompson (No.63 in February 2017)

Andrew Whittington (No.160 in March 2017)

Marc Polmans (No.175 in June 2017)

(No.183 in October 2016)

TENNIS AUSTRALIA ANNUAL REPORT 2016-2017

**Matthew Barton** 

4

# WOMEN SET CAREER-HIGH SINGLES RANKINGS INSIDE THE WORLD'S TOP 200

Daria Gavrilova (No.21 in June 2017)

Ashleigh Barty (No.54 in June 2017)

Lizette Cabrera (No.166 in June 2017) Destanee Aiava

(No.170 in June 2017)



11

## MEN SET CAREER-HIGH DOUBLES RANKINGS INSIDE THE WORLD'S TOP 200

John Peers (No.2 in April 2017)

Nick Kyrgios (No.68 in June 2017)

Matt Reid (No.71 in April 2017)

Marc Polmans

(No.74 in February 2017)

Andrew Whittington
(No.76 in February 2017)

Jordan Thompson (No.81 in June 2017) **Bradley Mousley** (No.113 in February 2017)

Luke Saville (No.114 in March 2017)

Bernard Tomic (No.115 in April 2017) Steven De Waard

Jarryd Chaplin (No.155 in May 2017)

(No.129 in June 2017)

5

#### WOMEN SET CAREER-HIGH DOUBLES RANKINGS INSIDE THE WORLD'S TOP 200

Daria Gavrilova (No.51 in June 2017)

Jessica Moore (No.88 in July 2016)

**Storm Sanders** (No.108 in June 2017)

Alison Bai (No.191 in April 2017)

Priscilla Hon (No.198 in June 2017) Monique Adamczak and Storm Sanders

30

31

## National pride

Fans love cheering for the green and gold, and Australia's best love wearing it too.



Sam Stosur (Qld), spearheaded the Australian Olympic team in Rio. It was her fourth Olympic appearance, tying her with Rennae Stubbs as the most for any Australian woman. In June she achieved 452 consecutive weeks as Australia's top-ranked woman before she was overtaken by Daria Gavrilova (Vic.).



Dylan Alcott (Vic.) won the Paralympic quad singles gold medal in Rio, dropping only 12 games in four matches, then combined with Heath Davidson (Vic.) to win Australia's first quad doubles gold medal.

#### RIO PARALYMPICS 2016 TEAM

Ben Weekes, Adam Kellerman, Sarah Calati, Dylan Alcott, Heath Davidson.

#### RIO OLYMPICS 2016 TEAM

Jordan Thompson, Sam Groth, John Millman, Thanasi Kokkinakis, John Peers, Chris Guccione, Daria Gavrilova, Sam Stosur, Anastasia Rodionova,





#### **DAVIS CUP**

The Australian Davis Cup team qualified for its second semifinal appearance in the past three years (to be played in Belgium in September 2017) with a stirring victory over long-time rivals the United States in April.

**Team:** Sam Groth, John Peers, Nick Kyrgios, Jordan Thompson, Bernard Tomic, Lleyton Hewitt (captain), Jason Stoltenberg (coach).

#### 2016-2017 RESULTS

World Group play-off (16-18 September 2016): Australia d Slovakia 3-0, Ken Rosewall Arena, Sydney.

World Group first round (3-5 February 2017): Australia d Czech Republic 4-1, Kooyong, Melbourne.

World Group quarterfinal (7-9 April 2017): Australia d USA 3-2, Pat Rafter Arena, Brisbane.

#### **FED CUP**

After a loss to a strong Ukrainian team in the World Group II first round, the Australian Fed Cup team responded positively by defeating Serbia to retain its World Group II status for 2018.

Team: Ashleigh Barty, Casey Dellacqua, Daria Gavrilova, Arina Rodionova, Destanee Aiava, Alicia Molik (captain), Nicole Pratt (coach).

#### 2017 RESULTS

World Group II first round (11-12 February 2017): Ukraine d Australia 3-1, Kharkiv, Ukraine.

World Group II play-off (22-23 April 2017): Australia d Serbia 4-0, Zrenjanin, Serbia.

► See Appendix Two for full results





## Growth and honour

Nurturing talent and providing pathways is a priority, so too is acknowledging past champions.



Alexei Popyrin (NSW) rose to a world junior ranking of No.2 after becoming the first Australian to win the French Open boys' singles title in 49 years in June. The 17-year-old became only the fifth Australian champion in tournament history.

Blake Ellis (Qld) also reached the quarterfinals, the first time two Australian boys had advanced so deep in Paris in over a decade.



Destanee Aiava (Vic.) won the 18/u Australian Championships in December, earning an Australian Open wildcard to become the first player born in the 2000s to compete in a Grand Slam main draw. As a 16-year-old, she qualified for the 2017 Brisbane International and won her first WTA-level main draw match.



Jaimee Fourlis (Vic.) finished runner-up in the 18/u Australian Championships in December and won the Australian Open Wildcard Play-off to earn a Grand Slam debut, where she reached the second round. She also won the French Open Wildcard Play-off and pushed eventual quarterfinalist Caroline Wozniacki to three sets in the first round.

#### **HIGH PERFORMANCE PATHWAY**

Tennis Australia's National Academies (NA) offer comprehensive training programs designed to assist athletes to reach their full potential. The ultimate vision is to produce Grand Slam champions to be proud of.

There are currently 578 athletes at academies in Melbourne, Sydney, Brisbane, Perth, Adelaide, Canberra and Hobart. These athletes fulfil performance standards based on ranking, results, attitude and professional ambitions. Benefits of scholarships include:

 Coaching, training, physical performance and other sport science and medical support.

- Access to NA training facilities as well as professional team management.
- Structured pathways to a professional career.
- ► Travel subsidies.

#### **ATHLETE SERVICES**

The athlete development pathway is strengthened through Tennis Australia's sport science and medicine teams who deliver education, medical, nutritional, performance analysis, physiotherapy and psychological support to athletes.

These services have been enhanced through the introduction of a Wellbeing team, along with a range of specialist practitioners. This team

offers a holistic pro-active education support program for all stakeholders involved in the pathway. It comprises a range of skill development activities focused on developing appropriate personal, mental and life skills in order for athletes to perform at their personal optimum.



### AUSTRALIAN TENNIS HALL OF FAME

Beryl (Penrose) Collier became the 10th woman inducted into the Australian Tennis Hall of Fame during Australian Open 2017.

Born in Sydney in 1930, Collier competed in the Australian Open on eight occasions, from 1950 to 1957, winning the singles title in 1955 after defeating compatriot Thelma (Coyne) Long – also a Hall of Fame inductee – in straight sets.

Collier completed a clean sweep in 1955, also taking out the doubles title with Mary (Bevis) Hawton – for a second consecutive year – and the mixed doubles with Neale Fraser.

In addition to her Australian Open successes that year, she reached a career-high No.5 in the world after playing in four finals and winning the German Championships. She also reached the French Open and Wimbledon quarterfinals.

Collier continues to enjoy watching the game and travels each year to attend the Australian Open at Melbourne Park. Her grandson, James Duckworth, now competes professionally.

### Australian Tennis Hall of Fame inductees

2017: Beryl (Penrose) Collier

2016: Rex Hartwig

2015: David Hall

2014: Kerry (Melville) Reid

2013: Judy Dalton

2012: Ken Fletcher

2011: Owen Davidson

2010: Mark Woodforde Todd Woodbridge

2009: Wendy Turnbull

2008: Pat Rafter

2007: Mark Edmondson

2006: Daphne Akhurst

2005: Australian Open Centenary

2004: Brian Tobin

2003: Pat Cash

2002: Mervyn Rose Thelma (Coyne) Long

2001: Mal Anderson Nancye (Wynne) Bolton

2000: Ken McGregor

1999: Australia inducted into the International Tennis Hall of Fame

1998: John Newcombe Tony Roche Lesley (Turner) Bowrey Adrian Quist

1997: Fred Stolle Jack Crawford Gerald Patterson

1996: Frank Sedgman John Bromwich Sir Norman Brookes Ashley Cooper Harry Hopman

1995: Lew Hoad Ken Rosewall

1994: Roy Emerson
Evonne Goolagong Cawley
Neale Fraser

1993: Rod Laver Margaret (Smith) Court

▼A larger-than-life bronze statue of the legendary Rod Laver was unveiled at Melbourne Park in January. Tennis Australia is also a partner in the inaugural staging of a tournament named in his honour, the Laver Cup, in Prague in September 2017.



## Inspiring others

Promoting leading athletes helps grow the game and engages more fans.

#### **AUSTRALIAN PRO TOUR**

Stopping in every Australian state and territory, the Australian Pro Tour provides a platform to bring elite tennis to more towns and communities countrywide. The series runs from September to April, attracting strong fields of both local and international contenders. More than USD \$1.1 million in prize money and over 15,000 valuable ranking points adds incentive. Rising Australian stars Destanee Aiava (Vic.), Marc Polmans (Vic.) and Omar Jasika (Vic.) all received ranking boosts after winning titles in early 2017.

#### **CONTENT**

Australian tennis news and results, both from the Australian Pro Tour and international tours, is promoted through Tennis Australia's online and social media platforms.

Additionally, growing the profile of Australian players remains a key focus of *Australian Tennis Magazine*. Now in its 42nd year of publication, it is supported by an Australian and international subscription base, with a growing social media following. Current players Casey Dellacqua (WA) and Lizette Cabrera (Qld) both contributed pieces in the past year.

Engaging international tennis fans is achieved through online news platform *tennismash.com*, which has experienced strong growth in its second year. This website is averaging 98,000 visitors per month, with 24.5 per cent of traffic coming from Australia. It has had over a million unique visitors since launching in January 2016.

Fantasy Tennis League was also launched in January 2017 as a year-round fan engagement piece and has attracted an international audience with 25,000 registered players.

#### **PROMOTION**

- ► Thanasi Kokkinakis (SA) and Daria Gavrilova (Vic.) became ANZ Tennis Hot Shots Match Play ambassadors.
- Dylan Alcott (Vic.) met 1000 people from Victorian ANZ Tennis Hot Shots Community Play clubs during the Australian Open.
- ► Former Grand Slam champions Todd Woodbridge and Alicia Molik led an ANZ Tennis Hot Shots Racquet Roadshow during April-May 2017 to celebrate the delivery of 80,000 racquets to first year primary school students since 2015. They visited more than 35 schools, travelling more than 10,000 kilometres to meet 15,000 kids and drive awareness of the initiative and the Schools Partnership Program. This generated about 340 local community news stories with an audience reach of more than 21 million.
- ▶ Molik, in her role as ANZ Tennis Hot Shots ambassador, conducted a private lesson for ANZ Tennis Hot Shot of the Year winner Jack McLean and three of his friends in Casino, NSW, in May.



## Celebrating achievements

The Australian Tennis Awards celebrate the year in tennis, uniting past legends with today's best.

World No.1 quad wheelchair player Dylan Alcott continues to set records, adding the 2016 Newcombe Medal to his growing list of accolades.

"I'm not going to lie, I really wanted to win this award. We have an athlete with a disability category and that's a huge honour, but I see myself as an elite athlete first and foremost who just happens to have a disability who uses a wheelchair to play," Alcott said as he collected the award to a standing ovation.

The Victorian edged out finalists Sam Stosur, Daria Gavrilova, John Millman, John Peers and Jordan Thompson to become the first wheelchair athlete to win Australia's top tennis award.

"To be recognised with the highest honour means so much to me and for people with a disability, especially kids," Alcott added. "We're often seen as second-class citizens. And even though you win the elite athlete with a disability award, we weren't actually good enough to win the able-bodied award and this absolutely smashes that glass ceiling for elite athletes with a disability everywhere."

The popular 25-year-old, who also shared the Australian Tennis Award for Most Outstanding Athlete with a Disability with doubles partner Heath Davidson, had a stellar 2016 season. After winning titles in Brisbane and Sydney, he successfully defended his Australian Open crown. His heroics at the Rio Paralympic Games, where he won gold medals in singles and doubles, further boosted his growing profile.

"It's just unbelievable. It's been the best year of my life, bar none. It was massive for me to be given this award in honour of Newk, who is such a tennis legend. He's someone who I looked up to when I was young watching videos of him play," Alcott said.

Newcombe praised Alcott for his dedication and outstanding results.

"He's come along and won gold for Australia in singles and doubles. It's unbelievable and I'm so bloody proud," Newcombe said.

Former player Angie Cunningham, who lost a battle with motor neuron disease in October 2016, was posthumously honoured in an emotional presentation of the President's Spirit of Tennis Award. Her father, Bill Woolcock, accepted the award on her behalf.

#### **AUSTRALIAN TENNIS AWARDS 2016 WINNERS**

Newcombe Medal: Dylan Alcott, Vic.

President's Spirit of Tennis Award: Angie Cunningham

Coaching Excellence - High Performance: Des Tyson, NSW

Coaching Excellence - Club: Helen Magill, Parkes, NSW

Coaching Excellence - Talent **Development:** Stephen Thompson, Cherrybrook, NSW

Junior Athlete of the Year - Female: Kimberly Birrell, Qld

Junior Athlete of the Year - Male: Alex De Minaur, NSW

Most Outstanding Athlete with a Disability: Dylan Alcott and Heath Davidson, Vic.

Leanne Swaysland, Illawarra, NSW





## Introducing the game

ANZ Tennis Hot Shots is inspiring record numbers of children to play.

ANZ Tennis Hot Shots is Tennis Australia's official development program specifically designed to introduce primary school children between three and 12 years of age to the game. It uses smaller courts, racquets and low compression tennis balls to make the sport easier to learn.

A record 384,584 children played ANZ Tennis Hot Shots nationwide in 2016-2017. The program's gender split is: 44 per cent girls, 56 per cent boys.

There are 973 registered program deliverers, as well as 325 ANZ Tennis Hot Shots Community Play venues.

ANZ Tennis Hot Shots Match Play, the revamped competitive arm of the program previously known as Leagues, has over 15,000 participants. There are 380 ANZ Tennis Hot Shots Match Play venues in Australia, with 432 schools delivering the Play Program in the past 18 months.

#### **SCHOOLS**

There are currently more than 2200 schools nationwide participating in the School Partnership Program as part of their health and physical education curriculum. The number of schools involved has grown by 400 per cent since launching in 2011.

#### **PROMOTION**

Consumer communication focused on the spring and summer periods when kids are most likely to pick up a racquet. Television, radio and digital channels were used to boost interest in the ANZ Tennis Hot Shots program through a targeted advertising campaign. This was complemented with a 12-month publicity strategy to deliver good news to local media that generated more than 1000 articles.

Overall this drove over 204,000 unique visitors to the program website, a yearly increase of 18.4 per cent. This generated 9535 online expressions of interest, an improvement of 24 per cent on last year.

Campaign highlights included:

- An ANZ-sponsored competition for two ANZ Tennis Hot Shots participants to win a trip to the Shanghai Rolex Masters in October 2016, where they played tennis with then world No.1 Novak Djokovic.
- Partnership with the Hughesy and Kate national drive radio show on the ARN Network in October 2016. An in-show radio tactic focused on the fun and social elements of the program and saw Dave Hughes team up with three ANZ Tennis Hot Shots participants to play against Australian legend Pat Rafter. Combined with commercial spots, this reached 364,000 parents with children aged between five and 12.
- ► A partnership with MCN Network in February 2017 to create a television commercial with popular actress and singer Natalie Bassingthwaighte. The piece, which also featured Natalie's two children who are ANZ Tennis Hot Shots players, aimed to educate

mums of the program's benefits and how much kids love it. The spot aired on Channel 10 in Melbourne, Sydney and Brisbane and on Foxtel nationally. This drove a strong interest in the program and contributed to the strongest week of website traffic and expressions of interest ever recorded.

The digital element included advertorial and native content on parenting site Mamamia as well as targeted advertising across digital display, video on demand, YouTube and Facebook which delivered strong results across impressions and click-through-rate metrics. Search engine marketing was also implemented which assisted in driving a strong increase in traffic to the ANZ Tennis Hot Shots website.





Encouraging involvement

Providing opportunities for players of all ages and ability boosts participation levels.

#### **FITBIT CARDIO TENNIS**

There are 752 deliverers of Fitbit Cardio Tennis, a workout program that caters to all fitness levels.

A 'Raise A Happy Sweat' digital campaign ran during spring and summer across search and social media channels. It helped increase unique website visitors to 26,584, a 175 per cent increase on the previous year. This generated 15,406 workout searches, a 140 per cent yearly increase.

Four activations were held with social media influencers from fitness, health and wellbeing backgrounds to further promote the program.

#### **TOURNAMENTS AND LEAGUES**

Pathways exist for juniors, adults and senior competitors of all abilities to compete both in league and tournament environments. There were 61,308 league players in 2016-2017.

#### **COACHES**

Professional development and support is provided to coaches to help deliver the game. There are currently 1895 qualified coach members and an additional 905 trainees.

As part of Tennis Australia's commitment to promoting and increasing opportunities for women, 35 coaching scholarships have been awarded to women undertaking qualifications to develop players at all levels, from ANZ Tennis Hot Shots to elite performance pathways.

#### **BOOK A COURT**

An innovative online booking and payment program to make courts more accessible continues to grow. Piloted in Victoria in 2016, there are now 60 live venues nation-wide. They received 37,834 bookings from 7255

unique players during 2016-2017. This generated \$249,029 in online payments for the clubs involved.

Free Tennis Days are another opportunity for clubs to open their facilities and attract new members. There were 318 held during 2016-2017.

#### **TENNIS WORLD**

Tennis World has two sites in Melbourne, plus Sydney and Canberra locations. From July 2017, Millswood Tennis Centre in Adelaide will also be included. Revenue exceeded \$5.6 million in 2016-2017, a 19 per cent increase from the previous year.

More than 597,000 participants used the facilities during 2016-2017, with 25,000 taking part in weekly Fitbit Cardio Tennis sessions and 21,000 involved in weekly ANZ Tennis Hot Shots lessons. A total of 199,000 court hours were recorded across the four sites.

#### **PLAYERS WITH A DISABILITY**

Opportunities are provided for people with a disability, including sensory, physical, psychological and intellectual, to participate. This ranges from a recreational to international level.

Weekly junior wheelchair players have increased from three to 33 in the past 12 months, boosted by the growing profile and success of Newcombe Medal winner Dylan Alcott. A newly-introduced Wheelchair Development Coach Program is improving access to a network of 37 passionate and specialised coaches.

The Australian (PWID) team defended its title at the 2017 INAS World Tennis Championships in England in April, winning nine medals (three gold, four silver and two bronze).





The creation and enhancement of facilities increases opportunities to play tennis.

#### **NATIONAL COURT REBATE**

A total of 176 projects were funded through the National Court Rebate in 2016-2017. The total project value exceeded \$34 million and resulted in 342 new or resurfaced courts, including 155 ANZ Tennis Hot Shots mini-courts.

### MELBOURNE PARK REDEVELOPMENT

The opening of Tennis HQ in September 2016 and Tanderrum Bridge in January 2017 were centrepieces of the \$338 million stage two Melbourne Park redevelopment.

Tennis HQ is now home to all Tennis Australia team members, while Tanderrum Bridge became a new entry to the Melbourne Park precinct, linking it directly to the city and Birrarung Marr.

Further plans for stage two include a Rod Laver Arena upgrade and improvements to the centre of the Melbourne Park site. These are expected to be finished by Australian Open 2019.

The Victorian Government announced funding for the third stage in April 2017, guaranteeing Melbourne Park remains the home of the Australian Open until at least 2036.

#### **AO COMMUNITY GRANTS**

More than \$100,000 was distributed as part of the second round of AO Community Grants program in 2017. Over 30 recipients will use these grants to undertake projects that deliver tennis opportunities to underserved communities in inclusive and engaging ways. This demonstrates how tennis can have a positive impact on local communities and be used as a vehicle to connect and engage individuals who face barriers to participation.

#### **OCEANIA GROWTH**

Supporting the game's growth in the neighbouring Oceania region remains a priority. This is being achieved through the Australian Open Pacific Pathway grants program and supporting Tennis Fiji with its introduction of the ANZ Tennis Hot Shots program.



46



## Our tennis team

Passionate team members play a key role in the organisation's success.

#### **HUMAN RESOURCES**

Team members are the heart of an organisation, so fostering a positive working environment built around the values of teamwork, loyalty, excellence and humility is a priority at Tennis Australia.

As of 30 June 2017, employee numbers were:

437: Tennis Australia full-time, part-time and casual team members

162: Member Association full-time and part-time team members

206: New Tennis Australia and Member Association employees in 2016-2017

4994: Total team members including Australian Open and AO Series casuals and volunteers.

Australian Open positions continue to be highly sought-after, with retention rate rising to 89 per cent. There were 456 new team members in 2017 from 2496 applications.

Australian Open service awards were presented to 59 team members in 2017.

#### **AO SERVICE AWARDS**

Years of service	Awards presented
10 years	29
15 years	20
20 years	4
25 years	1
30 years	3
35 years	1
40 years	1

The relocation of all Tennis Australia team members into Tennis HQ was a major task in September 2016, with planned communications and education sessions to facilitate the move into the new building and open-plan office environment.

The Human Resources team has developed a suite of 'Serving Your' programs to benefit team members:

Serving Your Health: This program aims to build awareness of and supports psychological and emotional wellbeing, providing options to make healthy choices, creating a sense of belonging through working relationships and encouraging a balanced lifestyle.

The annual health and wellbeing day in April was a highlight, with more than 270 staff participating. AFL legend Paul Roos addressed team members, with Ashleigh Barty hitting with a lucky few as part of a mystery hit session.

A finalist in the National HR Awards for best health and wellbeing program, it has also been recognised in the commitment to workplace health and wellbeing category of the Victorian Worksafe Awards.

Serving Your Success: This reward and recognition programs aims to boost employee morale, productivity and retention. It encourages peer-to-peer recognition, with 148 people rewarded since its inception in May 2016.

Employees are also recognised for service milestones of five, 10, 15 and 20 plus years.

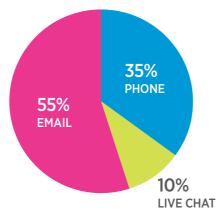
Serving Your Talent: Providing learning and development opportunities for team members is a priority. A new learning management system, called Rocket, was launched in June 2017. A capability framework and a performance grading requirement were also introduced to the annual personal development review process to align talent with organisational design and strategic priorities.

Pay It Forward: Tennis Australia team members can help deserving communities through a newlyintroduced Pay It Forward initiative, which encourages employees to apply for a \$1000 grant to support a charity or community group of their choice. Eight grants were distributed in May 2017.

#### **CUSTOMER SUPPORT**

The customer support team provides caring, curious and committed year-round service via phone, email, live chat and social media. During 2016-2017 there were over 84,000 enquires, with 13,700 of these from Australian Open 2017 (an increase of 33 per cent from 2016).

#### **CUSTOMER SUPPORT CHANNELS**



#### **CUSTOMER EXPERIENCE**

To create seamless customer experiences at the Australian Open, an AO Help squad was introduced to roam the venue to assist customers through positive queue experiences, first impressions and surprise and delights. A higher-level of customer satisfaction was recorded, well above Nielsen's benchmark for major sporting events.

Other initiatives introduced included customer journey mapping, centralised information and 'make it memorable' customer messaging and workforce training.





## Providing support

United by a shared vision, business units work hard to deliver results.

#### **LEGAL**

The Legal team supports all other business units in achieving Tennis Australia's objectives by providing practical and timely legal assistance. A dual focus on tennis activities and major events continued. The team prepared, negotiated and finalised many contracts involved in the staging of the Australian Open, AO Series events and Davis Cup home ties, while supporting athletes and making a significant contribution to grassroots tennis activities. Notable activities included:

Australian Open growth: Supporting the continued expansion of the Australian Open through the creation of the AO Ballpark, the redesigned Grand Slam Oval, the opening of the Birrarung Marr entrance and a new AO Live Stage.

#### New and renewed partners:

Preparing, negotiating and organising the execution of new event partnerships including contracts with Mastercard, Coopers, Haagen-Dazs, Schweppes and Ganten who joined the partnership family. Also assisted with landmark renewal deals for Kia and Rolex while securing additional media rights revenue.

Participation: Supporting ANZ Tennis Hot Shots and assisting with officiating, coach membership and Book a Court initiatives.

Athlete assistance: Working closely with Tennis Australia's performance team to support athletes in achieving their potential, including enabling access to allied health professionals, wellbeing services, funding and representative opportunities.

**Member Association support:** Supporting the legal needs of Member Associations and contributing to the effective operation of tennis at a state and territory level. This included assisting with major development and facilities projects in NT, NSW, WA

#### **FINANCE**

The Finance department continues to support the Tennis Australia business units with a dedicated finance professional that consults with unit managers on an ongoing basis throughout the year to ensure effective decision making, reporting and achieving results within budget parameters. As a result of a restructure, there is now capacity to also provide a procurement specialist for each unit to ensure a wider knowledge of business activities, policy adherence and best practice, and achieving cost savings across the organisation.

After a rigorous tender process. a Basware Automated Accounts Payable and Procurement System is being implemented. As the volume of transactions continue to grow, this will ensure that the team is working efficiently with the most up-todate technology. The rollout of the TM1 Cognos budgeting software to Member Associations was successfully completed during the year.

Deloitte continued to work with the team as part of an ongoing internal audit program. This year they were engaged to review the Tennis World retail store operations, gift and entertainment policy, and the Australian Open ticketing policies and processes. This program assists in ensuring the company maintains best practice in all aspects of its operations.

The Finance team had another successful year managing the payroll and prizemoney for the Australian Open and AO Series events, and as in previous years, player feedback was overwhelmingly positive.

#### **INTEGRITY AND COMPLIANCE SUPPORT**

In June 2017, Tennis Australia launched an education and information campaign aimed at strengthening safeguarding children measures across the country. The campaign is part of Tennis Australia's ongoing commitment to providing a safe environment for all participants. As part of the new measures a 24-hour telephone reporting and assistance service has been introduced, as well as an online form for lodging complaints and a dedicated child-safety section on the Tennis Australia website.

#### **INFORMATION TECHNOLOGY**

Australian Open: Expansion of Wi-Fi within the Melbourne Park precinct included the Hisense Arena bowl and all public entrances at Australian Open 2017. This provided access to 59,500 registered users on 131,000 unique devices, of which 96 per cent were fans. Quantitative data on behaviours and patterns within the precinct was available utilising a cloud-based analytics platform.

The technology team also further enhanced the Australian Open player iPhone app by extending the offering to Android devices and developed initiatives such as the Australian Open A-Z guide, event activities web application and ballkids registration platform for tournament staff. The active involvement and development of web services for GIG data analytics was another positive contribution.

Innovation: Coach registration and education web applications and a secure payment gateway for use across all Tennis Australia web applications that require online

payments were developed to further enhance user experiences.

Reporting software provider Tableau replaced traditional reporting software applications by providing interactive data visualisation focused on business intelligence supporting better decision making across many business units.

The team is constantly reviewing and implementing processes and procedures that ensure best practice is always adopted.

Security and risk management: Information and cyber security continues to be a strong focus. ensuring protection from external security threats. The annual testing regime continues to provide improvement opportunities in an everchanging technology environment. An Information Security Management System has also been developed, and defined roles and responsibilities

that help mitigate the business against any breach. Information security is acknowledged and treated as a business risk and will adopt compliance to ISO 27001 Security Framework as the standard.

#### **SAFETY AND RISK MANAGEMENT**

Safety: A record low incident frequency rate was recorded for 2016-2017, with no statutory notifiable incidents and no WHS regulator improvement notices. No workcover claims have been made in the past 21 months, with in excess of 750 days since the last 'lost time' incident. The

Australian Open recorded the lowest number of injuries and illnesses ever, even with record attendance.

First aid courses were completed by 42 team members, and 27 emergency wardens were trained during 2016-2017 as part of a large training and compliance agenda.

Risk: Riskware, a new enterprise-wide risk management platform, was rolled out. Over 100 team members were trained to use it; there are now more than 200 Tennis Australia enterprisewide and Australian Open risks populated.





Executive team (at June 2017)



CRAIG TILEY

BSc Economics

BA Business Management

MS Kinesiology (ABD)

Chief Executive Officer since 2013 Australian Open Tournament Director since 2006

Joined Tennis Australia in 2005 as Director of Tennis. Previously US National Coach of the Year in 1999 and 2003, South African Davis Cup captain from 1998-2001, and worked at the University of Illinois. Inducted into the US Collegiate Hall of Fame in 2010.



DAVID ROBERTS

B.Bus, CPA

Chief Operating Officer since 2012

Joined Tennis Australia in 1997
as Director of Corporate Services
and previously worked with
Kraft Foods Ltd.



ANNA LIVINGSTON

BA Commerce (Human Resources
& Industrial Relations)

MS Law (Employment & Labour Law)

General Manager of Performance

since 2014

Joined Tennis Australia in 2012 as Human Resources Manager. Formerly worked at Newell Rubbermaid, PrintSoft: Australia Post, Trident International Holdings and Bosch.



PAUL CAMMACK

BA Hons (European Business and German)

Director of Participation since 2016

Joined Tennis Australia in 2010 as National Infrastructure Manager, having worked in community tennis at Tennis Queensland since 2006. Previously worked in project management with Petrolic Consultants and is a qualified tennis coach and club volunteer.



RICHARD HEASELGRAVE
MA (Leisure Management)
BA (German and Spanish)

Commercial Director since 2014

Joined Tennis Australia in 2014. Previously worked at The Football League London, NBA, UEFA, International Sportsworld Communicators and Anheuser-Busch.



TOM LARNER

B Bus, CA

Director Events and Facilities since 2013

Joined Tennis Australia in 2006 as a Strategic Analyst and is a former Manager of Tennis Operations and Tennis Queensland Chief Executive Officer. Previously worked with Royal Bank of Scotland and PricewaterhouseCoopers.



JACQUIE MANGAN

LLB (Hons), BA

General Counsel since 2013

Joined Tennis Australia as Senior

Joined Tennis Australia as Senior Legal Counsel in 2011. Previously worked as a Senior Associate at Middletons.



DARREN PEARCE
Director Media and Communications since 2009

Joined Tennis Australia in 2007 as Media Manager. Formerly worked at Channel Nine News Melbourne, ABC News and Current Affairs South Australia, ABC News Melbourne and Victoria WIN TV.



ANN WEST

Graduate Diploma Sports Management

Head of Integrity and Compliance
since 2016

Joined Tennis Australia in 2000 as General Manager of Participation and from 2005-2016 was Business Operations Manager.



## Board members (at June 2017)

#### CHRIS FREEMAN AM (CHAIR)

B.Com FICD F.FIN FDIA

Director, Tennis Australia (since 2007) Non-executive

Director,
Brisbane Airport
Corporation

Non-executive Director, Sunland Ltd

Member, Urban Futures Board Brisbane City Council

Chair, Queensland Performing Arts Centre

Chair, Property Advisory Board - Economic Development Queensland

Adjunct Professor, University of Queensland

Past Director, Major Performing Arts Board

Past Queensland Chair, Australian Business Arts Foundation

Past Chair, Watpac Ltd

Past Director, Tennis Queensland

Past Executive Chair, Mirvac Ltd UAE and UK

A huge tennis fan since the age of eight, Freeman represented Queensland in the Bruce Cup as a junior player. His passion for the sport has not waned and his direct involvement in developing Queensland's \$100 million state tennis centre to put Queensland back on the tennis calendar is a proud achievement.

### HAROLD MITCHELL AC (VICE PRESIDENT)

Director, Tennis Australia (since 2008)

Australia Sino One Hundred Year Agricultural And Food Safety Partnership Limited (since 2015).

The Florey Institute of Neuroscience and Mental Health (since 2012)

Art Exhibitions Australia Ltd (since 2009)

Crown Resorts Ltd (since 2011)

FreeTV Australia Pty Ltd (since 2013)

Mitchell Group of Companies (Private)

Australian Stockman's Hall of Fame and Outback Heritage Centre (since 2011)

CARE Australia (since 2004)

Chair, Premiers Job and Investment Panel (since June 2015)

Chair, Australia and Indonesia Centre (since 2014)

Chair, Australian International Cultural Foundation (since September 2016)

Based in Melbourne, Mitchell understands the impact the sport, and in particular the Australian Open, has on the city's culture. A Tennis Australia Director since 2008, expanding his own knowledge of tennis on the world stage has been a priority to help the Company continue to grow the sport.

#### JAYNE HRDLICKA

MBA, BA (Economics and Mathematics)

Director, Tennis Australia (since 2016)

CEO, Jetstar Group (Qantas Group)

Qantas Group Executive Strategy and Technology (2010-2012)

Senior Partner, Bain & Company Sydney (1987-1991; 1997-2010)

CEO and Transformation Director, consumer products businesses (1991-1997)

Non-executive Director, Woolworths (2010-2016)

Scotch College School Council (since 2015)

Member, Melbourne & Olympic Parks Trust (since 2016)

Member, UN Women Private Sector Leadership Advisory Council (since 2017)

Fellow, Royal Aeronautical Society (since 2017)

Hrdlicka is a lifetime tennis player and mother of two aspiring high-performance players. She has been a Tennis Australia Director since 2016.

#### **ELIZABETH MINOGUE**

Bachelor of Business, Marketing

Director, Tennis Australia (since 2016)

Australian Institute of Company Directors

Executive General Manager Media,



Marketing and Property Relates Services, The REA Group (realestate.com.au)

National Director Content and Brand Partnerships, Multi Channel Network

National Director Strategic Integration, Multi Channel Network

Group Sales Manager, Multi Channel Network

Senior Sales Executive (Manager South East Region), Fox Cable Networks New York, USA

Sales and Marketing Executive, Seven Network Sydney

Board Member, Interactive Advertising Bureau

Minogue grew up playing tennis in country New South Wales, the start of an ongoing love of the sport. She attended Grand Slams while working with Fox Sports in the USA and is passionate about sports content across all platforms. A social player, her four children also participate in the sport.

#### DIANE GRADY AM

MBA, MA (Chinese Studies), BA (Hons)

Director, Tennis Australia (since 2016)

Director, Macquarie Bank

Chair, The Hunger Project Australia

Member, Advisory Board of Heads Over Heels

Member, Centre for Ethical Leadership, Melbourne Business School

Past Director, Spotless Group

Past Director, Woolworths

Past Director, Lend Lease

Past Director, Goodman Group

Past Director, Wattyl

Past Director, BlueScope Steel

Past Director, Australian Stationery Industries

Past Member, Senior Advisory Board of McKinsey Australia

Past Member, NSW Innovation and Productivity Council

Past Chair, Ascham School

Past Trustee, Sydney Opera House

Past President, Chief Executive Women

A full-time non-executive Director with 20 years of experience on major public

company and not-for-profit Boards, Grady began playing tennis as a five-year-old in Scottsdale, Arizona. Her love of the sport was a key factor in a move to Australia in 1979 and she has been involved at a grassroots level since.

#### **GREG HUTCHINSON**

Grad Dip (Sports Physiotherapy) BAppSc (Physiotherapy) (Hons)

Director, Tennis Australia (since 2015)

CEO and Director, Sonic HealthPlus Pty I td

Deputy CEO and Director, Sonic Clinical Services Pty Ltd

Past President, Tennis West

Club Patron, Alexander Park Tennis Club

A member of the Alexander Park Tennis Club in Perth for 41 years, Hutchinson enjoys tennis for its social and athletic benefits and plays three to four times a week. A former Tennis West President, he has been a Tennis Australia Director since 2015, where he has been able to utilise his knowledge of grassroots tennis.

#### GRAHAM BRADLEY AM

BA LLB (Hons) LLM Harvard Law School

Tennis Australia (since 2016) Non-executive

Director,

Non-executive Chair, HSBC Bank Australia

Chair, Graincorp

Chair, EnergyAustralia Holdings

Chair, Virgin Australia International Holdings

Chair, Infrastructure NSW

Director, GI Dynamics Inc

Fellow, Australian Institute of Company Directors

Member, Australian School of Business of NSW Council

Member, AICD Corporate Governance Council

Director, State Library of NSW Foundation

Former President, Business Council of Australia

A lifelong devoted fan, Bradley can recall hanging around his parent's tennis parties hoping for a hit during a drinks break and watching his Davis Cup heroes on a black and white television. He still plays tennis at least twice a week.

#### **KEN LAFFEY**

Director, Tennis Australia (since 2014)

Past Director, Tennis Queensland (1999-2006, 2008-2014)

Past President, Tennis Queensland (2009-2014)

Member Representative, Tennis Australia (2009-2014)

Professional Tennis Coach

Qualified Tennis Official

(1996-2006)

national titles.

Past President, Tennis Coaches Australia (QLD) (1992-1993)

Owner and manager, Laffs Mt Gravatt Tennis Centre (1979-2013) Founder and President, Queensland Tennis

Centres Association (1990)
Founder and President, Tennis Brisbane

Laffey has a lifetime of involvement in the tennis industry as a player, coach, administrator, facility builder and owner, facility operator, tournament promotor, tournament director and referee of state and

#### **OFFICE BEARERS**

Craig Tiley

(CHIEF EXECUTIVE OFFICER)

**David Roberts** 

(COMPANY SECRETARY)

#### **MEMBER DELEGATES**

Member Associations are represented by the following representatives at Tennis Australia's AGM and at Strategic Forums:

**ACT** Dan Bisa

NSW

Greg Doyle Wayne Pascoe

**NT** Warren Martin

SA Kent Thiele Philip Roberts

TAS Philip Bowden

Andrew Youl

VIC

Gary Clark

Mark Da Silva

**WA**Wayne Firns
Warren Harding

QLD

Mark Bloomfield Nadeena Whitby

## Corporate Governance Statement

## TENNIS AUSTRALIA - 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 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**

At the Annual General Meeting (AGM) on 24 October 2016, Diane Grady, Graham Bradley, Elizabeth Minogue and Steve Healy were elected to the Board for a further three-year term. At the first Board Meeting held post the AGM, Steve Healy was re-elected as President for a three-year term.

In April 2017, Steve Healy resigned as President and Director. The casual vacancy for this position was not filled as at 30 June 2017. Chris Freeman was appointed as Chair of the Board from April 2017.

### COMPOSITION OF THE BOARD OF DIRECTORS

The Board comprises up to nine Directors of whom six are elected by the MAs at a General Meeting and up to three elected by the Directors at a Board meeting. All Directors are independent of simultaneous MA affiliation while they serve on the Board. The President is to be elected by the Board from a field of sitting Directors.

### 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 performance against these goals on behalf of the MAs. The Board met nine times during the year and received reports from the Chief Executive Officer (CEO) and other team members where appropriate. The names and qualifications of Directors are shown on pages 56-57 and a record of attendance at the meetings held during the year and other relevant data for the Directors is shown in the Directors' report. See pages 64-65.

#### 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 that includes Chris Freeman (Chair), Greg Hutchinson, Elizabeth Minogue, Ken Laffey and David McGregor (external). 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 PEOPLE AND REMUNERATION COMMITTEE

TA's People and Remuneration
Committee consists of Jayne
Hrdlicka (Chair), Greg Hutchinson
and Graham Bradley. The People and
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 and to monitor the company's 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 Company funds. The Committee consists of Harold Mitchell (Chair), Graham Bradley, David Roberts and Craig Tiley with provision for up to two people from outside TA appointed by the Board each financial year. No outside appointments were made during the 2016-2017 financial year.

### GOVERNANCE AND NOMINATIONS COMMITTEE

The Nominations Committee consists of Diane Grady (Chair), Chris Freeman and Elizabeth Minogue and oversees the recruitment, retention and termination of senior executives, as well as succession planning for the CEO and all Directors. The Committee also manages the Board evaluation process including the evaluation of prospective Board members. As well, the Committee addresses Board governance in line with the corporate principles of governance and integrity.

### TA'S RELATIONSHIP WITH ITS MEMBER ASSOCIATIONS

Although the MAs are members of TA they are more involved in certain activities than normal Company shareholders as they implement many of TA's programs and activities. The Board of Directors adopts a policy of continuous disclosure with members via a phone call briefing and the circulation of a Board meeting Executive Summary to all MA Representatives immediately following each meeting. Further, the CEO conducts regular meetings with the CEOs of each MA as well as Tennis Participation staff at MA level. The Board and CEO meet at least twice a year with the MA Presidents and 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, Code of Behaviour for Tournaments and Weekly Competitions, TA Disciplinary Policy, TA Social Media Policy and TA Privacy Policy to protect all members of the tennis community.



## Office bearers

#### **PRESIDENTS**

W.H. Forrest 1904-1909 P.B. Colguhoun 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 2010-2017

#### **BOARD OF DIRECTORS** (SINCE 23 MAY 1994)

G.N. Pollard, AM 1994-2010 D.I. Nicholl, AM 1994-2008 W. Beischer 1994-2008 J.G. Fraser. OAM 1994-1997 A.R. Hicks 1994-1997 H.E. MacMillan 1997-2004 A.R. Mitchell 1997-2008 J. Reynolds 1994-2003 A.J. Ryan 1994-2005 P. Ritchie, AO 2004-2008 A. Cooper, AO 2004-2014 D. Stobart 2005-2009 C. Freeman, AM 2007-S. Tanner 2007-2015 S. Healy 2008-2017 G. Holloway 2008-2013 H. Mitchell, Ac 2008-Dr J. Young 2008-2016 B. Cossev. AM 2009-2011 J.B. Fitzgerald, OAM 2010-2013 J. Davies 2011-2014 P. Armstrong 2013-2016 K. Pratt 2013-2016 W. Masur 2014-2015 K. Laffey 2014 -G. Hutchinson 2015 -J. Hrdlicka 2016 -G. Bradley, AM 2016 -E. Minogue 2016 -

D. Grady, AM 2016 -

#### **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 Duigan 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.I 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 2008-2013

#### **QUEENSLAND**

G. Doyle 2013 -

W. Pascoe 2013 -

M. Parslow 2010-2012

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. Revnolds 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 2009-2014 D. Kingston 2010-2012 R. Rolfe 2012-2012

P. Robertson 2013-2015 L. Taylor 2014-2015 M. Bloomfield 2014 -M. Whitbread 2015-2016

#### **SOUTH AUSTRALIA**

N. Whitby 2016 -

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

#### **VICTORIA**

K. Thiele 1997 -

P. Roberts 2015 -

S.E. Jamison 1926 R.M. Kidston 1924 W.J. Lampard 1924-1926 H. Malcolm 1926-1938 W.J. Daish 1926-1931

W. Cossey, AM 2005-2015

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 2003-2014 G. Stone 2004-2011 M. Keys 2012-2014 G. Clark 2014 -

#### **TASMANIA**

M. Da Silva 2015 -

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 2007-2013 P. Bowden 2008 -A. Youl 2013 -

#### **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.D. O'Dirscoll 1964-1969 G.B. Davis 1968-1969 J. Loughrev 1969-1990 J. Heathcote 1972-1976 B.S. Sanders 1976-1982 H.M. Spilsbury 1982-1995 A.R. Hicks 1990-1996 A.R. Mitchell 1995-2008 D.P. Rundle 1996-1998 M. Lee, OAM 1998-2008, 2012 J. Davies 2008-2012

D. Williams 2008-2012 G. Hutchinson 2012-2015 W. Firns 2012 -W. Harding 2015 -

#### **AUSTRALIAN CAPITAL TERRITORY**

G.C. Scott 1980\* G.R. Gordon 1980-1984\* R.F. Smalley 1984-1989\*, 1989-1993 D.K. Barker 1993-2001 C. Mason 2001–2005 T. Lane 2005-2006 B. Lilburn 2006-2010 J. Cattle 2011-2015 D. Bisa 2015 -

#### NORTHERN TERRITORY

M.F. Horton, OAM 1981-1989\*. 1989-2001 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 1979-1999

#### **HONORARY SECRETARIES**

T.M. Hicks 1904-1926 H. Malcolm 1926-1933

#### **COMPANY SECRETARIES**

A.H. Barraclough 1933-1938 J.F. Fullarton 1938-1951 J.A.C. Andrew 1951-1979 C.C. McDonald, AM 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 Mav 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

Malcolm Bergmann, OAM Malcolm (Mal) Anderson **Brian Grace** Michael Lee, OAM

#### 2012

Michael (Mick) Parslow Ken Laffey

#### 2015

Geoff Stone Bill Cossey, AM

John Andrew †

Geoff Pollard, AM

Ashley Cooper, AM

† Deceased

#### **LIFE MEMBERS**

Sir Norman Brookes †

Bill Edwards, OBE † Donald Ferguson, OBE † Ken Hall, OAM † Viv Holloway, OAM † Harry Pitt, CMG, OBE † Tony Ryan † Fred Small † Cliff Sproule, OBE † Harold Walker † Rov Youdale † Dr John Fraser, OAM Neale Fraser, AO, MBE Brian Tobin, AM Wayne Reid, OBE Des Nicholl, AM

#### **TENNIS AUSTRALIA** COMMITTEES

(AS AT 30 JUNE 2017)

#### **AUDIT AND RISK** COMMITTEE

Chris Freeman (Chair) Greg Hutchinson Elizabeth Minogue Ken Laffey David McGregor (external)

#### **INVESTMENT ADVISORY COMMITTEE**

Harold Mitchell (Chair) Craig Tiley **David Roberts Graham Bradley** 

#### **PEOPLE AND REMUNERATION COMMITTEE**

Jane Hrdlicka (Chair) Greg Hutchinson **Graham Bradley** 

#### **GOVERNANCE AND NOMINATIONS** COMMITTEE

Diane Grady (Chair) Chris Freeman Elizabeth Minogue

#### **CONTRACT APPROVAL** COMMITTEE

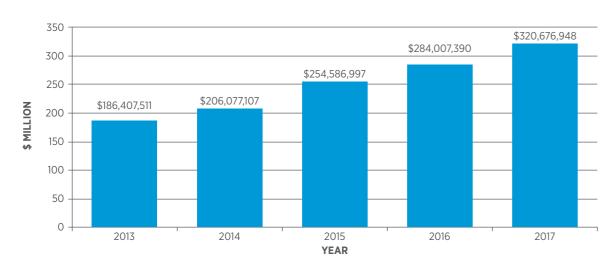
Greg Hutchinson Harold Mitchell Elizabeth Minogue

#### **AO REVIEW TEAM 2017**

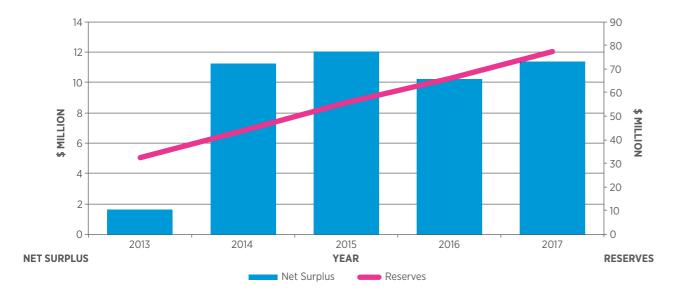
Craig Tiley (Chair) Tom Larner Darren Pearce **David Roberts** Richard Healesgrave Adrian Richardson Scott Glover Primoz Trcek Ann West

### Financial Report for the year end June 2017

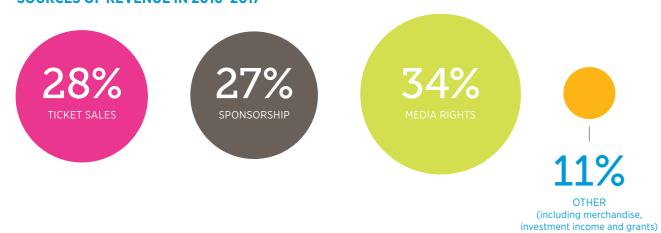
#### **TENNIS AUSTRALIA REVENUE**



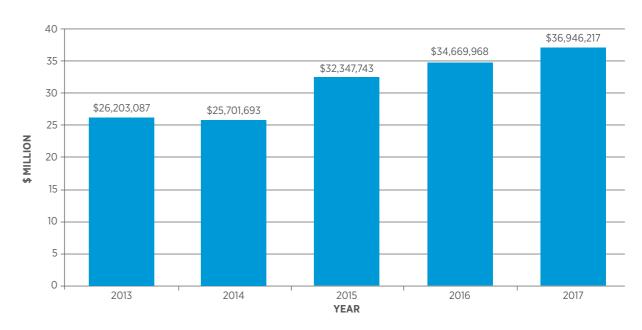
#### TENNIS AUSTRALIA NET SURPLUS AND RESERVE BALANCES



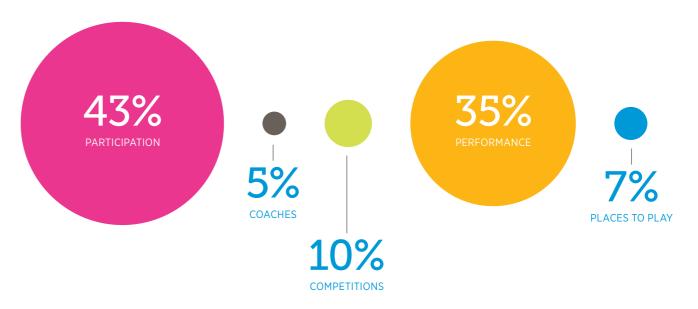
#### **SOURCES OF REVENUE IN 2016-2017**



#### **INVESTMENT IN PARTICIPATION - GRASSROOTS TENNIS**



#### **INVESTMENT IN TENNIS IN 2016-2017**





### Directors' Report

The Directors present their report together with the consolidated financial statements of the Group comprising of Tennis Australia Limited (the Company) and its subsidiary for the financial year ended 30 June 2017 and the auditor's report thereon.

#### 1. DIRECTORS

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

#### **President**

Legal Practitioner	Director since 2008 (resigned 10 April 2017)
	President since 2010 (resigned 10 April 2017)
Company Director	Director since 2008 (VP since 2010)
Company Director	Director since 2007 (VP since 2012) (Chair since 6 March 2017)
Company Director	Director since 2014
Company Director	Director since 2015
Company Executive	Director since 2016
Company Director	Director since 2016
Company Executive	Director since 2016
Company Director	Director since 2016
Company Director	Director since 25 July 2017
	Company Director Company Director Company Director Company Director Company Executive Company Director Company Executive Company Executive Company Director

#### 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		Investment Advisory Committee meetings	
	Α	В	Α	В	Α	В
S Healy	7	6	2	_	1	1
C Freeman	9	9	2	2	_	-
H Mitchell	9	7	-	-	1	1
G Hutchinson	9	9	2	2	_	-
J Hrdlicka	9	8	-	_	1	1
E Minogue	9	8	2	_	-	-
K Laffey	9	8	1	1	1	1
D Grady	9	9	-	-	-	-
G Bradley	9	7	-	-	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 and the Investment Advisory Committee met on one occasion in the year under review. The Remuneration and Nominations Committees did not meet during the year under review.

#### 4. SHORT AND LONG-TERM OBJECTIVES AND STRATEGIES FOR ACHIEVING THOSE **OBJECTIVES**

The Group's objectives and strategies are as follows:

- ► Get more people playing tennis more often by making it easier to play
- ► Teach people to teach tennis

#### 4. SHORT AND LONG-TERM OBJECTIVES AND STRATEGIES FOR ACHIEVING THOSE **OBJECTIVES** (CONTINUED)

- ► Improve tennis facilities
- ► Ensure there are competitive opportunities for players of all levels
- ► To create champions that Australians are proud of through the fostering of player ethics and integrity
- ▶ Innovate throughout all major events to ensure deep stakeholder and fan engagement
- ▶ Reinvest in the sport to fund strategic objectives
- ► To operate workplace health and safety practices to the highest standard.

#### 5. PRINCIPAL ACTIVITIES

The principal activities of the Group during the course of the financial year were the promotion and development of the game of tennis in Australia, including the conduct and development of the Australian Open and its lead-in events as the financial platform for tennis is Australia, 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 Group.

#### 6. PERFORMANCE MEASURES

The Group has a detailed annual Professional Development Review (PDR) process that ensures key performance indicators (KPI's) are set across all business units in the Group. These KPI's 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 Performance and Participation programs

#### 7. OPERATING AND FINANCIAL REVIEW

The Group's net result for the year ended 30 June 2017 was a net surplus of \$11,349,800. This compares with a net surplus of \$10,192,632 for the year ended 30 June 2016. The increase in net surplus mainly reflects the additional net revenues generated from the 2017 Australian Open.

#### 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 Group that occurred during the financial year under review not otherwise disclosed in this report or the financial statements.

#### 8. EVENTS SUBSEQUENT TO REPORTING DATE

In the interval between the end of the financial year and the date of this report there have been no events. items, or transactions of material or unusual nature likely, in the opinion of the Directors of the Company, to significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

#### 9. LIKELY DEVELOPMENTS

The directors do not anticipate any major changes in the basis of operations of the Group 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 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 amount of any such liabilities, including costs and expenses, to the extent of the Company's net assets as they exist at that time.

#### **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 \$50,582 in respect of this policy (2016: \$45,213).

#### 11. LEAD AUDITOR'S INDEPENDENCE **DECLARATION**

The Lead auditor's independence declaration is set out on page 92 and forms part of the Directors' report for the financial year ended 30 June 2017.

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

**C Freeman** Chair

Dated at Melbourne this 22nd day of August 2017.



#### As at 30 June 2017

Note	2017	2016
Assets		
Cash and cash equivalents	37,153,101	18,134,098
Trade and other receivables	8,173,511	12,723,378
Inventories 13	498,400	558,523
Other financial assets, including derivatives	46,693,604	46,584,979
Total current assets	92,518,616	78,000,978
Trade and other receivables	917,056	1,170,864
4. 3	, , , , , , , , , , , , , , , , , , , ,	2,608,106
Intangible assets 16		2,386,504
Property, plant and equipment 17		6,160,867
Total non-current assets	14,127,197	12,326,341
Total assets	106,645,813	90,327,319
Liabilities		
Trade and other payables	13,177,613	11,217,581
Employee benefits	6,581,983	5,508,349
Income received in advance 20	7,764,753	4,867,740
Total current liabilities	27,524,349	21,593,670
Employee benefits	510,131	838,227
Income received in advance 20	1,366,111	2,000,000
Total non-current liabilities	1,876,242	2,838,227
Total liabilities	29,400,591	24,431,897
Net assets	77,245,222	65,895,422
Members' equity		
Retained earnings	2,245,222	51,947,327
Reserves 2		13,948,095
Total members' equity	77,245,222	65,895,422

The consolidated statement of financial position is to be read in conjunction with the notes to the consolidated financial statements set out on pages 70 to 89.

## Statement of profit or loss and other comprehensive income

For the year ended 30 June 2017

1 01 1110 3 041 0114 04 04 04110 2017			
	Note	2017	2016
Revenue from sale of goods	6	3,704,990	3,711,009
Revenue from operations & events	6	309,347,708	270,781,032
Other revenues from operating activities	6	201,545	260,037
Total revenue	6	313,254,243	274,752,078
Other income	7	5,226,981	5,459,803
Total revenue and other income		318,481,224	280,211,881
Operations & events expenses		(199,496,349)	(176,515,268)
Tennis expenses		(54,261,640)	(54,016,072)
Commercial expenses		(10,965,182)	(7,245,706)
Media & marketing expenses		(10,810,134)	(10,297,045)
Facility grants		(2,601,220)	(2,283,136)
Other expenses		(29,500,613)	(22,610,205)
Total expenses		(307,635,138)	(272,967,432)
Finance income	9	2,195,724	3,795,509
Finance costs	9	(964,849)	
			(847,326)
Net finance income	9	1,230,875	2,948,183
Share of loss of equity-accounted investee	15	(727,161)	_
Net surplus for the period		11,349,800	10,192,632
Other comprehensive income	-	-	
Total comprehensive income for the period		11,349,800	10,192,632
			-

The consolidated statement of profit or loss and other comprehensive income is to be read in conjunction with the notes of the consolidated financial statements set out on



### Consolidated statement of changes in equity

#### For the year ended 30 June 2017

	Facility development reserve	Player & participation development reserve	Board designated reserve	Retained earnings	Total equity
Balance at 1 July 2015	5,948,095	8,000,000	-	41,754,695	55,702,790
Total comprehensive income for the period					
Total other comprehensive income	-	-	-	-	-
Surplus for the period	_	-	-	10,192,632	10,192,632
Balance at 30 June 2016	5,948,095	8,000,000	-	51,947,327	65,895,422
Balance at 1 July 2016	5,948,095	8,000,000	-	51,947,327	65,895,422
Total comprehensive income for the period					
Total other comprehensive income	-	-	-	-	-
Surplus for the period	-	-	-	11,349,800	11,349,800
Transfer to Board designated reserve	(5,948,095)	(8,000,000)	75,000,000	(61,051,905)	-
Balance at 30 June 2017	-	-	75,000,000	2,245,222	77,245,222

The consolidated statement of changes in equity is to be read in conjunction with the notes to the consolidated financial statements set out on pages 70 to 89.

### Consolidated statement of cash flows

#### For the year ended 30 June 2017

	Note	2017	2016
Cash flows from operating activities			
Cash receipts from customers		359,768,196	308,564,915
Cash paid to suppliers and employees		(335,199,239)	(299,986,622)
Interest received		358,020	321,777
Net cash from operating activities	24	24,926,977	8,900,070
Cash flows from investing activities			
Repayments from member/affiliate loans		317,539	607,928
Acquisition of equity-accounted investee	15	(2,669,634)	(2,608,106)
Payments for intangibles	16	-	(2,530,412)
Acquisition of property, plant and equipment	17	(3,555,879)	(2,681,785)
Net cash used in investing activities		(5,907,974)	(7,212,375)
Cash flows from financing activities			
Net cash from financing activities		-	
Net increase in cash and cash equivalents		19,019,003	1,687,695
Cash and cash equivalents at 1 July 2016		18,134,098	16,446,403
Cash and cash equivalents at 30 June 2017	11	37,153,101	18,134,098

The consolidated statement of cash flows is to be read in conjunction with the notes to the consolidated financial statements set out on pages 70 to 89.



### Notes to the consolidated financial statements

#### 1. REPORTING ENTITY

Tennis Australia Limited (the "Company") is domiciled in Australia. The Company's registered office is at Batman Avenue, Melbourne, Victoria. These consolidated financial statements comprise the Company and its subsidiary (together referred to as the "Group"). The Group is a not-for-profit group and the primary business is the development of tennis in Australia.

#### 2. BASIS OF PREPARATION

#### (a) Statement of compliance

The consolidated financial statements are Tier 2 general purpose financial statements which have been prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements adopted by the Australian Accounting Standards Board and the Corporations Act 2001. These consolidated financial statements comply with Australian Accounting Standards – Reduced Disclosure Requirements.

The consolidated financial statements were approved by the Board of Directors on 22 August 2017.

#### (b) Basis of measurement

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

#### (c) Functional and presentation currency

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

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

The preparation of consolidated 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. 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 consolidated financial statements are described in the following notes:

- Note 17 property, plant and equipment (impairment assessment and determination of useful lives)
- ▶ Note 22 operating leases (lease classification)

#### 3. SIGNIFICANT ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of the consolidated financial report are set out below. These have been consistently applied to all periods presented in these consolidated financial statements.

#### (a) Basis of consolidation

#### **Equity-accounted investee**

The Group's interest in equity-accounted investee comprises of interest in an associate. Associates are those entities in which the Group has significant influence, but not control over the financial and operating policies.

Interests in associates are accounted for using the equity method. They are recognised initially at cost, which includes transaction costs. Subsequent to initial recognition, the consolidated financial statements include the Group's share of the profit or loss and other comprehensive income of equity-accounted investees, until the date on which significant influence ceases.

#### **Subsidiaries**

Subsidiaries are entities controlled by the Group. The Group controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control ceases.

#### 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expense arising from intra-group transactions are eliminated.

#### (b) Foreign currency transactions

Transactions in foreign currencies are translated at the foreign exchange rate 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.

#### (c) 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 Group becomes party to the contractual provisions of the instrument. Financial assets are derecognised if the Group's contractual rights to the cash flows from the financial assets expire or if the Group 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 Group'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 Group'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
A financial asset is classified as 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 Group manages such investments and makes purchase and sale decisions based on their fair value in accordance with the Group's documented risk management or investment strategy. 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.

#### I oans and receivables

Loans and receivables are financial assets with fixed or determinable payments that are not quoted in an active market. Such assets are recognised initially at fair value plus any directly attributable transaction costs. Subsequent to initial recognition, loans and receivables are measured at amortised cost using the effective interest method, less any impairment losses.

#### Cash and cash equivalents

Cash and cash equivalents comprise cash balances and call deposits with maturities of three months or less from the acquisition date that are subject to an insignificant risk of changes in their fair value, and are used by the Group in the management of its short-term commitments.



## 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (ii) Derivative financial instruments

The Group holds derivative financial instruments to hedge its exposure to foreign currency risks arising from operating, financing and investing activities. In accordance with its treasury policy, the Group does not hold or issue derivative financial instruments for trading purposes.

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 re-measurement 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.

## (d) 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 accumulated 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.

Any gain or loss on disposal of an item of property, plant and equipment (calculated as the difference between the net proceeds from disposal and the carrying amount of the item) is recognised in profit or loss.

### (ii) Subsequent expenditure

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

#### (iii) Depreciation

Items of property, plant and equipment are depreciated from the date that they are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

Depreciation is calculated to write off the cost of property, plant and equipment less their estimated residual values using the straight line basis over their estimated useful lives. Depreciation is generally recognised in profit or loss, unless the amount is included in the carrying amount of another asset.

The estimated useful lives in the current and comparative years of significant items of property, plant and equipment are as follows:

Plant and equipment 3-10 years
 Leasehold improvements 3-16 years
 Memorabilia Indefinite

Depreciation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.

### (e) Intangible assets

## (i) Recognition and measurement

Intangible assets that are acquired by the Group, which have finite useful lives, are measured at cost less accumulated amortisation and accumulated 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 as incurred.

## 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

## (iii) Amortisation

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
 Capitalised development cost 5 years
 Other 10 years

Amortisation methods, useful lives and residual values are reviewed each reporting date and adjusted if appropriate.

## (f) 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 estimated costs necessary to make the sale.

## (g) Impairment

## (i) Financial assets (including receivables)

A financial asset is impaired if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset, and that the loss event(s) had an impact on the estimated future cash flows of that asset that can be estimated reliably.

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.

#### (ii) Non-financial assets

The carrying amounts of the Group'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.

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.

## (iii) Equity-accounted investees

An impairment loss in respect of an equity accounted investee is measured by comparing the recoverable amount of the investment with its carrying amount. An impairment loss is recognised in profit or loss, and is reversed if there has been a favourable change in the estimates used to determine the recoverable amount.



## 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

## (h) Employee benefits

## (i) Long-term employee benefits

The Group'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 Corporate bonds at the balance sheet date which have maturity dates approximating to the terms of the Group's obligations.

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

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group 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.

## (iii) Termination benefits

Termination benefits are expensed at the earlier of when the Group can no longer withdraw the offer of those benefits and when the Group recognises costs for a restructuring. If benefits are not expected to be settled wholly within 12 months of the end of the reporting period, then they are discounted.

### (i) Provisions

A provision is recognised if, as a result of a past event, the Group 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) Revenu

## (i) Sale of goods

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) Rendering of services

Revenue from rendering of services 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 & Olympic Parks Trust, the Group is responsible for and is entitled to bring to account all of the income and expenditure for the Australian Open. This consolidated financial report includes the results from the 2017 Australian Open. Under the agreements a percentage of agreed revenue items is payable to the Melbourne & 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.

## (k) Other income

#### **Government grants**

Grants that compensate the Group for expenses incurred are recognised as other income in the consolidated statement of comprehensive income when funding is received. Grants that compensate the Group 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.

## (I) 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.

## 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

### (m) Finance income and finance costs

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 in profit or loss on the date that the Group's right to receive payment is established.

Finance costs 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.

Borrowing costs that are not directly attributable to the acquisition, construction or production of a qualifying asset are recognised in profit or loss using the effective interest method.

### (n) 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.

## (o) Goods and services tax

Revenue, expenses, assets and liabilities 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.

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.

## (p) 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 ten years with interest charged at the bank bill 180 day swap rate.

## (q) New accounting standards and interpretations not yet adopted

The following accounting standards, amendments to accounting standards and interpretations have been identified as those which may impact the Group in the period of initial adoption. They were available for early adoption for the Group's annual reporting period beginning 1 July 2018, but have not been applied in preparing this financial report.

AASB 9 Financial Instruments becomes mandatory for the Group's financial statements for the period beginning on or after 1 January 2018 and could change the classification and measurement of financial assets. The Group does not plan to adopt this standard early and the extent of the impact has not been determined.

AASB 15 Revenue from Contracts with Customers becomes mandatory for the Group's financial statements for the period beginning on or after 1 January 2019 and establishes a comprehensive framework for determining whether, how much and when revenue is recognised. The standard replaces existing revenue recognition guidance. The Group does not plan to adopt this standard early and the extent of the impact is being assessed.

AASB 16 Leases mandatory for the Group's financial statements for the period beginning on or after 1 January 2019 and introduces a single, on-balance sheet accounting model for lessees. A lessee recognises a right-of-use asset representing its right to use the underlying asset and a lease liability representing its obligation to make lease payments. These are optional exemptions for short-term leases and leases of low value items. Lessor accounting remains similar to the current standard i.e. lessors continue to classify leases as finance or operation expenses. The Group does not plan to adopt this standard early and the extent of the impact is being assessed.

AASB 1058 Income of Not-for-Profit Entities becomes mandatory for the Group's financial statements for the period beginning on or after 1 January 2019 and establishes principles for NFP entities that apply specifically to transactions where the consideration to acquire an asset is significantly less than fair value principally to enable a NFP entity to further its objectives; and to volunteer services received. The Group does not plan to adopt this standard early and the extent of the impact is being assessed.



## 3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

There are also other amendments and revisions to accounting standards and interpretations that have not been early adopted. These changes are not expected to result in any material changes to the Group's financial performance or financial position.

## 4. DETERMINATION OF FAIR VALUES

A number of the Group'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

The fair values of trade and other receivables are estimated at the present value of future cash flows, discounted at the market rate of interest at the measurement date. Short-term receivables with no stated interest rate are measured at the original invoice amount if the effect of discounting is immaterial. Fair value is determined at initial recognition and, for disclosure purposes, at each annual reporting date.

## (iv) Forward exchange contracts

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.

#### (v) Inventories

The fair value of inventories acquired in a business combination is determined based on its estimated selling price in the ordinary course of business less the estimated costs of completion and sale, and a reasonable profit margin based on the effort required to complete and sell the inventories.

## 5. FINANCIAL RISK MANAGEMENT

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

- Credit risk
- Market risk

This note presents information about the Group'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 Group, 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 Group's activities. The Group, through its training and management standards and procedures, aims 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 Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group.

## Credit risk

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

#### Trade and other receivables

The Group's exposure to credit risk is influenced mainly by the individual characteristics of each customer. The demographics of the Group'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 12 per cent (2016: 13 per cent) of the Group's revenue is attributable to transactions with a single customer.

The Group 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.

## **Market risk**

## Currency risk

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

The Group hedged 78 per cent of all trade receivables and trade payables denominated in a foreign currency. The Group 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 Group adopts a policy of ensuring that at least 67 per cent of its interest rate risk exposure is at fixed-rates.

## Other market price risk

Market risk exposure arises from the Group'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 Group's investment strategy is to achieve optimum return relative to risk. The Group 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.

## **Investment management**

The Board has appointed the Investment Advisory Committee to monitor, on its behalf, the effectiveness of the investment process of the Group 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 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 Group's Reserves Policy and Investment strategy.

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



## 6. REVENUE

	2017	2016
Revenue from sale of goods	3,704,990	3,711,009
Revenue from operations & events	309,347,708	270,781,032
Other revenues:		
Interest received:		
Member Associations affiliated clubs	22,270	31,109
Other parties	179,275	228,928
	201,545	260,037
Total revenue	313,254,243	274,752,078

## 7. OTHER INCOME

Total other income	5,226,981	5,459,803
Government grants	5,226,981	5,459,803

The Group has been awarded government grants from the Australian Sports Commission ('ASC'), Department of Foreign Affairs & Trade, Department of Health & Human Services, Department of Infrastructure & Regional Development and Visit Victoria. One of the grants from the ASC relates to a sport grant and is dependent upon the Group supporting its sport development initiatives, including the implementation of recommendations arising from the High Performance Advisory Panel.

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

## 8. EXPENSES

	2017	2016
Depreciation expenses:		
Plant and equipment	2,711,104	2,319,106
Leasehold improvements	130,990	79,624
Amortisation expense	543,065	405,735
Cost of goods sold	822,362	733,203
Movement in the provision for employee entitlements	361,560	919,354
Operating lease rental expenses	2,461,824	1,719,046

## 9. FINANCE INCOME AND FINANCE COSTS

## Recognised in consolidated profit or loss

	2017	2016
Interest income on investments at fair value through profit or loss	1,267,019	1,715,844
Interest income on bank deposits	345,996	291,416
Dividend income on investments at fair value through profit or loss	20,773	28,071
Net change in fair value of financial assets at fair value through profit or loss	-	341,107
Net foreign exchange gain	533,252	-
Net change in fair value of derivatives at fair value through profit or loss	28,684	1,419,071
Finance income	2,195,724	3,795,509
Net foreign exchange loss	-	(131,705)
Net change in fair value of financial assets at fair value through profit or loss	(964,849)	(715,621)
Finance expense	(964,849)	(847,326)
Net finance income and expense	1,230,875	2,948,183

The above finance income and finance costs include the following in respect of assets/(liabilities) held at amortised cost:

Total interest income on financial assets	345,996	291,416

No finance income or finance costs are recognised through equity. This is consistent with the consolidated statement of profit or loss and other comprehensive income on page 67.



## **10. AUDITOR'S REMUNERATION**

	2017	2016
Audit services		
Auditors of the Group		
KPMG Australia:		
Audit and review of the financial reports	86,300	68,500
	86,300	68,500
Other services		
KPMG Australia and International		
Grant assurance procedures	15,700	3,600
Professional services - Governance Review	25,581	-
Taxation services - US Taxation Return	14,748	12,383
Taxation services - HK Taxation Advice	32,319	24,324
	88,348	40,307

## 11. CASH AND CASH EQUIVALENTS

Cash and cash equivalents	37,153,101	18,134,098
Bank balances	37,153,101	18,134,098
	2017	2016

## 12. TRADE AND OTHER RECEIVABLES

	2017	2016
Current		
Trade receivables	3,052,238	6,160,264
Other receivables	2,495,785	2,869,298
Prepayments	2,364,941	3,347,040
Facility loans receivable from member affiliated clubs	180,453	210,603
Secured loans receivable from Member Associations	80,094	136,173
	8,173,511	12,723,378
Non-current		
Prepayments	112,500	135,000
Facility loans receivable from member affiliated clubs	353,172	504,267
Secured loans receivable from Member Associations	451,384	531,597
	917,056	1,170,864

## 13. INVENTORIES

	2017	2016
Inventory on hand	498,400	558,523
	498,400	558,523

## 14. OTHER FINANCIAL ASSETS

2017	2016
22,677,996	14,006,894
9,986,837	528,596
12,972,146	31,021,548
1,056,625	1,027,941
46,693,604	46,584,979
	22,677,996 9,986,837 12,972,146 1,056,625

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



## 15. EQUITY-ACCOUNTED INVESTEE

Name	<b>Principle Activity</b>	Balance sheet date Ownership %		ship %	Carrying amount		
			2017	2016	2017	2016	
Trident 8 Limited	Further the interest of tennis by establishing and operating a team tennis competition	31 December	20%	20%	4,492,050	2,608,106	
					4,492,050	2,608,106	

On 18th April 2016 the Group entered into an arrangement and invested in a newly incorporated United Kingdom entity, Trident 8 Limited. At the balance sheet date, the Group had invested two thirds of its commitment being \$2,611,105 in the current year (2016: \$2,608,106). The Group's investment is 20% of the total equity of Trident 8 Limited.

During the current year the Group accounted for a \$727,161 share of loss from the equity-accounted investee (2016: Nil). In addition no dividends were received from the investment in Trident 8 Limited.

## **16. INTANGIBLE ASSETS**

	Domain name	Trademark	Development	Other	Total
Cost					
Balance at 1 July 2015	32,500	573,316	-	-	605,816
Additions	-	-	2,326,927	203,485	2,530,412
Balance at 30 June 2016	32,500	573,316	2,326,927	203,485	3,136,228
Balance at 1 July 2016 Additions	32,500 -	573,316 -	2,326,927	203,485	3,136,228
Balance at 30 June 2017	32,500	573,316	2,326,927	203,485	3,136,228
Amortisation					
Balance at 1 July 2015	-	343,989	-	-	343,989
Amortisation charges for the year	-	57,331	348,404	-	405,735
Balance at 30 June 2016	_	401,320	348,404	_	749,724
Balance at 1 July 2016	-	401,320	348,404	-	749,724
Amortisation charges for the year	-	57,331	465,385	20,349	543,065
Balance at 30 June 2017		458,651	813,789	20,349	1,292,789
Carrying amounts					
Balance at 1 July 2015	32,500	229,327	-	-	261,827
Balance at 30 June 2016	32,500	171,996	1,978,523	203,485	2,386,504
Balance at 1 July 2016	32,500	171,996	1,978,523	203,485	2,386,504
Balance at 30 June 2017	32,500	114,665	1,513,138	183,136	1,843,439



## 17. PROPERTY, PLANT AND EQUIPMENT

	Leasehold Improvements	Plant and equipment	Memorabilia	Total
Cost				
Balance at 1 July 2015	2,502,797	19,599,408	1,876,397	23,978,602
Additions	301,849	2,379,936	-	2,681,785
Disposals	_	-	-	-
Balance at 30 June 2016	2,804,646	21,979,344	1,876,397	26,660,387
Balance at 1 July 2016	2,804,646	21,979,344	1,876,397	26,660,387
Additions	286,205	3,269,674	-	3,555,879
Disposals	-	-	-	-
Balance at 30 June 2017	3,090,851	25,249,018	1,876,397	30,216,266
Depreciation and impairment losse	c			
Balance at 1 July 2015	2,450,928	15,649,862	_	18,100,790
Depreciation charge for the year	79,624	2,319,106	_	2,398,730
Disposals	-		_	
Balance at 30 June 2016	2,530,552	17,968,968		20,499,520
	7	,,		2, 22,2
Balance at 1 July 2016	2,530,552	17,968,968	-	20,499,520
Depreciation charge for the year	130,990	2,711,104	-	2,842,094
Disposals	-	-	-	-
Balance at 30 June 2017	2,661,542	20,680,072	-	23,341,614
Carrying amounts				
At 1 July 2015	51,869	3,949,546	1,876,397	5,877,812
At 30 June 2016	274,094	4,010,376	1,876,397	6,160,867
At 1 July 2016	274,094	4,010,376	1,876,397	6,160,867
At 30 June 2017	429,309	4,568,946	1,876,397	6,874,652

The carrying value of the memorabilia collection was tested for impairment at the balance sheet 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.

## 18. TRADE AND OTHER PAYABLES

	2017	2016
Trade payables	1,872,792	1,200,298
Other payables	11,304,821	10,017,283
	13,177,613	11,217,581

## 19. EMPLOYEE BENEFITS

	2017	2016
Current		
Provision for long service leave	2,742,533	2,307,035
Provision for annual leave	3,142,468	3,201,314
Long-term incentive plan	696,982	
	6,581,983	5,508,349
Non-current		
Provision for long service leave	510,131	525,223
Long-term incentive plan	-	313,004
	510,131	838,227

## 20. INCOME RECEIVED IN ADVANCE

	2017	2016
Current		
Australian Open	4,501,540	3,291,948
Other	3,263,213	1,575,792
	7,764,753	4,867,740
Non-current		
Australian Open	1,366,111	2,000,000
	1,366,111	2,000,000



## 21. CAPITAL AND RESERVES

## **Board designated reserve**

The Board of Directors has designated a portion of net assets for the specific purpose of funding ongoing operations of the Company, including the provision of current level funding to Member Associations, for one year. The Board considers it imperative that the Company self-insure against risk of the Australian Open not being held in any given year. The amount that has been allocated to the Board Designated Reserve is \$75 million which has been transferred from the facility development reserve, player and participation development reserve and retained earnings (refer to the consolidated statement of changes in equity). The balance of this reserve will be reviewed annually.

## **Facility development reserve**

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

## Player and 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.

## **Member equity**

Every member of the Group undertakes to contribute to the property of the Group in the event of the Group 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 Group 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.

## **22. OPERATING LEASES**

#### Leases as lessee

Non-cancellable operating lease commitments as follows:

	2017	2016
Less than one year	2,167,264	2,124,943
Between one and five years	5,967,602	6,367,117
More than five years	20,898,933	22,285,495
	29,033,799	30,777,555

The Group leases goods and property under non-cancellable operating leases expiring from one to 20 years. Leases generally provide the Group with a right of renewal at which time all terms are renegotiated.

Under the property lease with Melbourne & Olympic Parks Trust the Company is required to pay \$1,502,620, which includes the National Tennis Centre and annual CPI adjustment.

During the financial year ended 30 June 2017, \$2,461,824 was recognised as an expense in the income statement in respect of operating leases (2016: \$1,719,046).

## 23. CAPITAL AND OTHER COMMITMENTS

The Company is also required to make an annual fixed payment of \$3,769,000 to Melbourne & Olympic Parks Trust that is adjusted for CPI through to 2036. This payment is to obtain the right to 100% of merchandise revenues and a portion of catering and ticketing rebates payable to Melbourne & Olympic Parks Trust during the Australia Open. It is the Group's expectation that the above commitments will be more than offset by new revenues accruing to the Group in the areas of catering, ticketing and merchandise over the period of the commitments.

As at the balance sheet date, the Company had invested two-thirds of its total commitment in accordance with the agreement with Trident 8 Limited (refer to note 15). The Group paid the remaining third of its commitment \$2,611,105 on 5 July 2017.

## 24. RECONCILIATION OF CASH FLOWS FROM OPERATING ACTIVITIES

	Note	2017	2016
Cash flows from operating activities			
Surplus for the year		11,349,800	10,192,632
Adjusted for:			
Depreciation	17	2,842,094	2,398,730
Amortisation	16	543,065	405,735
Unrealised foreign exchange (gains)		(28,684)	(1,419,071)
Decrease/(increase) in fair value of investments		705,747	(1,054,055)
Operating profit before changes in working capital and provisions		15,412,022	10,523,971
Decrease/(increase) in trade and other receivables		4,486,138	(305,086)
Decrease/(increase) in inventories		60,123	(426,892)
Increase/(decrease) in trade and other payables		1,960,032	(1,911,008)
Increase/(decrease) in income received in advance		2,263,124	(213,274)
Increase in employee benefits		745,538	1,232,359
Net cash from operating activities		24,926,977	8,900,070

## **25. CONTINGENT LIABILITY**

From time to time, the Group is party to claims from customers and suppliers arising from operations in the ordinary course of business. At the date of this report there is no reason to expect any matter to materially impact, either individually or in aggregate, the Group's financial position or results from operations.



## **26. PARENT ENTITY DISCLOSURE**

As at, and throughout, the financial year ended 30 June 2017 the parent entity of the Group was Tennis Australia Limited, a Company limited by guarantee.

	2017	2016
Results of parent entity		
Net surplus for the period	11,349,800	10,192,632
Other comprehensive income	-	_
Total comprehensive income for the period	11,349,800	10,192,632
Financial position of parent entity at year end		
Current assets	92,518,616	78,000,978
Total assets	106,645,829	90,327,319
Current liabilities	27,524,349	21,593,670
Total liabilities	29,400,607	24,431,897
Total equity of the parent entity comprising of:		
Retained earnings	2,245,222	51,947,327
Reserves	75,000,000	13,948,095
Total equity	77,245,222	65,895,422

## **27. SUBSIDIARY ENTITY DISCLOSURE**

The consolidated financial statements include the financial statements of Tennis Australia Limited and the subsidiaries listed in the following table:

Name	Country of Incorporation	Equity interest %	
		2017	2016
Tennis Nxt Limited	Hong Kong	100%	-

The subsidiary entity is currently dormant. It was set up to operate events in Asia.

## 28. RELATED PARTY TRANSACTIONS

The names of each person holding the position of director of the Group during the financial year were: Stephen Healy (President), Harold Mitchell Ac, Chris Freeman AM, Ken Laffey, Greg Hutchinson, Jayne Hrdlicka, Elizabeth Minogue, Diane Grady AM and Graham Bradley AM.

The aggregate value of transactions and outstanding balances relating to director personnel and entities over which they have control or significant influence for the current year are nil (2016: nil).

## Key management personnel compensation

The key management personnel compensation was \$3,738,337 for the year ended 30 June 2017 (2016: \$6,221,335). The reduction from the previous year reflects a review of the roles considered as key management personnel (effective date: 1 July 2016).

## **29. SUBSEQUENT EVENTS**

In the interval between the end of the financial year and the date of this report there have been no events, items, or transactions of material or unusual nature likely, in the opinion of the directors of the Company, to significantly affect the operations of the Group, the results of those operations, or the state of affairs of the Group in future financial years.

## **DIRECTORS' DECLARATION**

- 1. In the opinion of the directors of Tennis Australia Limited ('the Group'):
  - (a) the financial statements and notes set out on pages 64 to 89, are in accordance with the Corporations Act 2001, including:
    - (i) giving a true and fair view of the Group's financial position as at 30 June 2017 and its performance for the financial year ended on that date; and
    - (ii) complying with Australian Accounting Standards Reduced Disclosure Requirements and the Corporations Regulations 2001; and
  - (b) there are reasonable grounds to believe that the Group will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors:

C Freeman Chair

Dated at Melbourne this 22nd day of August 2017.





## Independent Auditor's Report

#### To the members of Tennis Australia Limited

### Opinion

We have audited the *Financial Report* of The *Financial Report* comprises: Tennis Australia Limited (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with the Corporations Act 2001 including:

- giving a true and fair view of the **Group**'s financial position as at 30 June 2017 and of its financial performance for the year ended on that date; and
- complying with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Regulations 2001.

- Consolidated statement of financial position as at 30 June
- •Consolidated statement of profit or loss and other comprehensive income. Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended
- Notes including a summary of significant accounting
- Directors' Declaration.

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

### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the Financial Report section of our report.

We are independent of the Group in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

#### Other Information

Other Information is financial and non-financial information in Tennis Australia Limited's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

Liability limited by a scheme approved under

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

## Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the Corporations Act 2001
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error
- assessing the Group's ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

#### Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors\_files/ar7.pdf. This description forms part of our Auditor's Report.

Gordon Sangster

Partner

Melbourne

22 August 2017

## Lead auditor's independence declaration

# Lead Auditor's Independence Declaration under Section 307C 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 of Tennis Australia Limited for the financial year ended 30 June 2017 there have been:

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

Khus



KPMG

Gordon Sangster

Partner

Melbourne

22 August 2017

Liability limited by a scheme approved under

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

## **Appendix**

# APPENDIX ONE: 2016-2017 EVENT RESULTS

## **DECEMBER SHOWDOWN**

MELBOURNE PARK, MELBOURNE, 3 – 18 DECEMBER, 2016

## **Australian Open Wildcard Play-off winners:** Omar Jasika (Vic.), Jaimee Fourlis (Vic.)

**18/u Australian champions:** Scott Jones (WA), Destanee Aiava (Vic.)

**16/u Australian champions:** Matthew Dellavedova (Vic.), Gabriella Da Silva-Fick (NSW)

**14/u Australian champions:** Edward Vo (SA), Olivia Gadecki (QLD)

**12/u Australian champions:** Amor Jasika (Vic.), Charlotte Kempenaers-Pocz (SA)

#### **AO SERIES**

BRISBANE INTERNATIONAL, QUEENSLAND TENNIS CENTRE, BRISBANE, 1 – 8 JANUARY, 2017

**Men's singles:** [7] Grigor Dimitrov (BUL) d [3] Kei Nishikori (JPN) 6-2 2-6 6-3

Women's singles: [3] Karolina Pliskova (CZE) d Alize Cornet (FRA) 6-0 6-3

Men's doubles: [WC] Thanasi Kokkinakis (AUS)/Jordan Thompson (AUS) d Gilles Muller (LUX)/Sam Querrey (USA) 7-6(7) 6-4

**Women's doubles:** [1] Bethanie Mattek-Sands (USA)/Sania Mirza (IND) d [2] Ekaterina Makarova (RUS)/Elena Vesnina (RUS) 6-2 6-3

## MASTERCARD HOPMAN CUP, PERTH ARENA, PERTH. 1 – 8 JANUARY. 2017

**Champions**: France – Richard Gasquet, Kristina Mladenovic

Finalists: USA – Jack Sock, CoCo Vandeweghe

WORLD TENNIS CHALLENGE, MEMORIAL DRIVE, ADELAIDE, 10 - 12 JANUARY, 2017

Champions: Team Gold – Mark Philippoussis (AUS), Alexandr Dolgopolov (UKR), Henri Kontinen (FIN), John Peers (AUS)

## APIA INTERNATIONAL SYDNEY, SYDNEY OLYMPIC PARK TENNIS CENTRE, SYDNEY, 8-14 JANUARY, 2017

**Men's singles:** [6] Gilles Muller (LUX) d Daniel Evans (GBR) 7-6(5) 6-2

Evans (GBR) 7-6(5) 6-2

Women's singles: [6] Johanna Konta (GBR) d

[2] Agnieszka Radwanska (POL) 6-4 6-2

Men's doubles: Wesley Koolhof (NED)/Matwe Middelkoop (NED) d [1] Jamie Murray (GBR)/ Bruno Soares (BRA) 6-3 7-5

Women's doubles: Timea Babos (HUN)/ Anastasia Pavlyuchenkova (RUS) d [1] Sania Mirza (IND)/Barbora Strycova (CZE) 6-4 6-4

## HOBART INTERNATIONAL, DOMAIN TENNIS CENTRE, HOBART, 8-14 JANUARY, 2017

**Women's singles:** [Q] Elise Mertens (BEL) d [3] Monica Niculescu (ROU) 6-3 6-1

Women's doubles: Raluca Olaru (ROU)/Olga Savchuk (UKR) d [3] Gabriela Dabrowski (CAN)/Zhaoxuan Yang (CHN) 0-6 6-4 [10-5]

## AUSTRALIAN OPEN, MELBOURNE PARK, MELBOURNE, 16 - 29 JANUARY, 2017

**Men's singles:** [17] Roger Federer (SUI) d [9] Rafael Nadal (ESP) 6-4 3-6 6-1 3-6 6-3

**Women's singles:** [2] Serena Williams (USA) d [13] Venus Williams (USA) 6-4 6-4

Men's doubles: [4] Henri Kontinen (FIN)/John Peers (AUS) d [3] Bob Bryan (USA)/Mike Bryan (USA) 7-5 7-5

Women's doubles: [2] Bethanie Mattek-Sands (USA)/Lucie Safarova (CZE) d [12] Andrea Hlavackova (CZE)/Shuai Peng (CHN) 6-7(4) 6-3 6-3

**Mixed doubles:** Abigail Spears (USA)/Juan Sebastian Cabal (COL) d [2] Sania Mirza (IND)/ Ivan Dodig (CRO) 6-2 6-4

**Boys' singles:** [15] Zsombor Piros (HUN) d [4] Yshai Oliel (ISR) 4-6 6-4 6-3

**Girls' singles:** [11] Marta Kostyuk (UKR) d [1] Rebeka Masarova (SUI) 7-5 1-6 6-4

**Boys' doubles:** [4] Yu Hsiou Hsu (TPE)/Lingxi Zhao (CHN) d Finn Reynolds (NZL)/Duarte Vale (POR) 6-7(8) 6-4 [10-5]

**Girls' doubles:** [3] Bianca Vanessa Andreescu (CAN)/Carson Branstine (USA) d Maja Chwalinska (POL)/Iga Swiatek (POL) 6-17-6(4)

**Men's wheelchair singles:** Gustavo Fernandez (ARG) d Nicolas Peifer (FRA) 3-6 6-2 6-0

Women's wheelchair singles: [2] Yui Kamiji (JPN) d [1] Jiske Griffioen (NED) 6-7(2) 6-3 6-3 Quad wheelchair singles: [1] Dylan Alcott (AUS) d Andy Lapthorne (GBR) 6-2 6-2

Men's wheelchair doubles: [2] Joachim Gerard (BEL)/Gordon Reid (GBR) d Gustavo Fernandez (ARG)/Alfie Hewitt (GBR) 6-3 3-6 [10-3]

Women's wheelchair doubles: [1] Jiske Griffioen (NED)/Aniek Van Koot (NED) d [2] Yui Kamiji (JPN)/Diede De Groot (NED) 6-3 6-2

**Quad wheelchair doubles:** [1] Andy Lapthorne (GBR)/David Wagner (USA) d [2] Dylan Alcott (AUS)/Heath Davidson (AUS) 6-3 6-3

# APPENDIX TWO: DAVIS CUP AND FED CUP RESULTS

## DAVIS CUP

## 2016-2017 RESULTS

World Group play-off (16-18 September 2016): Australia d Slovakia 3-0, Ken Rosewall Arena. Sydnev.

**Team:** Nick Kyrgios, Bernard Tomic, John Peers, Sam Groth.

Nick Kyrgios (AUS) d Andrej Martin (SVK) 6-3 6-2 6-4

Bernard Tomic (AUS) d Jozef Kovalik (SVK) 7-6(5) 6-4 6-4

Sam Groth/John Peers (AUS) d Andrej Martin/ Igor Zelenay (SVK) 6-4 6-2 6-7(3) 7-6(2)

## World Group first round (3-5 February 2017):

Australia d Czech Republic 4-1, Kooyong, Melbourne.

**Team:** Nick Kyrgios, Jordan Thompson, John Peers. Sam Groth.

Jordan Thompson (AUS) d Jiri Vesely (CZE) 6-3 6-3 6-4

Nick Kyrgios (AUS) d Jan Satral (CZE) 6-2 6-3 6-2

Sam Groth/John Peers (AUS) d Jan Satral/Jiri Vesely (CZE) 6-3 6-2 6-2 Sam Groth (AUS) lost to Jiri Vesely (CZE) 6-3

5-7 3-6

Jordan Thompson (AUS) d Jan Satral (CZE) 7-6(5) 6-2

## World Group quarterfinal (7-9 April 2017):

Australia d USA 3-2, Pat Rafter Arena, Brisbane

**Team:** Nick Kyrgios, Jordan Thompson, John Peers. Sam Groth.

Jordan Thompson (AUS) d Jack Sock (USA) 6-3 3-6 7-6(4) 6-4

Nick Kyrgios (AUS) d John Isner (USA) 7-5 7-6(5) 7-6(5)

Sam Groth/John Peers (AUS) lost to Steve Johnson/Jack Sock (USA) 6-3 3-6 2-6 6-2 3-6 Nick Kyrgios (AUS) d Sam Querrey (USA) 7-6(4) 6-3 6-4

Sam Groth (AUS) lost to John Isner (USA) 6-7(5) 3-6

## **FED CUP**

### 2017 RESULTS

# World Group II first round (11-12 February 2017): Ukraine d Australia 3-1, Kharkiv, Ukraine

**Team:** Daria Gavrilova, Ashleigh Barty, Casey Dellacqua, Arina Rodionova.

Daria Gavrilova (AUS) lost to Lesia Tsurenko (UKR) 2-6 3-6

Ashleigh Barty (AUS) lost to Elina Svitolina (UKR) 6-41-62-6

Daria Gavrilova (AUS) lost to Elina Svitolina (UKR) 3-6 2-6

Ashleigh Barty/Casey Dellacqua (AUS) d Nadiia Kichenok/Olga Savchuk (UKR) 6-2 2-6

## World Group II play-off (22-23 April 2017):

Australia d Serbia 4-0, Zrenjanin, Serbia.

**Team:** Daria Gavrilova, Ashleigh Barty, Casey Dellacqua, Destanee Aiava.

Ashleigh Barty (AUS) d Aleksandra Krunic (SRB) 6-4 6-3

Daria Gavrilova (AUS) d Ivana Jorovic (SRB) 6-2 6-2

Daria Gavrilova (AUS) d Nina Stojanovic (SRB)

Ashleigh Barty/Casey Dellacqua (AUS) d Ivana Jorovic/Nina Stojanovic 6-17-5

## Member Associations

## **TENNIS ACT**

Dan Bisa, President Kim Kachel, CEO

A: PO Box 44
Dickson ACT 2602
L: National Sports Club
Riggall Place
Lyneham ACT 2602
P: +61 2 6160 7800
E: actreception@tennis.com.au
W: tennis.com.au/act

## **TENNIS NSW**

Greg Doyle, President Lawrence Robertson, CEO

A: PO Box 6204
Silverwater NSW 1811
L: 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 Sam Gibson, General Manager

A: Unit 1, 90 Ross Smith Avenue Fannie Bay NT 0820 P: +618 8981 5609 F: +618 8981 5616 E: tennisnt@tennis.com.au W: tennis.com.au/nt

## **TENNIS QUEENSLAND**

Mark Bloomfield, President Geoff Quinlan, CEO

190 King Arthur Terrace Tennyson Qld 4105 P: +61 7 3120 7900 E: tennisqueenslandinfo@tennis.com.au W: tennis.com.au/gld

A + L: Queensland Tennis Centre

## **TENNIS SA**

Kent Thiele, President Steve Baldas, CEO

A: PO Box 43
North Adelaide SA 5006
L: 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**

A: GPO Box 115

Philip Bowden, President Darren Sturgess, CEO

Hobart Tas. 7001 L: Domain Tennis Centre 2 Davies Avenue Glebe Tas. 7000 P: +61 3 6108 8200 F: +61 3 6108 8215 E: tasinfo@tennis.com.au W: tennis.com.au/tas

## **TENNIS VICTORIA**

Gary Clark, President Matthew Kennedy, CEO

A: Locked Bag 6001
Richmond Vic. 3121
L: 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**

Wayne Firns, President Michael Roberts, CEO

A: PO Box 116
Burswood WA 6100
L: State Tennis Centre
Victoria Park Drive
Burswood WA 6100
P: +61 8 6462 8300
F: +61 8 9361 1500
E: wainfo@tennis.com.au
W: tennis.com.au/wa

