



ANNUAL REPORT

2020-2021





CONTENTS

4	From the Chair and CEO
8	Superstar inspiration
10	Standout performers
12	Springboard for success
14	Celebrating our champions
16	Serving up hope
18	A successful summer
20	Expanding the reach
22	The business of tennis
24	Thriving through adversity
26	Supporting the network
28	Competitive opportunities
30	Winning with innovation
32	Lead, influence and play
34	Community spirit
38	A dynamic force
40	Foundation of service
44	Corporate governance
46	Executive Leadership team
48	Tennis Australia Board
50	Office bearers
52	Financial report

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

Editors: Vivienne Christie, Leigh Rogers

Design: Andrea Williamson

Photography: Tennis Australia, Getty Images

Cover photos: Ash Barty: Getty Images; Dylan Alcott: Courtesy Paralympics Australia



RISING TO THE CHALLENGE

As we navigated a year like no other in our organisation's history, rising to the challenge became an enduring theme.

Tennis, like the entire world, faced rapidly changing circumstances amid the global pandemic. Tournaments were postponed or shut down due to restrictions and border closures, our homes became our offices and for much of the year, collaboration occurred in a mostly virtual world. For players, clubs and coaches, the sport itself at times came to a rapid halt.

But while waiting for the new normal to take effect, we also persevered to create our own.

The company values of collaboration, humility, imagination and excellence were ever-present, as qualities including commitment, resilience and adaptability also became key.

They ultimately combined to deliver some of our greatest feats.

The Australian Open was successfully repositioned to become the nation's first major event in the COVID era. Despite the many lockdowns and restrictions, tennis participation increased by more than 15 per cent. And in a glittering season for Australia's professional players, we celebrated multiple Grand Slam milestones and dual world No.1s. While Ash Barty and Dylan Alcott set



Creating a playful world through tennis is at the heart of everything we do.



GRAND SLAMS AND GRASSROOTS: As we celebrated Grand Slam titles for world No.1s Ash Barty and Dylan Alcott, we also marked highs in on-court participation and welcomed many new players to the sport.

Creating a playful world through tennis is at the heart of everything we do. A Hitting Wall initiative not only embellished clubs and public tennis facilities with stunning new artworks, but also encouraged further participation. The establishment of a national gender equality taskforce to create a Women and Girls plan continues to drive change and opportunity across our sport. We are putting the Federal Government's 2019 funding to good use in increasing the number of women and girls who participate in tennis.

Through innovation, we are leveraging the game in new and impactful ways. The past financial year also marked the launch of our venture capital fund Wildcard Ventures. The launch of a new technology, SwingVision, is also set to revolutionise our sport through the gamification of tennis.

THANK YOU

As we look back on the challenges and successes of an unprecedented period, the collective efforts of the entire tennis community provide us with enormous pride. Through hard work, lateral solutions and sheer determination, our events and sport have not merely continued but emerged in a position of renewed strength.

Thank you to the many individuals and teams who have made this possible – including our players, coaches, clubs, volunteers, officials and fans. A special acknowledgement goes to dedicated team members who have gone above and beyond in every aspect of delivering the sport throughout the past year.

We are especially grateful to our Member Associations and our hard-working Board Members as they helped us navigate unpredictable circumstances with agility and resolve.

While the past year has challenged, it also provided many examples of strength and unity – a winning combination as we focus on a future in which more people experience the many benefits of our sport.

John *Craig Tiley*

JAYNE HRDLICKA
CHAIR

CRAIG TILEY
CEO

spectacular benchmarks – both as players and as people – a robust group of their Australian colleagues also achieved new career highs.

As we report on the 2020-2021 financial year, we're delighted to reflect on heartening progress in every aspect of the sport.

A UNIQUE SUMMER

When the traditional summer of tennis was inevitably impacted by pandemic-enforced restrictions, teams rallied to ensure events could proceed. In a remarkable demonstration of adaptability, all Australian Open lead-in events were hosted in Victoria. This included the ATP Cup and six Melbourne Summer Series events, providing top players with welcome prize money and valuable match play.

In a one-off, the Australian Open was staged in February becoming the first international sporting event of its size to welcome crowds since the start of the pandemic. It was also safely delivered without being responsible for a single case – a feat that gained the respect of the world.

Local and global audiences were delighted by the superstar performances at Melbourne Park. For Naomi Osaka, a second Australian Open victory was also her fourth Grand Slam title overall. And Novak Djokovic added to his astonishing history as he lifted the Norman Brookes Challenge Cup for a record-extending ninth time.

Alongside those on-court milestones were others that add tremendous value to the event. In 2021, Kia marked 20 years

as major partner of the Australian Open. We welcomed Ralph Lauren, Bondi Sands, TradeMax, Salesforce, Grainshaker and Initial to the partnership family, while agreements with Canadian Club, Uber and Toshiba were renewed. Thank you to all loyal partners for their ongoing support.

INSPIRATIONAL CHAMPIONS

Ash Barty followed in the footsteps of her long-time friend and mentor, Evonne Goolagong Cawley, as she became the first Australian woman to triumph at Wimbledon in 41 years. It was among the tour-leading five WTA singles titles that Barty collected as she maintained her hold on the world No.1 ranking throughout the year.

Dylan Alcott also achieved new highs in the sport. With victories in every Grand Slam quad wheelchair singles event and another gold medal at the Tokyo Paralympics, the much-loved Melburnian became the first man in tennis to win a Golden Slam.

A 14-strong team of players represented Australia in Tokyo at the Olympic and Paralympic Games, where Barty teamed with John Peers to win bronze in mixed doubles, and Alcott and Heath Davidson combined superbly to claim the silver medal in doubles.

A string of other Australians also recorded new milestones – from Alex de Minaur's career-high ranking to Alexei Popyrin's first ATP-level title and a first Grand Slam quarterfinal for Ajla Tomljanovic, our professional players set stunning examples throughout the world.

The next generation were also given the best opportunity to succeed. With a new

player development strategy in place, the recently opened National Tennis Academy became the training base for our most promising players. There are now National Development Squads and Zone Squads set up in every state and territory, with plans for expansion. A team of world-class coaches, health and wellbeing experts, sport science and medical staff support our athletes on their quest to become the best they can be.

GROWING THE GAME

As we look back at one of the most difficult times for the game at a grassroots level, we can also take pride in its overall growth. Despite the many disruptions created by the pandemic,

AusPlay data showed that participation in 2020 grew by 15 per cent. It highlighted confidence in tennis as one of the most COVIDSafe sports, and our team continues to work tirelessly to deliver better outcomes for coaches, clubs, players and officials nationwide.

The design and development of the new Health Indicator of Tennis (HIT) tool enables our teams to have more informed conversations with clubs, coaches and local councils about the "health" of tennis and then seamlessly feeds into action plans. The launch of the Play Tennis digital platform connects more than 75 per cent of the country to online court bookings and helps

facilitate the growing popularity in casual play.

Competitive play and coach reviews further enhanced the participation experience, providing valuable insights and improved offerings for players and deliverers of the sport.

FORWARD FOCUS

The community of tennis is arguably our biggest asset, and making all people feel welcome is one of our most important goals. The AO Glam Slam, the Australian Tennis Championships and the National Indigenous Tennis Carnival (with events hosted in every state and territory in 2021) were among major inclusion and diversity initiatives in the past year.





SUPERSTAR INSPIRATION

World No.1 Australians Ash Barty and Dylan Alcott created inspiration at every level with history-making Grand Slam highs.

World No.1 Ash Barty joined elite company as she achieved a long-held dream to triumph at Wimbledon. She was only the third Australian woman to lift the Venus Water Rosewater Dish and the first to do so since Evonne Goolagong Cawley claimed the second of two Wimbledon ladies' singles titles 41 years earlier.

There was stunning synchronicity as the No.1 seed claimed a string of hard-fought match wins – including over reigning Roland Garros champion Barbora Krejčíková, former champion Angelique Kerber and Karolina Pliskova in a three-set final – to seize the title.

It was 10 years since a 15-year-old Barty achieved her first major milestone as the 2011 Wimbledon girls' champion. She became only the fourth woman



to lift both a girls' and a ladies' trophy at the tournament, joining Ann White, Martina Hingis and Amelie Mauresmo.

The momentous victory was also achieved in the same year that Goolagong Cawley – Barty's close friend and mentor – celebrated the 50th anniversary of her first Wimbledon title. "I hope I made Evonne proud," she memorably commented through tears in the trophy presentation ceremony.

As Barty and her many supporters celebrated her glorious path to a first Wimbledon singles title, it was also a special time in other ways. The first week of July is also NAIDOC Week, which celebrates the history, culture and achievements of Aboriginal and Torres Strait Islander peoples.

Wearing an outfit to pay tribute to the 50th anniversary of Goolagong Cawley's first title at Wimbledon, Barty provided a poignant reminder of the heights that Indigenous players have reached. "It's a really special anniversary for a lot of Australians, but for Indigenous Australians in particular," said the world No.1 of Wiradjuri woman Goolagong Cawley, who was the first Indigenous player to win a Grand Slam title.

Speaking equally proudly about the inspirational boost her second Grand Slam title would provide for all Australians, especially young people, Barty maintained the role model outlook that shaped her career-best year.

Leading the tour at world No.1 for the entire season, the Queenslander also claimed titles at the Melbourne Summer



Series, Miami, Stuttgart and Cincinnati. Those inspirational achievements added to an undeniable feel-good factor as record numbers of participants took to the courts this year.

A GOLDEN SLAM

As Dylan Alcott became the first man to win seven straight Australian Open titles with victory in the quad wheelchair singles final, it set the tone for a momentous year. Roland Garros and Wimbledon victories followed for the world No.1 Australian, who also claimed a second Paralympic singles gold medal. Combined with his earlier victory as a member of the Australian Rollers wheelchair basketball team, it was Alcott's fourth Paralympic gold medal overall.

An unparalleled season finished on the ultimate high note, as Alcott's third US Open quad singles title made him the first man in history to complete a Golden Slam. Alcott defeated 21-year-old Dutchman

Sam Schroder in the Australian Open, Roland Garros, and Wimbledon finals, as well as the Paralympic gold medal match. Victory at the US Open was achieved over another Dutchman, Niels Vink, who is just 18 years old. "I just want to leave the sport in a better spot for the next generation of young tennis players to come, wheelchair tennis players, and tennis players in general," a proud Alcott said.

TEAM HIGHS

Forty-six nations were represented in tennis events at the Olympic Games in Tokyo, but few featured quite the same blend as the 10-strong Australian team. Sam Stosur led the team as a five-time Olympian, becoming the first Australian player to have competed for her nation so many times.

John Millman and John Peers were second-time Olympians, while Ash Barty, Ellen Perez, Storm Sanders, James Duckworth, Luke Saville and Max Purcell each made their Olympic Games debut.

Barty and Peers teamed brilliantly in mixed doubles, claiming the bronze medal.

The Australian Paralympic wheelchair tennis team also included a combination of experience and youth. Ben Weekes became the first player to represent Australia at five Paralympic Games, while Martyn Dunn featured in the Australian team for the first time. Dylan Alcott and Heath Davidson made a successful return to the team; alongside Alcott's singles gold medal, Alcott and Davidson were silver medalists in the quad wheelchair doubles event.



SPECIAL CELEBRATIONS: Ash Barty and Dylan Alcott added to major records, Barty combined with John Peers to claim bronze at the Tokyo Olympics, while Sam Stosur and Ben Weekes each represented Australia for a record fifth time.



STANDOUT PERFORMERS

From individual titles to career-best rankings and team triumphs, there were many Australian milestones to celebrate.

TOP-RANKED PLAYERS (AT 30 SEPTEMBER 2021)

12

MEN INSIDE WORLD'S TOP 200 IN SINGLES

7

WOMEN INSIDE WORLD'S TOP 200 IN SINGLES

9

MEN INSIDE WORLD'S TOP 200 IN DOUBLES

10

WOMEN INSIDE WORLD'S TOP 200 IN DOUBLES

GRAND SLAM HIGHS

DYLAN ALCOTT Roland Garros 2020 quad singles champion, Roland Garros 2020 quad doubles finalist, Australian Open 2021 quad singles champion, Roland Garros 2021 quad singles champion, Roland Garros 2021 quad doubles finalist, Wimbledon 2021 quad singles champion, Wimbledon 2021 quad doubles finalist, US Open 2021 quad singles champion

DYLAN ALCOTT & HEATH DAVIDSON Australian Open 2021 quad doubles champions, US Open 2021 quad doubles finalists

ASH BARTY Australian Open 2021 women's singles quarterfinalist, Wimbledon 2021 ladies' singles champion

SAM STOSUR US Open 2021 women's doubles champion (with China's Zhang Shuai)

SAM STOSUR & MATT EBDEN Australian Open 2021 mixed doubles finalists

STORM SANDERS & MARC POLMANS Australian Open 2021 mixed doubles semifinalists

STORM SANDERS Wimbledon 2021 ladies' doubles semifinalist (with American Caroline Dolehide)

JOHN PEERS Wimbledon 2021 mixed doubles semifinalist (with China's Zhang Shuai), US Open 2021 men's doubles semifinalist (with Slovakia's Filip Polasek)

MAX PURCELL US Open 2021 mixed doubles semifinalist (with Ukraine's Dayana Yastremska)

WTA SINGLES CHAMPIONS

ASH BARTY

Melbourne (February 2021), Miami (April 2021), Stuttgart (April 2021), Wimbledon (July 2021), Cincinnati (August 2021)

ASTRA SHARMA

Charleston (April 2021)

WTA DOUBLES CHAMPIONS

ASTRA SHARMA & ELLEN PEREZ

Guadalajara (March 2021)

SAM STOSUR

Cincinnati (August 2021 with China's Zhang Shuai), US Open (September 2021 with China's Zhang Shuai)

ASH BARTY

Stuttgart (April 2021 with American Jennifer Brady)



ATP SINGLES CHAMPIONS

JOHN MILLMAN

Nur-Sultan (November 2020)

ALEX DE MINAUR

Antalya (January 2021), Eastbourne (June 2021)

ALEXEI POPYRIN

Singapore (February 2021)

ATP DOUBLES CHAMPIONS

JOHN PEERS

Antwerp (October 2020 with New Zealand's Michael Venus), Geneva (May 2021 with Michael Venus)



AUSSIE HIGHS:

Ash Barty lifted five singles trophies in 2021, Alex de Minaur won a first title on grass, Sam Stosur extended her major-winning career in doubles and Alexei Popyrin claimed a first ATP-level title.

MEN CAREER-HIGH SINGLES RANKINGS

ALEX DE MINAUR No.15 (June 2021)

JAMES DUCKWORTH No.56 (September 2021)

ALEXEI POPYRIN No.61 (May 2021)

CHRIS O'CONNELL No.111 (September 2020)

MARC POLMANS No.116 (October 2020)

MAX PURCELL No.180 (September 2021)

ALEKSANDAR VUKIC No.183 (October 2020)

WOMEN CAREER-HIGH SINGLES RANKINGS

STORM SANDERS No.123 (September 2021)

MEN CAREER-HIGH DOUBLES RANKINGS

LUKE SAVILLE No.26 (September 2021)

MAX PURCELL No.31 (September 2021)

ALEX DE MINAUR No.58 (October 2020)

WOMEN CAREER-HIGH DOUBLES RANKINGS

STORM SANDERS No.34 (September 2021)

ASTRA SHARMA No.94 (March 2021)

OLIVIA TJANDRAMULIA No.182 (September 2021)

OLIVIA GADECKI No.191 (September 2021)



SPRINGBOARD FOR SUCCESS

The Talent Development pathway provides a range of opportunities for aspiring professional players.



An expanded talent development pathway provides young Australian players with a solid foundation for a professional career.

Thirty players, aged between 15 and 23, qualified for the National Tennis Academy in 2021. A further 500 players are involved in National Development Squads around Australia, with more players working within Zone Development Squads at local clubs and private coaches across the country.

Providing those athletes with a broad set of skills and capabilities is a top priority, ensuring the players have the best opportunity to become independent and resilient tennis professionals.

AN EXPANDED BASE

The continued engagement of private coaches is central to the success of Zone Squads, which broaden the base of talent in younger age groups. The localised groups feed into National Development Squads in each Australian



state, with the National Tennis Academy ultimately providing the pathway to a professional tennis career.

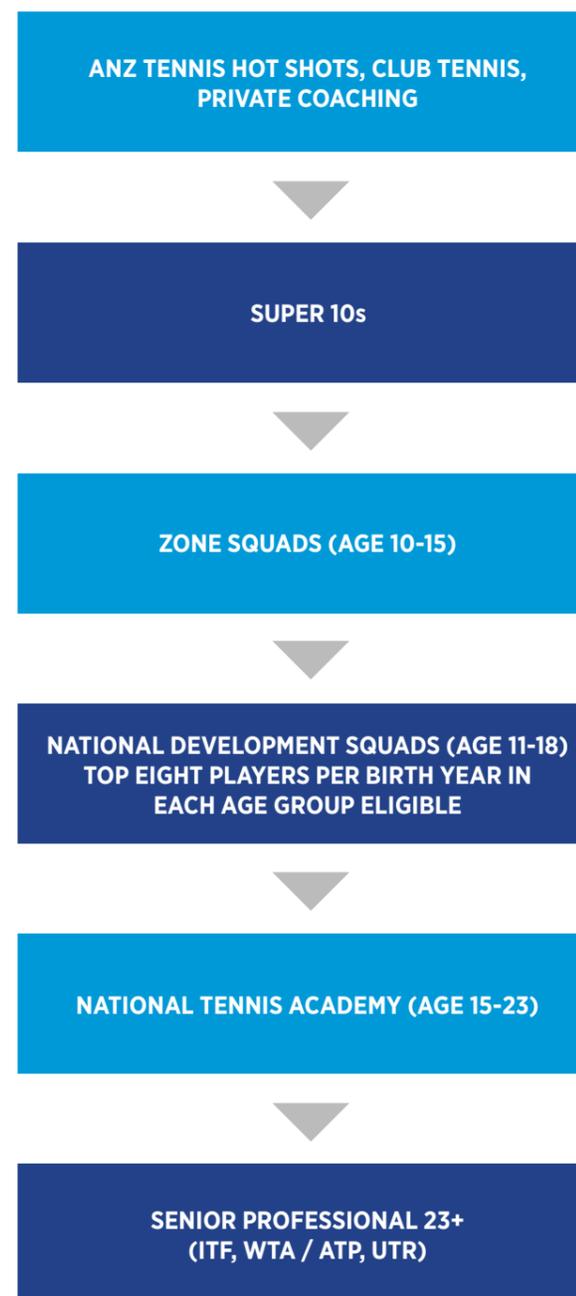
A further 50 Zone Squads, with more locations to come in 2022, will enable more players from regional and metro areas to be involved in a competitive training environment.



MAXIMISING POTENTIAL: Derek Pham, Charlie Camus and Jessie Culley (above) are among 30 NTA players developing their games under the stewardship of Manager Chris Mahony.

Players in this 10-to 15-year-old age group will learn about the tennis pathways via selected private coaches in each region, who will be tasked with

TENNIS PERFORMANCE PATHWAY



developing local players to reach their full potential.

NATIONAL DEVELOPMENT SQUADS

High-level training opportunities for promising players are also provided in National Development Squads, with the top eight players in each birth year from age 11-18 (by UTR ranking), eligible to be involved in the state-based programs. These squads supplement the work of their private coaches.

There are plans for some states to have a dedicated Inclusion and

Diversity program for performance players in Blind and Low Vision, Deaf and Hard of Hearing and Intellectual Impairment competitors. Wheelchair tennis programs are already operational in Victoria New South Wales and Queensland.

NATIONAL TENNIS ACADEMY

Holistic development is delivered at the National Tennis Academy, where 30 players are guided by Manager Chris Mahony, Head Coach Brent Larkham, seven additional coaches and a team of experts.

NTA CLASS OF 2021

FEMALE	STATE	BIRTH YEAR
LILY TAYLOR	Qld	2006
TAYLAH PRESTON	WA	2005
JESSIE CULLEY	WA	2005
TALIA GIBSON	WA	2004
CHARLOTTE KEMPENAEERS-POCZ	SA	2004
MIA REPAC	NSW	2004
OLIVIA GADECKI	Qld	2002
DESTANEE AIAVA	Vic.	2000
IVANA POPOVIC	NSW	2000
SEONE MENDEZ	NSW	1999
JAIMEE FOURLIS	Vic.	1999
MADDISON INGLIS	WA	1998
PRISCILLA HON	Qld	1998
KIMBERLY BIRRELL	Qld	1998
KAYLAH McPHEE	Qld	1998

MALE	STATE	BIRTH YEAR
CHARLIE CAMUS	ACT	2006
HAYDEN JONES	Qld	2006
PAVLE MARINKOV	NSW	2006
ZACH VIIALA	WA	2005
EDWARD WINTER	SA	2004
DEREK PHAM	WA	2004
JEREMY JIN	NSW	2004
PHILIP SEKULIC	Qld	2003
JAMES McCABE	NSW	2003
TRISTAN SCHOOLKATE	WA	2001
DANE SWEENY	Qld	2001
BLAKE ELLIS	Qld	1999
MAX PURCELL	NSW	1998

The NTA's world-class program for aspiring professional players includes physical performance, nutrition, performance analysis, physiotherapy, sports psychology, medical support, wellbeing and personalised education.

With both residential and home-based programs available, the NTA team works closely with the athletes, private coaches and their families to ensure they have access to the best support network possible. This ultimately provides each player with the opportunity to maximise their potential on and off the tennis court.

CELEBRATING OUR CHAMPIONS

Australia's rich tennis heritage continued to inspire, as a series of glittering milestones were celebrated.

A PROUD GRAND SLAM HISTORY

Australia's proud history in the professional game has long been celebrated, but it was particularly prominent as a series of Grand Slam anniversaries were celebrated throughout the 2021 season.

From the 70 years that had passed since Frank Sedgman's 1951 US Open victory to more recent milestones for Lleyton Hewitt and Sam Stosur, Grand Slam anniversaries highlighted the dominance of Australian players across multiple eras and every major tournament.

Among the most significant celebrations were golden anniversaries of Evonne Goolagong Cawley's first Grand Slam singles titles at Roland Garros and Wimbledon. The latter was brought into poignant focus as world No.1 Ash Barty wore a specially designed outfit to honour her idol's 50-year anniversary and went on to emulate Goolagong Cawley's title.

John Newcombe also celebrated 50 years since he claimed his third and final Wimbledon, prompting special reflection from Hewitt. "It was an incredible time for Australian tennis, because we had so many great players vying for these major championships every year," said the younger Australian.



GRAND SLAM ANNIVERSARIES Celebrated in 2021

70 YEARS	Frank Sedgman US Open 1951 men's singles
60 YEARS	Margaret Smith Australian Open 1961 women's singles
60 YEARS	Roy Emerson Australian Open men's singles
60 YEARS	Rod Laver Wimbledon gentlemen's singles
60 YEARS	Roy Emerson US Open men's singles
50 YEARS	Ken Rosewall Australian Open men's singles
50 YEARS	Margaret Court (nee Smith) Australian Open women's singles
50 YEARS	Evonne Goolagong Roland Garros women's singles
50 YEARS	John Newcombe Wimbledon gentlemen's singles
50 YEARS	Evonne Goolagong Wimbledon ladies' singles
20 YEARS	Lleyton Hewitt 2001 US Open men's singles
10 YEARS	Sam Stosur 2011 US Open women's singles



TRAILBLAZING AUSTRALIANS HONOURED

The role that Judy Dalton and Kerry Reid played in shaping tennis as a viable professional sport for women was celebrated as the Australians were among prominent figures inducted into the International Tennis Hall of Fame.

Dalton and Reid were part of the Original Nine inducted at Newport in July 2021, recognising their fight to achieve gender equality in the sport, which eventually led to the formation of the WTA Tour.

Led by Billie Jean King, other members of the trailblazing Original Nine group included Peaches Bartkowicz, Rosie Casals, Julie Heldman, Kristy Pigeon, Valerie Ziegenfuss and Nancy Richey.

While the pandemic prevented the Melbourne-based Dalton from travelling to the US for the ceremony, the nine-time Grand Slam doubles champion and 1968 Wimbledon runner-up attended virtually.

Former world No.1 and two-time Grand Slam champion Lleyton Hewitt was also due to be inducted into the International Tennis Hall of Fame this year, however his induction was delayed until 2022 due to COVID-related travel restrictions.

JOINING THE GREATS

Established in 1993, the Australian Tennis Hall of Fame is one of the highest honours an Australian tennis player can receive.

Mary (Carter) Reitano, a three-time Grand Slam champion in the 1950s, joined a pantheon of greats when she was inducted into the Australian Tennis Hall of Fame at Australian Open 2021.

The honour came more than six decades after she won her second Australian singles title at Memorial Drive in Adelaide in 1959. Reitano had earlier defeated veteran Thelma Long 9-7 in the third set of the final to claim the 1956 singles title.

In 1961 Reitano teamed with a young Margaret Smith (later Court) to win the doubles title at the Australian Championships. The 1951 and 1952 Australian junior titles also feature on her record.

While COVID-19 restrictions prevented the 86-year-old Reitano from attending the ceremony at Rod Laver Arena, her statue joined other greats of Australian tennis on permanent display at Melbourne Park.

LEGENDS: John Newcombe (above) marked 50 years since his third and final Wimbledon title, while Kerry Reid (third from right) and Judy Dalton (inset) were among Original Nine members inducted into the International Tennis Hall of Fame in Newport.



AUSTRALIAN TENNIS HALL OF FAME INDUCTEES

2021	Mary (Carter) Reitano
2020	John Fitzgerald
2019	Dianne (Fromholtz) Balestrat
2018	Jan (Lehane) O'Neill
2017	Beryl (Penrose) Collier
2016	Rex Hartwig
2015	David Hall
2014	Kerry (Melville) Reid
2013	Judy Dalton
2012	Ken Fletcher
2011	Owen Davidson
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



CHAMPIONS: Naomi Osaka and Novak Djokovic added to their rich Australian Open records with title-winning runs in 2021.

AUSTRALIAN OPEN 2021 HONOUR ROLL

- MEN'S SINGLES**
 [1] Novak Djokovic (SRB) d [4] Daniil Medvedev (RUS) 7-5 6-2 6-2
- WOMEN'S SINGLES**
 [3] Naomi Osaka (JPN) d [22] Jennifer Brady (USA) 6-4 6-3
- MEN'S DOUBLES**
 [9] Ivan Dodig (CRO)/Filip Polasek (SVK) d [5] Rajeev Ram (USA)/Joe Salisbury (GBR) 6-3 6-4
- WOMEN'S DOUBLES**
 [2] Elise Mertens (BEL)/Aryna Sabalenka (BLR) d [3] Barbora Krejčíková (CZE)/Katerina Siniakova (CZE) 6-2 6-3
- MIXED DOUBLES**
 [6] Barbora Krejčíková (CZE)/Rajeev Ram (USA) d [WC] Sam Stosur (AUS)/Matthew Ebden (AUS) 6-1 6-4
- MEN'S WHEELCHAIR SINGLES**
 Joachim Gerard (BEL) d Alfie Hewett (GBR) 6-0 4-6 6-4
- WOMEN'S WHEELCHAIR SINGLES**
 [1] Diede de Groot (NED) d [2] Yui Kamiji (JPN) 6-3 6-7(4) 7-6[10-4]
- MEN'S WHEELCHAIR DOUBLES**
 [1] Alfie Hewett (GBR)/Gordon Reid (GBR) d [2] Stephane Houdet (FRA)/Nicolas Peifer (FRA) 7-5 7-6(3)
- WOMEN'S WHEELCHAIR DOUBLES**
 [1] Diede de Groot (NED)/Aniek van Koot (NED) d [2] Kgothatso Montjane (RSA)/Lucy Shuker (GBR) 6-4 6-1
- QUAD WHEELCHAIR SINGLES**
 [1] Dylan Alcott (AUS) d Sam Schroder (NED) 6-1 6-0
- QUAD WHEELCHAIR DOUBLES**
 [1] Dylan Alcott (AUS)/Heath Davidson (AUS) d [2] Andy Lapthorne (GBR)/David Wagner (USA) 6-2 3-6 [10-7]

SERVING UP HOPE

The Australian Open's ability to inspire the wider community was more pronounced than ever in 2021.

Australian Open 2021 was the first international sporting event of its size staged with crowds since the COVID-19 pandemic began, providing a powerful beacon of hope to the world that order could soon be restored.

The event was delayed until February, a first in its 109-year history, and there were strict COVIDSafe protocols to follow – but the show went on and proved to be memorable in many ways.

Staging the event was a logistical challenge that required patience and versatility. Strict quarantine rules for all international arrivals created further unprecedented tests.

With restrictions on the number of international arrivals permitted into Australia, qualifying events were staged offshore for the first time. Men competed in Doha and women in Dubai to earn a place in the main draw.

The Melbourne Park precinct was split into three zones, with crowd numbers capped during the tournament to reduce

the risk of community transmission in the midst of the pandemic. Although popular attractions, such as the AO Ballpark and AO Live Stage, were rested, a concerted effort was made to maintain the event's exciting atmosphere for the 130,374 fans who attended.

"I can't hide how much I admire Tennis Australia for all the effort they put together to organise this tournament under this very challenging circumstance." RAFAEL NADAL

Mid-tournament the whole state of Victoria was placed in a strict five-day lockdown due to an unrelated COVID-19 outbreak in Melbourne, which prevented crowds from attending across the traditionally popular middle weekend. They returned late in the tournament, where there was a 50 per cent cap on Rod Laver Arena attendance.

Despite the challenges, sensational tennis and captivating storylines helped lift community spirits.

Novak Djokovic claimed his ninth men's singles title, while Naomi Osaka won her second women's singles title in three years.

Ash Barty created history, becoming the first Australian woman to reach three consecutive singles quarterfinals

since Wendy Turnbull in 1984. She was the first to do so at Melbourne Park.

Dylan Alcott etched his name further in the record books too, winning a seventh consecutive quad wheelchair singles title and teaming with Heath Davidson to claim a fourth quad wheelchair doubles crown.

Australian duo Sam Stosur and Matt Ebden also enjoyed an incredible run in the mixed doubles competition, advancing to the final.

STRENGTH IN NUMBERS

Eight Australians advanced to the men's singles second round at Australian Open 2021, the best result in 18 years.

"Tennis is an individual sport, but I truly believe in what we're doing in Australia," says Alex de Minaur, Australia's top-ranked man.

A SUCCESSFUL SUMMER

Adaptability and flexibility were the keys to the successful delivery of the annual Australian summer of tennis.



MELBOURNE SUMMER SERIES

To avoid the impact of potential state border closures, all Australian Open 2021 lead-in tournaments were staged in Victoria.

Melbourne Park hosted three WTA and two ATP tournaments between 31 January and 7 February, providing an opportunity for the world's best players to gain valuable match practice ahead of the season's first Grand Slam event.

An additional WTA event was also held during the second week of the Australian Open, providing another opportunity for eliminated players to compete.

Australia's Ash Barty made a successful tour return, claiming her ninth career title at the Yarra Valley Classic.

Many Australian players also enjoyed stunning breakthroughs, with Aleksandar Vukic, Andrew Harris, Max Purcell, Harry Bourchier, Dane Sweeny, Olivia Gadecki, Maddison Inglis and

Gabriela Da Silva-Fick all recording their first tour-level main draw singles wins.

In a bid to promote Victoria, all events were named after popular regions of the states. Local Indigenous artists created the trophies, which all featured native Australian animals.

YARRA VALLEY CLASSIC

(31 January – 7 February)

SINGLES: [1] Ash Barty (AUS) d [6] Garbine Muguruza (ESP) 7-6(3) 6-4
DOUBLES: [3] Shuko Aoyama (JPN)/Ena Shibahara (JPN) d Anna Kalinskaya (RUS)/Viktoria Kuzmova (SVK) 6-3 6-4

GIPPSLAND TROPHY

(31 January – 7 February)

SINGLES: [7] Elise Mertens (BEL) d Kaia Kanepi (EST) 6-4 6-1
DOUBLES: [1] Barbora Krejčíková (CZE)/Katerina Siniakova (CZE) d [2] Hao-Ching Chan (TPE)/Latisha Chan (TPE) 6-3 7-6(4)

GREAT OCEAN ROAD OPEN

(1-7 February)

SINGLES: [4] Jannik Sinner (ITA) d Stefano Travaglia (ITA) 7-6(4) 6-4
DOUBLES: [2] Jamie Murray (GBR)/Bruno Soares (BRA) d [1] Juan Sebastian Cabal (COL)/Robert Farah (COL) 6-3 7-6(7)

MURRAY RIVER OPEN

(1-7 February)

SINGLES: [8] Dan Evans (GBR) d [3] Felix Auger-Aliassime (CAN) 6-2 6-3
DOUBLES: [1] Nikola Pietrangeli (CRO)/Mate Pavić (CRO) d [5] Jeremy Chardy (FRA)/Fabrice Martin (FRA) 7-6(2) 6-3

GRAMPIANS TROPHY

(3-7 February)

SINGLES: Ann Li (USA) v [6] Anett Kontaveit (EST) – final not played due to time constraints

PHILLIP ISLAND TROPHY

(13-19 February)

SINGLES: Daria Kasatkina (RUS) d [13] Marie Bouzkova (CZE) 4-6 6-2 6-2
DOUBLES: Ankita Raina (IND)/Kamilla Rakhimova (RUS) d Anna Blinkova (RUS)/Anastasia Potapova (RUS) 2-6 6-4 [10-7]



ATP CUP

The second edition of the ATP Cup was relocated to Melbourne Park.

Played from 2-7 February, it featured 12 teams with a revamped format introduced due to the COVID-19 pandemic.

Team Russia, spearheaded by top 10 stars Daniil Medvedev and Andrey Rublev, scooped the title after scoring a comprehensive victory against Team Italy in the final.

Team Australia, which featured Alex de Minaur, John Millman, John Peers and Luke Saville, finished third in its group.

ATP CUP FINAL: Russia d Italy 2-0

Andrey Rublev (RUS) d Fabio Fognini (ITA) 6-1 6-2
Daniil Medvedev (RUS) d Matteo Berrettini (ITA) 6-4 6-2

ADELAIDE INTERNATIONAL

A WTA edition of the Adelaide International was staged at Memorial Drive from 22-27 February.

Poland's Iga Swiatek claimed the singles title in a field led by world No.1 Ash Barty.

Australia's Storm Sanders enjoyed a stellar run, reaching her first tour-level singles quarterfinal as a qualifier.

SINGLES: [5] Iga Swiatek (POL) d [2] Belinda Bencic (SUI) 6-2 6-2
DOUBLES: [3] Alexa Guarachi (CHI)/Desirae Krawczyk (USA) d Hayley Carter (USA)/Luisa Stefani (BRA) 6-7(4) 6-4 [10-3]

A DAY AT THE DRIVE

A Day at the Drive, the official curtain raiser to the Australian summer of tennis featured eight players, including Ash Barty (AUS) Novak Djokovic (SRB), Serena Williams (USA), Rafael Nadal (ESP), Dominic Thiem (AUT), Simona Halep (ROU), Naomi Osaka (JPN), and Jannik Sinner (ITA). The one-off event was held at Memorial Drive Tennis Centre in Adelaide on Friday 29 January.

HOME FAVOURITES: Ash Barty began a career-best year with a Yarra Valley Classic victory, Team Australia finished third in its group at the ATP Cup and Astra Sharma competed at the Melbourne Summer Series.

SPOTLIGHT ON ... OLIVIA GADECKI

The Australian summer is a chance for our best players to test themselves against top-ranked opponents and as Olivia Gadecki (below) demonstrated in 2021, it also brings an incredible opportunity to build confidence.

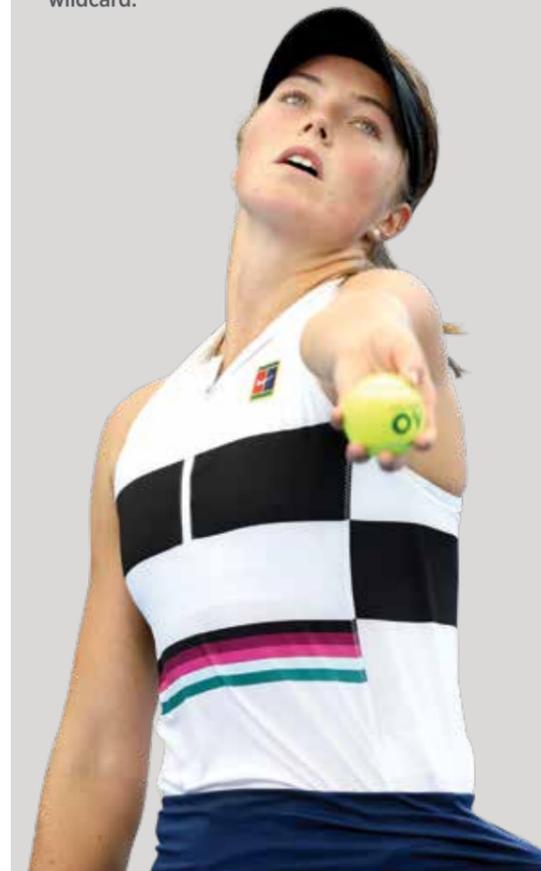
As an unranked 18-year-old wildcard, Gadecki scored a win over AO 2020 champion Sofia Kenin during the Melbourne Summer Series.

"All I know is that I'm not ranked, and I just beat the No.4 in the world – which is crazy," said the Queenslanders. "I feel like I can really make this dream of mine a reality."

It was a highlight in a breakout summer for Gadecki, who trains at the National Tennis Academy in Brisbane.

Gadecki made the most of her opportunities, reaching the second round in Australian Open singles qualifying and advancing to the third round at the Phillip Island Trophy. Having gained valuable confidence at the UTR Pro Tennis Series in Brisbane during 2020, Gadecki carried that momentum into 2021.

She claimed her first professional singles title at an ITF tournament in Turkey in May and was granted a Roland Garros singles qualifying wildcard.





EXPANDING THE REACH

As events and activations were adapted to suit unique circumstances, connections with global audiences stayed strong.

A UNIQUE AO

Staged amid a global pandemic, Australian Open 2021 was like none of its previous 108 instalments. While travel restrictions and a five-day mid-tournament lockdown inevitably impacted attendance figures, there were many successful measures of the tournament's reach and engagement.

The 130,374 fans who could attend Melbourne Park in-person saw a total of 494 players from 62 nations competing across all events – including singles, doubles and wheelchair tournaments. For those patrons who couldn't be in Melbourne, the Australian Open was brought to life through in-the-moment coverage, bespoke content and a range of innovations.

There were many highlights as the AO connected with fans, both locally and globally:

- Live broadcast programming saw 21 courts with live cameras across Melbourne Park. This included 16 match courts and five practice courts.

- Providing commentary on five courts – Rod Laver Arena, Margaret Court Arena, John Cain Arena, 1573 Arena and Court 3 – the international commentary team featured world-renowned and leading tennis experts.
- Broadcast innovations included Augmented Reality graphics and integrated statistics from the Game Insight Group and two other data feeds.
- More than 150 cameras around the site gave fans more access than ever before. FlyCam returned, covering almost 400 metres across the venue.
- A global audience tuned in as AO 2021 aired live in more than 210 territories on 50+ TV channels, reaching more than 900 million homes daily.
- A global audience was also reached through content. Australia, United States, India, United Kingdom and Japan were the top five countries reached through Twitter, Facebook and Instagram.
- There were more than 88.8 million impressions on Instagram, 150 million on Twitter and 65.9 million on Facebook.
- A deeper global engagement of fans was clear as the *ausopen.com* website delivered 18 million sessions. The website was most popular in Australia, United States, Canada, India and United Kingdom.
- There was a 19 per cent increase in news article page views on *ausopen.com*.
- There were more than six million video views on the official AO app (which had more than one million installs) and website.
- The AO Media team produced more than 355 content pieces, which were downloaded by broadcasters 6370 times. This represented a 63 per cent increase on 2020.
- There were 37,204,483 views of non-live content on AO YouTube and 87,487,753 minutes watched.

AO MEDIA HUB

Representing 56 nations, 782 journalists and photographers reported on AO 2021. For many, it was a very different experience than previously. 176 media attended the tournament in-person including 17 international representatives from 10 nations. A further 699 media representatives had digital accreditation to access the AO Media Hub.

The online platform was a one-stop shop ensuring accredited media and broadcasters could cover the event from anywhere in the world. The online platform provided access to watch any match on any court across Melbourne Park, participate in live media conferences as well tap into match statistics, colour vision and photos.

A total of 1359 media conferences were held during the tournament, including main interview room, one-to-one interviews and remote broadcast interviews.

OFF-COURT COLOUR

As fans enjoyed the action on the court, there were also highlights off it. Several AO 2021 competitors participated in off-court colour activations when circumstances allowed. Dominic Thiem enjoyed a hit with local students at the Fawkner Park Tennis Centre, Kia Ambassadors Nick Kyrgios and Dylan Alcott launched the AO 2021 tournament fleet, while AO 2014 champion Stan Wawrinka attended the Piper-Heidsieck Champagne Bar.

Post-tournament photo shoots for singles champions Naomi Osaka and Novak Djokovic were conducted at iconic Melbourne locations – Osaka visiting Government House in the Botanical Gardens and Djokovic featured at Brighton beach.



AUSTRALIAN STARS

Past and present Australian players were showcased on Tennis Australia digital channels throughout the year. There were exclusive interviews with Evonne Goolagong Cawley and John Newcombe to mark 50-year Grand Slam anniversaries for each of those champions. Goolagong Cawley also participated in a special celebratory interview after Ash Barty emulated her Wimbledon success.

James Duckworth, Lizette Cabrera and Priscilla Hon provided behind-the-scenes professional insight as they participated in an instructional series, with instalments featuring on social media platforms throughout the year.

NEW CONNECTIONS: Close to 700 media members covered AO 2021 virtually; Dominic Thiem (above), as well as Australian players Lizette Cabrera and James Duckworth provided insights off the court.

WORLD-CLASS VENUE

Australian Open 2022 fans will be among the first to experience new state-of-the-art facilities after the \$271.55 million Stage 3 of the Melbourne Park Redevelopment was completed in August 2021. With an emphasis on patron comfort, increased seating capacity, more open space and shade, the works ensures that Melbourne Park is among the world's very best facilities.

Stage 3 of the Redevelopment delivered:

- A new multipurpose 5,000 seat Show Court Arena.
- Centrepiece at Melbourne Park, a function and media centre featuring social and function rooms, pre-event spaces, interview rooms, up to 250-seat auditorium and 10 purpose-built broadcast studios
- A broadcast compound, which will be used as the function centre carpark year-round.
- A central logistics hub including central kitchen and central loading dock.
- Completion of the separation of front-of-house public spaces and back-of-house functions.
- One new northern match court.
- One new eastern match court.



supporting the regeneration of local communities and business. This was achieved in numerous ways at Melbourne Park and off-site.

FOOD: Highlighting local chefs and produce underpinned the food strategy, with more than 30 local producers and suppliers featuring across the site. The AO Chef Series showcased five of Victoria's best regional chefs and was recognised by *The Age Good Food Guide* as the number four thing to do in "Victoria's 100 Good Things".

SHOPPING: From Memobottle's eco-friendly reusable water bottles to leather accessories brand Kinnon and Bamboozled socks, collaborating and supporting local business was key. The average patron spend on the AO range increased to \$63, and a new range targeting a youth audience "Cause A Racquet" was launched.

ART: Art featured at the AO for the first time, with the launch of "ACE" – an open-air arts walk celebrating 12 of Australia's most renowned street artists. Patrons strolling through the precinct could see the larger-than-life works.

MUSIC: While the popular AO Live Stage was paused for 2021, music remained integral to the AO. Up-and-coming artists and surprise performances from iconic Australian acts such as Missy Higgins, The Living End and G-Flip kept music alive across the precinct.

OFF-SITE: Connections with off-site consumers grew, with online merchandise sales setting new benchmarks as it surpassed \$1 million in revenue. Masterclasses by the talented Charlie Carrington from Atlas brought a taste of the Australian Open to Australian homes.



TICKETING

Welcoming fans on-site to experience the many offerings of AO 2021 was particularly pleasing as we navigated unavoidable challenges of the pandemic. With a focus on COVID-safety, digital tickets were introduced for the first time. Fans were delighted as they embraced world-class tennis and entertainment throughout the precinct.

DIGITAL DELIVERY

The Australian Open digital channels continued to grow global audience share, with international fans growing five per cent from AO 2020.

An improved information architecture resulted in double digit growth to key scoring pages/screens, while the News Feed feature helped consumption of editorial content improve 17 per cent year-on-year.

MEDIA RIGHTS

Naomi Osaka's second AO triumph returned Japan to the No.1 spot as the highest viewership globally with 118 million hours viewed, a 55 per cent increase on the previous year. The women's final alone had more than 11 million viewers in Japan – and around the world delivered over 32 million hours viewed (a 50 per cent increase on the 2020 final, despite being only two sets).

Alongside Australia, China and the US, the four countries generated 62 per cent of the global AO audience. However as exclusive broadcaster across Europe, the Eurosport network generated 105 million hours viewed, placing it at No.1, with audiences up in Germany, Romania and Poland compared to 2020.

Day seven of the AO was the most watched around the world this year, including the three-set match between Osaka and Garbine Muguruza. In China, audiences grew 20 per cent year-on-year until the fourth round, with the highest viewing figures for the first eight days of the tournament since 2014 – the same year that Li Na won the women's singles title.

In the US, Serena Williams's semifinal with Osaka had the largest audience of the tournament recording 850,000 viewers from 10pm US time – the highest audience in the US since the Roger Federer and Rafael Nadal AO 2017 final.



PROUD PARTNERSHIPS: Kia celebrated 20 years as major partner at AO 2021, Ralph Lauren joined the partnership family and art featured at the AO for the first time.

THE BUSINESS OF TENNIS

A commercial focus enhances the delivery of major events and supports our game's ongoing growth.

CELEBRATED PARTNERSHIPS

Tremendous support from the Tennis Australia partner family continued throughout the past financial year, enhancing the delivery and outcomes of our 2021 tournaments.

Partnership renewals with Uber, Canadian Club and Toshiba were among many highlights, with Ralph Lauren, Bondi Sands, TradeMax, Salesforce, Santos, Grainshaker and Initial also welcomed as new partners.

The AO Virtual Hub was successfully launched at AO 2021. Recognised globally as a leading innovation in pivoting from physical to virtual, it was developed in partnership with Infosys. It ensured

partners who couldn't physically attend, were still part of the AO virtually.

Encouraging figures were recorded:

- 900+ registered users
- 28 partners
- 24 countries
- 18,710 sessions

We were delighted to celebrate 20 years of partnership with our major partner, Kia, at AO 2021. In another highlight for this partnership, Kia's new global brand launched at the tournament.

PRODUCT AND PRECINCTS

From food to music, art and retail, AO 2021 focused on shining a light and



THRIVING THROUGH ADVERSITY

As data showed that more people were turning to tennis, further growth opportunities also enhanced the sport.

A SAFE SPORT

Despite the difficulties in providing consistent and varied experiences throughout the pandemic, the incredible work of volunteers and coaches ensured growth overall in tennis.

This was represented in Sport Australia data, which showed that participation in tennis increased by 15 per cent in 2020. Among notable takeaways from AusPlay findings:

- Restrictions in organised and group play saw a small reduction in organised, out-of-school play for kids, which decreased by four per cent. This compared well, however, with the many major sports that experienced double-digit decreases.
- Play among adults increased by 22 per cent, creating a net growth of 15 per cent in the number of people playing tennis.

This highlights confidence in tennis as a safe and healthy sport. While it allows physical distancing, it still delivers the

social, mental and physical benefits associated with sporting activity.

CASUAL PLAY ACCESS

Casual court hire was a cornerstone of the game's growth in the past financial year, providing the main means of participating in tennis through various stages of restrictions.

The facilitation of court hire, and helping to make access management easier, was a focus of this period. Specific initiatives included:

- Enabling public availability of court hire through play.tennis.com.au.
- Offering Book a Court and other court booking options to clubs and operators to assist with the management of bookings.
- Conducting research and pilots for new options for managing venue access and lighting controls.

Book a Court alone saw over 450,000 bookings, with 43,000 new or returning players throughout this period.

GROWTH OPPORTUNITIES

The growth in casual players provides an ongoing opportunity for the sport, with a challenge to retain those players who returned to tennis throughout the pandemic. Engagement of players more frequently through organised play, such as in competition and learn-to-play programs, was a challenge in many parts of the country due to ongoing restrictions.

Rebuilding levels of engagement of these players, as well as capitalising on new and returning players, will be a key focus moving forward.

Further growth opportunities exist in the Coach Review process, which explores how to better support coaches (see page 21).

STRENGTH IN NUMBERS: Increases in casual play and court bookings, plus more than 30,000 kids enjoying the inaugural AO Holiday Program, represented exciting growth.



THRIVING COMMUNITIES

Fostering safe, inclusive tennis venues that thrive in their respective communities is a key ambition for Tennis Australia and its Member Associations. The implementation of a Thriving Tennis Communities framework supports the ongoing development of clubs and venues, helping to identify areas of focus and setting collaborative action plans to improve performance in eight key areas:

1. Having a clear identity and vision
2. Knowing your community
3. Offering appropriate products to meet those community needs
4. Having sustainable facilities
5. Being financially viable
6. Having the right management model
7. Being welcoming, safe and inclusive for all
8. Having a strong digital presence.

Each of these pillars of thriving venues has an associated suite of resources, training and education. This empowers MAs, clubs and operators to connect on a journey of continuous improvement of both their venue and tennis generally.

AUSTRALIAN OPEN INSPIRATION

During the 2021 summer, 30,000 children experienced the Australian Open locally through the inaugural AO Holiday Program. It saw 230 tennis coaches deliver the program at 360 venues throughout the country. Children were able to connect with the Grand Slam with activities and AO-themed merchandise. Player messages were distributed to tennis clubs and coaches to help inspire the next generation.

Opportunities to connect fans and reward participants of national programs continued throughout the Australian Open. The official ANZ Coin Crew included 150 ANZ Tennis Hot Shots participants, who conducted

pre-match coin tosses. As the tournament navigated a five-day lockdown, members of the ANZ Coin Crew experienced opportunities to connect with the game's biggest stars – including Naomi Osaka and Daniil Medvedev – through a virtual meet and greet session.

SCHOOL PARTICIPATION

As primary and secondary schools juggled on-site and remote learning over the past year, teachers continued to find ways to deliver the sport within schools. Although many children were unable to attend a tennis club, 537,925 students experienced tennis through their health and physical education curriculum, creating a solid foundation to return to tennis in the community.

Tennis remained extremely popular in the Federal Government Sporting Schools initiative, with \$2.25m invested into the tennis industry by local primary and secondary schools.



SUPPORTING THE NETWORK

Ongoing support and sustainability of clubs, coaches, officials and players is a key focus for Tennis Australia.

CLUB AND COACH SUPPORT

Disruptions to the delivery of tennis around the country impacted every aspect of the sport over the past financial year, with the effects particularly felt by clubs and coaches. The ongoing sustainability of clubs, coaches, officials and players was at the heart of the team's thinking as the areas of compliance, safety, communications, advocacy and resourcing formed a specific focus.

Wide-ranging support offered to key stakeholders included the delivery

of close to \$1 million in facilities grants, the provision of COVIDsafe guidance and hygiene products, as well as communication of government guidelines in the context of tennis. Digital solutions were also provided to help manage safe access to venues and improved contact management.

DIGITAL TRANSFORMATION

A digital transformation journey to support clubs in offering tennis through an online platform continued. This transformation was key to supporting

the industry's ongoing provision of tennis through various lockdowns and disruptions. There was significant success in migrating clubs to the ClubSpark platform, assisting the management of core club activities and supporting the workload of volunteers.

The following outcomes were achieved through this transformation:

- Clubs selling membership online via ClubSpark grew 296 per cent year-on-year (208 clubs increasing by 616 to 824).

- Clubs selling court hire online via ClubSpark grew 59 per cent year-on-year (307 clubs increasing by 181 to 488).
- Clubs using ClubSpark to build their own consumer website grew 114 per cent year-on-year (396 websites increasing by 453 to 849).

Clubs using ClubSpark experienced a 49 per cent increase in total bookings, with growth driven by court hire (over 520,000 bookings over the year) and the increased offering of club membership online. The \$3.1 million in court hire revenue, compared to \$2.2 million in the past financial year, represented an additional \$900,000 revenue flowing through to clubs.

The digital enablement of clubs not only supported the deliverers of our sport through COVID, but also facilitated better contact management and provided vastly improved experiences for existing, new and returning players.

Campaigns and local area marketing are driving more participants to play.tennis.com.au, where booking a local tennis experience is easier than ever.

NATIONAL PLAY TENNIS WEBSITE

The national Play Tennis website, play.tennis.com.au, continued to grow in popularity and effectiveness through the past year.

Overall, site traffic increased by four per cent and while this is a modest increase, it is a very positive story. The Play Tennis national website's growth was despite significantly reduced marketing spend across Australian Open 2021. This growth was due to large gains in organic traffic, as well as people visiting the site outside the peak summer period and despite multiple lockdowns.

For context, in the 2020-2021 financial year, the summer peak period accounted for 70 per cent of traffic to Play Tennis; this compared to 97 per cent in the previous year. It demonstrates the huge importance of the Australian Open and summer peak to drive tennis, but also shows the site is experiencing growth outside this period.

The effectiveness of the national Play Tennis website is demonstrated by a 66 per cent increase in product searches, and the overall site conversion rate to booking increasing by over 63 per cent.

The improvements in conversion rate have been primarily driven by the

availability of court hire (that is, more clubs on ClubSpark) and improvements in the website flow

ALIGNING WITH MEMBER ASSOCIATIONS

An objective to achieve greater alignment with Member Associations was successfully achieved after Craig Tiley (CEO) and Tom Larnar (Chief Tennis Officer) conducted a productive listening tour with that group. Valuable feedback was embedded into a final document circulated to MAs, with roles and responsibilities also defined. Our team continues to work hard to make sure our shared services support our MAs and provide the necessary help to deliver on all objectives.

COACH REVIEW

A Coach Review continues to gain momentum and is already delivering quick and significant wins. Modernised coach membership processes allow greater flexibility in payment options and a similar approach is being developed for 2022. This allows education enrolment to be spread out over the duration of courses, which helps coaching businesses manage costs.

As the coach membership team moves into the busy renewal period, they are also working hard with coaches across the country. Several different incentives and options have been developed, with a particular focus on Victorian and New South Wales coaches who were most

impacted by government-directed community sport closures.

FIELD CAPABILITY

Significant investment in the Health Indicator of Tennis tool (HIT) remains the full focus of the field capability and operations team. Bespoke on-the-job guides and learning aids were created to help the teams navigate the use of this new asset, with additional leader guides also developed to support field managers should COVID impact training plans. The handover of this tool, along with iPad Pros, ensures that every member of the field team can be more connected than ever to stakeholders.

CHILD SAFEGUARDING

Ongoing education to ensure tennis is a safe sport for children continues. Led by Tennis Australia Senior Integrity Officers Damien Morris and Louise Broadfoot, workshops were delivered throughout the tennis community, helping to outline our responsibilities when it comes to safeguarding children. Available to all staff and affiliated member clubs, officials and coaches, the virtual workshops were extremely well received. New simplified and updated resources were subsequently shared, consolidated and updated to all stakeholders and refreshed on both Bounce and Tennis Australia websites.

NET GAINS: A focus on clubs, coaches and other stakeholders led to more participants on court.



COMPETITIVE OPPORTUNITIES

Innovative solutions to inevitable tournament and event disruptions ensured that competitive opportunities continued.



UTR PRO TENNIS SERIES

The UTR Pro Tennis Series offered aspiring and high-performing players an opportunity to compete and earn prize money during the pandemic.

Fourteen UTR Pro Tennis Series events were staged in Brisbane, Sydney and Melbourne between October and December 2020, with 14 players able to compete in each event. A total of 371 matches were played across the series, which offered a USD \$413,200 prize money pool.

Thanasi Kokkinakis, Daria Gavrilova and Storm Sanders were among notable title winners.

Momentum carried into 2021, with men's and women's events in Bendigo, West Lakes, Canberra and Brisbane. Tennis Australia, in partnership with Universal Tennis (UT), offered events based on Universal Tennis Ratings (UTR), but with a new format of a group round-robin competition, followed by a World Cup-style playoff. Each event boasted a draw size of 20 players and a prizemoney pool of USD \$20,000.

Between January and September, the 2021 series offered 23 events, 460 main draw places for Australian players and a prize pool of USD \$460,000.

Li Tu was a notable performer. In a hugely successful return to professional tennis, Tu won 56 of 62 UTR Pro Tennis

Tour matches over a 12-month period. It warranted a wildcard entry into AO 2021, where the 24-year-old made his Grand Slam main draw debut.

Alexandra Bozovic was also a standout performer, the former City of Playford Tennis International finalist winning consecutive titles in West Lakes.

UTR JUNIOR STATE PERFORMANCE CHAMPIONSHIPS

While pandemic-enforced state border closures and ongoing travel restrictions forced the cancellation of the annual December Showdown at Melbourne Park, Member Associations instead hosted their own UTR Junior State Performance Championship events in December.

More than 950 total players competed in all junior age groups across Australia. High-quality match-play opportunities were provided in both singles and doubles, with all results counting towards a player's Universal Tennis Rating.

UTR STATE PERFORMANCE EVENTS

Staged between October and December, across Queensland, Western Australia, South Australia and Victoria, a total of seven UTR State Performance Events replaced Australian Money Tournaments that were cancelled due to the pandemic.



BACK ON COURT: Daria Gavrilova (left) was among notable title winners at the UTR Pro Tennis Series and the Rafa Nadal Tour provided young Australians with priceless match play opportunities.

ASIA-PACIFIC AO WILDCARDS

The Asia-Pacific AO Wildcard Playoff was cancelled, but AO 2021 main draw wildcards were granted to players from the Asia-Pacific region as follows:

Men's singles – Sumit Nagal (IND)

Women's singles – Wang Xiyu (CHN)

Men's doubles – Ji-Sung Nam and Min-Kyu Song (KOR)

Women's doubles – Misaki Doi and Nao Hibino (JPN)

RAFA NADAL TOUR 2021

Players, parents and organisers were delighted as the Rafa Nadal Tour resumed, with 2021 counting as the second year in a three-year partnership after its 2020 hiatus.

Tennis Australia worked with all MAs to secure a Gold Junior Tournament event in each state and territory, doubling the number of events from four in 2019 to eight in 2021. Events in Australian Capital Territory, Tasmania and Western Australia were staged in April, with Queensland, Victoria, South Australia and Northern Territory events following

between May and September. The New South Wales event was unavoidably postponed in September and unlikely to be rescheduled.

A point of difference at all Rafa Nadal Tour events are values activities completed by all players, which reflect the values of the Rafa Nadal Academy.

Rafa Nadal Tour lead Carlos Cuadrado was unable to travel to Australia but instead recorded video lessons, which Tennis Australia team members facilitated at venues. Nadal also pre-recorded a message to kick off player activities.

All event winners and the players performing best in the values activities will compete in a Masters event in January 2022, with the intention to schedule a meet and greet with Nadal as part of their prizes.

WHEELCHAIR TOURNAMENTS

The challenges of the pandemic impacted many wheelchair tournaments, but also allowed for innovation when play was possible. With the uncertainty of interstate travel, Tennis Australia and partners staged Performance Series events on consecutive weekends in November across Sydney, Brisbane and Melbourne to replace the usual National Championships.

Further tournament opportunities were integrated into the UTR State Performance Events held in Bendigo and Gosford in December.

In January, the inaugural Greg Crump Cup teams event was staged at Hume Tennis Centre, which saw top senior players leading juniors in a mixed

tournament. Three days of singles and doubles ties saw players gain valuable experience, leading into an individual tournament for the following three days.

The Australian Wheelchair Tennis Summer Series took on a different shape in 2021, with back-to-back events held at Hume Tennis Centre ahead of the rescheduled Australian Open. The events again culminated with the Australian Open Wheelchair Championships at Melbourne Park (for full results see page 17).

NATIONAL JUNIOR CHAMPIONSHIPS

While usual National Junior Championship events – including the Claycourt, Grasscourt and Teams Championships – were unable to be played in 2020, the 12/u and 14/u Australian Claycourt Championships presented by Kia was staged at the Canberra Tennis Centre in April 2021.

Cruz Hewitt (NSW) and Tahlia Kokkinis (Qld) claimed singles titles, while Lily Taylor (Qld) and Charlie Camus (ACT) won the 14/u singles titles. The 11/u, 13/u Australian Teams Championships commenced on the Gold Coast in June, but was cancelled mid-event due to a COVID outbreak in New South Wales.

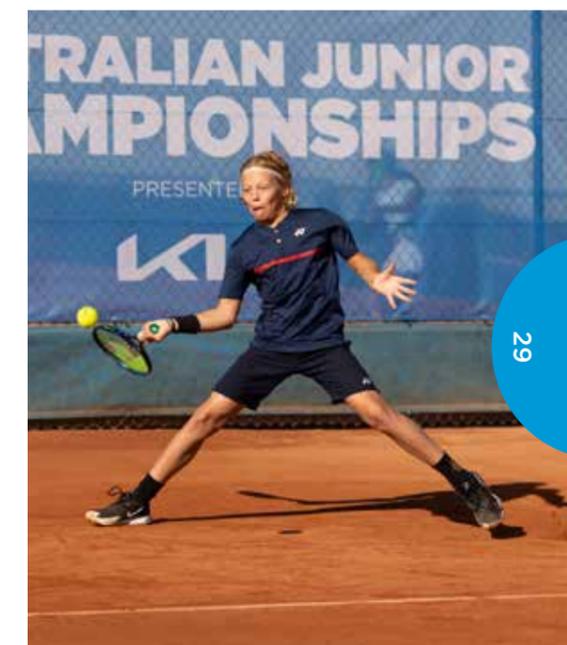
ITF WORLD TENNIS TOUR JUNIOR EVENTS

For the first time since 1986, the Australian Open junior championships were not staged in 2021. ITF World Tennis Tour Junior events resumed in April with clay-court events in Mornington, Victoria. Edward Winter

(SA) and Catherine Aulia (NSW) captured titles, elevating each to career-high World Junior rankings.

Events continued at Darwin in May and June, with Taylah Preston (WA) winning back-to-back titles to achieve a career-high ranking. Alec Braund (Qld) won his first World Tennis Tour Junior singles title and Jeremy Jin claimed Darwin and Gold Coast titles. At age 13, Kokkinis (Qld) won Gold Coast on her first attempt, while 15-year-old Lily Taylor won her first singles title in Brisbane after reaching two earlier 2021 finals.

NEXT GENERATION: Cruz Hewitt (below) was among the singles winners at the Australian Claycourt Championships in Canberra.



COMPETITIVE PLAY REVIEW

A Competitive Play Review was undertaken to determine how best to unify competitive tennis to better attract, retain and develop players. While acknowledging the need to celebrate and leverage Australia's rich history and success in competitive tennis, it also recognised an opportunity to better organise competitive offerings.

Five key areas were identified for improvement.

- **Pathways** can be disconnected, difficult to understand and do not represent a player's journey.

- **Rankings and ratings** are cluttered, with a lack of definition in the purpose and audience of each.
- **Formats** are inconsistent, with naming conventions providing limited insight into player preferences.
- **Culture** highlights a poor perception of tournaments due to poor first experiences, a lack of officials and inconsistent management by tournament hosts.
- **Delivery** is inconsistent and at times demonstrate a lack of trust and confusion over responsibilities. The review continues to work

through the design phases, with recommendations underpinned by five design principles:

1. Elevate team-based competition
2. Facilitate level-based competition
3. Promote localised competition
4. Simplify pathways
5. Consumer-led formats

As a result of the established competition structures and systems currently in place, recommendations will be phased in over a number of years. Initial changes are scheduled from January 2022.

WINNING WITH INNOVATION

Finding new ways to connect people to tennis increases opportunities for fans to play and consume the sport.

WILDCARD VENTURES

Following the lead of America's top sporting organisations NFL, NBA and MLB, Tennis Australia was delighted to launch its own venture capital fund to help advance SportsTech start-ups from the very beginning of their journey.

Wildcard Ventures invests in early-stage companies that focus on technologies that benefit the sports, health and entertainment industries. In a world first, the opportunity is open to investors to join a syndicate alongside some of the biggest names in tennis.

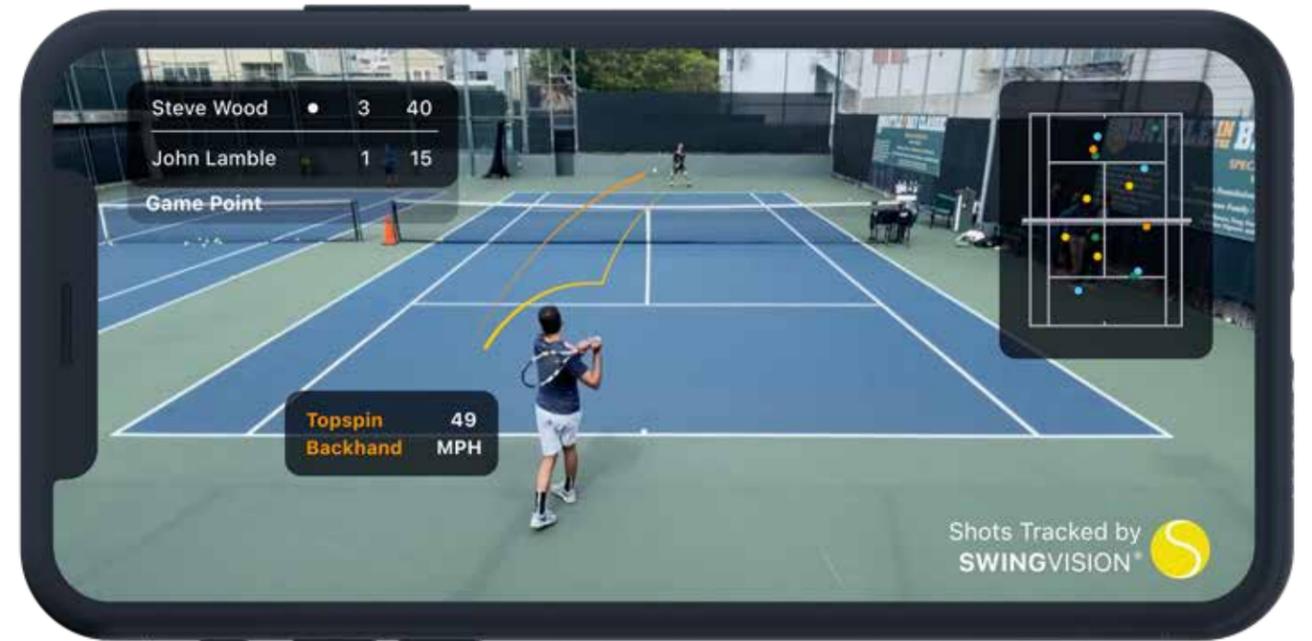
Identifying technologies at the earliest stages ensures the organisation can lend its vast experience and global events platform to test and mould the start-ups into companies that will ultimately benefit all sports.

Setting up the fund as a syndicate provides the opportunity to team up with like-minded investors who are also looking to advance the world of SportsTech.

The core Investment team comprises Tennis Australia Head of Innovation Dr Machar Reid, Finance Business Partner

Lauren Coridas and Techstars Managing Director Todd Deacon. The team is responsible for identifying early stage technology companies from around the world with ambition and the will to succeed in sports and entertainment.

The Wildcard Ventures Advisory Committee includes partners from some of the biggest venture capital firms such as Techstars, Greycroft Partners, Foundry Group, Blackbird, TDM Growth Partners and Rampersand to advise on the viability of the opportunities identified.



SWINGVISION

Thanks to a new partnership with technology start-up SwingVision, Australian tennis coaches and players can now access real-time artificial intelligence video analysis. Founded by ex-Tesla engineer and Berkeley data science professor Swupnil Sahai, SwingVision is a mobile app that uses proprietary A.I. to track player and ball movements from a smartphone or tablet.

The two-year partnership followed the inaugural Techstars SportsTech Melbourne Accelerator, which saw SwingVision selected as one of 10 companies to participate in a 12-week intensive program.

SwingVision is unique in its ability to provide real-time statistics and video analysis in an affordable and easy-to-use package. Players of all levels can obtain feedback in areas such as shot placement, posture or footwork. SwingVision can also track speed, types of strokes and spin from anywhere in the world through an iPhone or iPad.

More than 2200 Tennis Australia Coach Members were provided with a complimentary Pro Subscription, which enabled shot tracking, video analysis and personalised insights through SwingVision's Smart Coaching functionality.

The product was also introduced at the National Tennis Academy, ensuring athletes and their support teams could use the A.I. capability to review training

sessions and matches at a speed and scale like never before.

ACTION AUDIO

Tennis Australia worked with Monash University and AKQA (a digital agency) to deliver Action Audio at AO 2021. Action Audio is a world-first accessible audio stream that allows fans with blindness or low vision to follow the sport they love.

Action Audio works by turning spatial data from the Australian Open's real time ball monitoring technology into 3D sound. The system emphasises ball speed and trajectory, proximity to line and shot type, and augments critical moments to allow blind and low vision audiences to follow the game without seeing the ball.

The online audio stream was designed to make the broadcast of the AO 2021 finals accessible to almost 600,000 Australians and 285 million people living with blindness or vision impairment.

FORTNITE CHAMPION SERIES OCEANIA

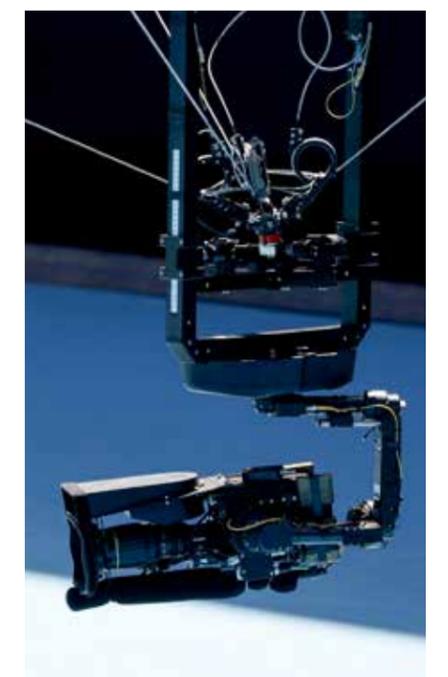
In a Grand Slam first, AO 2021 featured five weeks of top-level competitive gaming, with the Fortnite Champion Series OCE qualifying and finals broadcast live on Australian Open Twitch and YouTube channels from 14 February-14 March.

The seven broadcasts had more than 413,000 live views and 4.55 million minutes watched on AO channels and were supported by commentators and

Fortnite experts including Aussie Antics, MonsterDface, Coach Timmy, Fallout and Vandie.

The Fortnite Champion Series is an online tournament offering the worlds' best players and teams the chance to compete against each other to claim the title of champion in their region. Players in 2021 competed for a share of USD \$20 million in prize money.

NEXT LEVEL: Utilising technology and our global events platform creates game-changing enhancements for fans and players.





ZONE SQUAD – WOMEN’S COACH INITIATIVE

Zone Squads were introduced as an important step in the national Player Development pathway in April 2021. Talented players aged 9-16 years come together to train in a competitive environment. Squads are delivered in clubs and centres across the country by coaches who nominated to lead and deliver these sessions. Women coaches are significantly underrepresented in Performance coaching, with this reflected in the very low number of women coaches nominating to lead and deliver a Zone Squad in their local area.

Collaborating with the Talent team, Nicole Pratt has driven an initiative to increase the number of women coaching in these squads by recruiting ten women to join the program in their local area. Pratt is providing additional support to these coaches both on and off-court. This initiative serves to not only build the competence and confidence of the coaches, but also provides our talented girls with women role models in tennis.

TALENT

In the last 12 months, 24 tailored Talent Development camps were delivered across regional and remote Australia to 634 girls aged nine-14 years old. The objective of these camps is to teach girls specific tennis skills, providing participants with performance coaching in line with trends and tactics observed in the modern women’s game. A second key objective is to connect girls to tennis, so they feel they belong to the Australian women’s tennis community. This is achieved through a range of activities designed around peer connection and teamwork.

Every talent camp was led by a woman coach. Forty women with roles across tennis, including current and former professional players and Performance



coaches, were involved in the delivery. This is an important and strategic inclusion, emphasising the importance of women as role models and building an “if I can see it, I can be it” outlook.

Since 1 January 2021, Tennis Australia and its Member Associations have hosted 19 camps with a total of 509 participants.

INSPIRING WOMEN

The AO Inspirational Series is a celebration of women’s success and empowerment. The annual event sees global leadership achievements by women honoured by influential women, women leaders, tennis community members, charity partners and celebrities.

Each year, a keynote speaker who is a champion in women’s empowerment shares their insights with over 300 guests.

This year’s AO Inspirational Series was hosted by Channel Nine journalist and presenter Alicia Loxley, with a keynote speech by The Honorable Julia Gillard AC. It also featured a panel featuring Tennis Australia Gender Equality Taskforce members Casey Dellacqua, Professor Emma Sherry and Professor Clare Hanlon.

ROLE MODELS: Women deliver and support a range of coaching opportunities; guests and coaches including Tennis Australia Women’s Coach Lead Nicole Pratt (below left) gathered during AO 2021.



current women coaches by enabling a social environment for women coaches to come together, meet like-minded professionals and share their experiences. As of 30 September, the program has 72 participants connecting and collaborating.

COACH CONNECT – VIRTUAL SERIES

The inaugural Coach Connect – Virtual Series session was delivered in June. These one-hour professional development sessions are delivered online via Tennis Australia digital learning platform, Bounce. The topic of the first session was How to Maximise Mentoring. The Virtual Series is delivered monthly, with previous sessions recorded and available online for coaches who are unable to attend.



LEAD, INFLUENCE AND PLAY

Within the commitment to achieve gender equality, is a vision of no limits for women and girls on and off the court.

With a strategic commitment to be a global leader in inclusion and diversity, Tennis Australia also has a defined plan for women and girls to achieve gender equality in the sport.

The vision is that there are **no limits for women and girls on and off the court.**

Shaped by three strategic priorities of the Women and Girls plan – **lead, influence and play** – numerous initiatives contributed to that vision in the past year.

COACHING

Tennis Australia has continued to deliver support and coaching opportunities for women and girls across all levels. This includes delivery of free entry-level courses, and launches of the Coach Connect – Mentoring program, Coach Connect – Virtual Series and the Zone

Squad – Women’s Coach initiative.

During the first six months of 2021, seven Foundation coaching courses and six Community coaching courses were delivered to women across five states and territories, with a total of 93 participants. These courses are tailored to the needs of women beginning their coaching journey – all participants are women and are led by a woman Coach Developer. This is to build the confidence of the participants and provide strong woman role models.

COACH CONNECT – MENTORING PROGRAM

The Coach Connect Mentoring program was launched in May with the digital platform Mentorloop. The objective of the program is to develop and retain

COMMUNITY SPIRIT

Providing opportunities for all members of the community to play, compete and thrive in tennis is a top organisational priority.

INSPIRING BRIGHTER FUTURES

Inspiring brighter futures for youth and children is the key objective of the Australian Tennis Foundation (ATF), Tennis Australia's charitable arm. From initiating community events and year-round tennis programs to the creation of leadership opportunities, there were numerous ways this was achieved in the past year.

Rally as One was arguably the best demonstration of the ATF's positive impact, with the initiative both boosting spirits and providing practical support to Australian communities that were impacted by devastating 2020 bushfires.

With an infrastructure investment totalling \$70,000 last year, projects included Stokes Bay improvements, Mallacoota Book a Court installation and Cudlee Creek court resurfacing.

Rally as One Kids Tennis programs were also conducted at Kangaroo Valley, Sussex Inlet, Mogo and Robin Primary Schools (NSW), Buchan, Toorloo Arm, Mt Beauty and Clifton Creek (Vic.), Paracombe Primary School (SA) and at Farnborough State School (Qld).

Each school received equipment packs and held a celebration to encourage families to play together.

Rally as One community events were held in Yepoon (Qld), Cobargo (NSW)

Mallacoota and Cudgewa (Vic.) as well as Adelaide Hills and Kangaroo Island (SA). Combined highlights included:

- 1250 people attended the events
- 21 separate activities delivered, including community events, school visits, tennis activities and coach education
- 53 community partners involved
- 36 local businesses promoted
- 150 racquets distributed
- 19 community coaches trained.

Amalgamation with the Kids Tennis Foundation (KTF) was another significant chapter for the ATF in 2021. It followed a successful pilot program "Building Resilience through Tennis", which aimed to grow opportunities for primary school students to develop good mental health.

The KTF was founded by former world No.1 doubles star Paul McNamee in 1983 and has positively impacted more than 400,000 Australian youth.

The ATF will maintain the KTF's legacy to harness the power of tennis to help children and young people develop resilience, make healthy lifestyle choices and feel positive about themselves and their future.

ACING WELLBEING

A proud community partnership with Beyond Blue highlights the priority to promote good mental health and wellbeing, both on the court and beyond it. Since forming the partnership in 2019, a series of events have provided support to the broader community. The relationship with Beyond Blue shows how sport, particularly tennis, can transform attitudes throughout the community, cutting through age, gender, ethnicity and geography.



WALL-TO-WALL PARTICIPATION

An artistic new initiative to showcase hitting walls around the country was part of a push to increase community participation in tennis.

The national project, which was officially launched by Australian legend Evonne Goolagong Cawley at Noosa Tennis Club in August, saw a wall redesigned by local artists in every state and territory.

In Noosa, Goolagong Cawley unveiled a seven-metre-wide design featuring the



work of Indigenous artist Maggie-Jean Douglas, a proud Gubbi Gubbi woman. The artwork incorporates references to Evonne's totem, the goanna, and her last name, which means 'tall trees by still water', in a collaboration with renowned portrait artist Paink.

The Victorian artist also created a striking mural of world No.1s Ash Barty and Dylan Alcott as part of Victoria's Hitting Wall project at Dendy Park in Melbourne's south.

More than 450 hitting walls are a feature of affiliated venues and clubs throughout Australia, with hundreds more in community parks and public settings. They provide quick and easy access for people of all ages to have fun, stay active and improve their tennis skills.

HITTING WALL INITIATIVE

STATE	LOCATION	ARTIST
VIC	Dendy Park, Brighton East	Paink
QLD	Noosa Tennis Club, Noosa	Paink and Gubbi Gubbi artist Maggie-Jean Douglas
NSW	June Tennis Club, Junee	Owen Lyons - Wiradjuri Art
WA	Mingenew Tennis Club, Mingenev	Shakey, Jacob Butler
SA	Memorial Park Tennis Complex, Bordertown	Anthony Hamilton
TAS	Glenorchy Tennis Club, Hobart	Jamin
ACT	Southlands Tennis Club	Happy Decay
NT	Gardens Tennis Centre, Darwin	BidjiPidji Art, Jason Lee

RALLYING TOGETHER: Kangaroo Island was among communities to benefit from Rally as One, John Fitzgerald (left) joined the Australian Tennis Foundation's efforts to support the rebuild of clubs impacted by devastating bushfires and Evonne Goolagong Cawley inspired young participants as she launched the Hitting Wall initiative.





AUSTRALIAN TENNIS CHAMPIONSHIPS

More than 50 players competed in the Australian Tennis Championships, which is a key initiative on the Inclusion and Diversity national pathway and the largest tournament for people with disabilities in Australia.

The 24th edition of the tournament, which was staged at Melbourne Park in April 2021, saw the first-time inclusion of deaf and hard of hearing players. There were also categories for Players with an Intellectual Disability (II-1), Players with Down Syndrome (II-2) and players with Autism (II-3).

The tournament was held in conjunction with Sport Inclusion Australia, Deaf Sports Australia, Special Olympics Australia and the Victorian State Government.

Kelly Wren was among the notable winners, claiming her 23rd consecutive national title in the II-1 category with a straight-sets win over Breanna Tunny. Archie Graham also added another national title to his record, with victory over Mitchell James in the men's final.

2021 AUSTRALIAN TENNIS CHAMPIONSHIP FINAL RESULTS:

Intellectual Impairment – II-1 Champions

MEN'S: Archie Graham (Qld) d Mitchell James (Qld) 6-4 6-2

WOMEN'S: Kelly Wren (NSW) d Breanna Tunny (Qld) 6-2 6-3



MEN'S DIVISION 2: Harry Mezger (Vic.) d William Caldwell (Vic.) 6-3 6-3

JUNIOR PWII OPEN'S EVENT: Luke Barker (Qld) d Declan Hopley (Qld) 6-1 6-0

Down Syndrome – II-2 Champions

MEN'S: Timothy Gould (Qld) d Timothy Walsh (NSW) 6-0 6-1

WOMEN'S: Olivia Sayers (Vic.) d Jane Hopkins (Qld) 6-3 4-3 ret.

Autism – II-3 Champion

OPEN: Nicholas Young (Qld) d William Druve (Qld) 6-0 6-0

Deaf Hard of Hearing Champions

OPEN: John Lui (NSW) d Ashlee Narker (NSW) 6-2 6-0

JUNIORS: Ashlee Narker (NSW) d Ryder Smith (Vic.) 6-0 6-0

AN INDIGENOUS FOCUS

With the National Indigenous Tennis Carnival (NITC) unavoidably paused in 2021 due to COVID restrictions, Tennis Australia instead worked with Member Associations to host state-based NITC events.

This initiative provided each Member Association with the opportunity to build new partnerships and strengthen existing partnerships with First Nation organisations and people. Western Australia, South Australia and Northern Territory each held NITC events in the



2020-2021 financial year, with other states planning events before the conclusion of the calendar year.

Other great initiatives in Australian tennis include the Northern Territory's Racquets and Red Dust program.

It sees Tennis NT deliverers travelling to remote communities throughout the territory to introduce the sport to more than 600 youth. Racquets and Red Dust also empowers people in those communities to deliver quality tennis programs.

TRANSGENDER GUIDELINES

Tennis Australia joined a group of eight sporting bodies in a commitment to implementing governance that supports a greater level of inclusion for trans and gender diverse people in their sports in October 2020.

The policies and guidelines were developed in partnership with Pride in Sports and unveiled in a co-ordinated approach with the Australia Football League, Rugby Australia, Hockey Australia, Netball Australia, Water Polo Australia, Touch Football Australia and UniSport Australia.

Published on the national body's website, tennis.com.au, the guidelines underlined the organisation's commitment to ensure that all members of the community are welcomed to the sport, with tennis courts and clubs providing every participant with a safe and comfortable environment.



GLAM SLAM

The Australian Open is the only major event to feature an LGBTQ+ tournament, with the AO Glam Slam at Melbourne Park now an annual fixture. The Glam Slam is sanctioned by the Gay Lesbian Tennis Alliance (GLTA) and numbers peaked in 2020, when 175 players from 35 countries participated.

Despite public health restrictions in place, the event successfully continued at AO 2021, with 71 players from Victoria and New South Wales competing in the three-day event.

Men's and Women's finals were again held at Court 3, which was transformed

into Pride Arena, with a player party at the Atrium featuring a special performance from G-Flip. Rainbow flags, measuring 12 x 8 metres, in the stands of Pride Arena sent a strong message that the LGBTQ+ community is welcome at the Australian Open.

PROUD PARTICIPANTS: Kelly Wren and Archie Graham (left) added to impressive records at the Australian Tennis Championships, the AO Glam Slam welcomed LGBTQ+ competitors and state-based National Indigenous Tennis Carnival events created new opportunities to participate.



A DYNAMIC FORCE

An agile and dynamic workforce continued to grow and develop in the face of numerous challenges.

While the definition of “workplace” changed as significant portions of the Tennis Australia workforce navigated ongoing lockdowns and a changeable work environment throughout the pandemic, the meaning of “team” had arguably never been stronger.

The Tennis Australia values of collaboration, humility, excellence and imagination were at the forefront as staff members remained connected daily – both in-person and with the support of the latest technology in virtual working environments.

Dedicated teams proved both dynamic and agile as the delivery of the sport continued at a grassroots level, and the Australian summer of tennis was successfully staged amid many changeable factors.

A combined workforce of more than 4200 people included close to 500 Tennis Australia employees and more than 2000 Australian Open team members,

with a further 700-plus engaged for Melbourne Summer Series and Adelaide International events. Member Association teams throughout the nation totalled close to 200 people.

Taking in fixed, contract and casual roles, the dynamic workforce is supported by a People and Culture team that delivers a range of benefits, programs and initiatives.

WELLBEING AND ENGAGEMENT

As special efforts were recognised throughout the year through the Serving your Success program, employee wellbeing was also a top organisational priority. The Serving your Health initiatives, incorporating themes of body, soul and self-care, offered numerous experiences and information sessions.

Team members were gifted a “Wellbeing Day” in November 2020 and after a busy summer of tennis, four days of company-wide leave was granted in April 2021.

Engagement was particularly important in the remote working environments as lockdowns continued at various times of the year, particularly in Melbourne and Sydney. This included regular Town Hall sessions when key updates were provided and team members had the chance to submit questions, along with regular Leadership Chats that were distributed virtually.

Connections were also built through fun virtual activities, including bingo and trivia.

There was a special “Return to Tennis HQ” day when Tennis Australia team members could return to the office in late April 2021. This incorporated important information sessions, along with team-building activities that enabled team members to reconnect with colleagues.

DEVELOPING OUR TEAM

The development of team members continued throughout periods of remote working, with opportunities

provided through LinkedIn Learning and structured learning modules that were conducted virtually.

A structured plan was also implemented through The Game Plan, which recognised that for our sport to grow, all of the team needs to develop as individuals. Through structured conversations with managers, every team member committed to a game plan for both professional and personal development.

TEAM SPIRIT: The company values of imagination, collaboration, humility and excellence remained a constant as team members adapted to new ways of working.



OUR TENNIS TEAM

Tennis Australia full-time and part-time team members	479
Member Associations full-time and part-time team members	177
Casual workforce across both Tennis Australia and Member Associations	291

YEARLY GROWTH

New Tennis Australia full-time and part-time team members	95
New Member Associations full-time and part-time team members	44

AUSTRALIAN OPEN 2021

Team members	1404
Host broadcast team members	495
Ballkids	380
Officials	149

MELBOURNE SUMMER SERIES AND ADELAIDE INTERNATIONAL

Volunteers (Adelaide International)	169
Host broadcast team members (Adelaide International and Summer Series)	414
Ballkids (Adelaide International)	51
Officials (Adelaide International and Summer Series)	121

TOTAL WORKFORCE

4269



FOUNDATION OF SERVICE

Tennis Australia service teams provide a foundation of support for both the organisation and the broader tennis community.

LEGAL

In a year where the COVID-19 pandemic continued to present unprecedented challenges, the Tennis Australia Legal team played a critical role in the successful delivery of the 2021 summer of tennis. The team advised on the changes to the Australian Open and lead-in tournaments, assisting the business to adapt to ever-changing circumstances.

Despite the COVID-19 challenges, the momentum in partnerships and media rights areas continued with several new contracts negotiated. Notably, partnership agreements were signed with Marriot and Piper-Heidsieck. New media rights agreements were also negotiated, including a 10-year deal with Eurosport.

In the pursuit of Olympic and Paralympic glory for the sport, the Legal

team assisted athletes and staff on their journey to Tokyo and celebrated when the teams returned home with medals.

To support players around the country, the Legal team helped with the rollout of UTR events, creating new opportunities to play tennis, notwithstanding the frequently changing border restrictions.

Another highlight was assisting with

the redevelopment of the Memorial Drive Tennis Centre in Adelaide and receiving regular updates as the new facilities started to come to life.

The Legal team also played a key role in the creation of the Wildcard Ventures venture capital or VC, enabling one of the growth pillars for the sport.

In the latter part of the year, the team focused on scenario planning and COVID Safety for the 2022 summer.

CORPORATE SERVICES

The Corporate Services team welcomed a new Chief Financial Officer, Katrina Blair, who joined the team in June 2021. Blair leads a team comprising Finance, Procurement, Integrity and Compliance, Risk and Technology as part of a restructured Corporate Services team.

INTEGRITY AND COMPLIANCE

The Tennis Australia Integrity and Compliance team continues to work towards its vision of ensuring the sport is safe, welcoming, inclusive and fair for all participants, at all levels.

A focus is on ensuring all participants exhibit role model behaviours and values when participating in the sport. This includes treating people with respect and dignity, acting with honesty and transparency, treating people fairly and being accountable for one's actions.

They also protect the sport from key integrity threats including member protection issues (such as harassment, bullying and discrimination), child abuse, doping and match manipulation.

Tennis Australia maintains a zero-tolerance approach to child abuse and

works tirelessly to ensure children and young people feel safe and supported within our sport.

In that regard, in the past year they rolled out:

- A new code of behaviour at tournaments and competitions to improve behaviour of players, parents and other attendees.
- Virtual training sessions for internal staff and external stakeholders (clubs, coaches and officials) on safeguarding children.

The Integrity and Compliance Team also plays a pivotal role in the biosecurity compliance framework for the Australian Open and lead-in events, developing and implementing COVIDSafe policies and procedures for the events, and monitoring compliance across the board.



SUPPORTING A SAFE AUSTRALIAN OPEN

The COVID-19 challenges called for rapid innovation to support Australian Open 2021, the ATP Cup and Australian Summer Series tournaments.

Bespoke contact tracing technology was designed and deployed across the precinct, and 25,000 RFID tracing tags allocated across all accredited individuals. This generated seven million contact-tracing reads during the events.

The development of a customised contact tracing data platform, known as 'Cyclops', took daily data feeds from multiple contact tracing sources. It provided on-demand contact tracing data, which could be securely provided to the Victorian Government in the event of a positive COVID-19 case.

A dedicated video conferencing platform was developed and operationalised to ensure press conferences could continue and were accessible for international media unable to enter Australia.

Significant network upgrades were required to support the increased volumes of data flowing into and out of the precinct as a result of these innovations, including over 80km of data and fibre cabling within the precinct.

Major network upgrades were made to the Australian Open website and mobile application, ensuring seamless performance during the event. At their

peak audience, these digital platforms were supporting over one million live score updates per minute.

TECH ADVANTAGE TRANSFORMATION PROGRAM

The Technology team led Tennis Australia's most ambitious transformation program to date – the "Tech Advantage" program, including over 16 streams of transformational activity. Key projects included:

CUSTOMER 360

This project focuses on the creation of the capability required to support a 360-degree customer view. It includes the implementation of a new Customer Relationship Management system, Customer Data Platform, and Campaign Management system.

Together, these capabilities will provide a central point to store customer records and data, used to power increasingly personalised and relevant experiences for customers across all areas of tennis.

HEALTH INDICATOR OF TENNIS (HIT) TOOL

The HIT tool aims to significantly improve the experience and accessibility of reporting on the performance of tennis venues nationwide. Venue reporting information is now entered via online forms and submitted directly into the HIT platform, ensuring greater data accuracy and richer insights.

DATA AND ANALYTICS CAPABILITIES

Significant progress was made in transforming Tennis Australia's Data and Analytics infrastructure and capability, powering improved analytics, insights and decision-making.

AO DIGITAL – AUSTRALIAN OPEN WEBSITE AND MOBILE APPLICATION

Continued improvements and evolution of the Australian Open's website and mobile app ensure increased performance, content experiences and commercial opportunities.

AO PLAYER MOBILE APP

A brand-new mobile app to better support players is in development on Tennis Australia's digital experience platform, offering significantly improved convenience and experience for players during the Australian Open.

DATA NETWORK MODERNISATION

All Tennis Australia and Member Association networks were upgraded and modernised. This included the replacement of all network infrastructure, ensuring the increasingly data-intensive needs of events and business as usual activity will continue to be met.

ALL-ENCOMPASSING: Innovative solutions to support a COVIDSafe Australian Open, negotiating new partnerships and helping to maintain vibrancy in clubs and communities were among many projects for Legal and Corporate Services teams.

FINANCE

The Tennis Australia Finance team maintained a focus on systems to drive efficiencies for the team and the broader business. This included ongoing optimisation of Workday and the introduction of Adaptive Planning to streamline and improve our budgeting and forecasting process.

Other services provided by this team in the past financial year included:

- Focused management of cash balance and mitigation of COVID-19 pandemic impacts on financial outcomes of the AO and Tennis participation and performance.
- Enhanced finance business partner support of both Tennis Australia and Member Associations management as we navigated through a significant period of uncertainty; through scenario

planning, re-forecasting, a laser focus on cash-flow management, with enhanced governance to match the uncertainty.

- Recruited and developed necessary partnering, commercial acumen and risk management capability within the Finance team to support our business through these new challenges.
- Further development of the shared services model, providing timely and meaningful support to the Member Associations.
- Provided financial support and advice in assisting in the launch of Wildcard Ventures.

TECHNOLOGY

Tennis Australia's Technology team experienced significant transformation throughout the 2020-2021 period.



CORPORATE GOVERNANCE STATEMENT

(AS AT 30 SEPTEMBER 2021)

TENNIS AUSTRALIA – THE COMPANY AND GOVERNANCE STRUCTURE

Tennis Australia (TA) is a not-for-profit Company limited by guarantee and registered in Australia. 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 7 December 2020, Dan Bisa and Peter Robertson were re-elected to the Board for three-year terms. Diane Grady and Janice van Reyk were re-appointed to the Board at the Board Meeting held following the 2020 Annual General Meeting for one year and three-year terms respectively. As a result, there were no changes to the Board during the financial year.

COMPOSITION OF THE BOARD OF DIRECTORS

The Board comprises up to nine Non-Executive Directors, of whom six are elected by the MAs at a General Meeting and up to three appointed by the other Directors at a Board meeting. All Directors are independent and are unable to hold any MA positions while they serve on the Board. The Chair is appointed by the Board from the 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 goals for management, and monitoring performance against these goals. The Board met a number of times during the year and received reports from the Chief Executive Officer (CEO) and other members of



staff where appropriate. The names and qualifications of Directors are shown on pages 48–49 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 54–56.

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. The CEO in turn leads the Executive Leadership team on the execution of the Company's strategy.

AUDIT AND RISK COMMITTEE

The role of the Audit and Risk Committee is to assist the Board in discharging its responsibilities for financial reporting, risk management and maintaining an internal control

system. The Audit and Risk Committee achieves this through overseeing the annual budget process, the risk reporting process and interacting with management and the internal and external auditors on behalf of the Board. The Audit and Risk Committee includes one external member.

INVESTMENT ADVISORY COMMITTEE

The Board has appointed an Investment Advisory Committee to oversee the Company's investment policy and investment funds. The Investment Advisory Committee includes one external member.

CONTACTS APPROVAL COMMITTEE

The Contracts Approval Committee is delegated the authority to approve contracts on behalf of the Board.

The Committee is convened on an as-needs basis to consider, and if thought fit, approve material contracts outside the standard Board meeting cycle. This creates efficiencies in the contracting process.

PEOPLE AND REMUNERATION COMMITTEE

The People and Remuneration Committee determines matters affecting the terms and conditions of employment of the CEO. The Committee also oversees the Company's People and Culture practices and policies.

GOVERNANCE COMMITTEE

The Governance Committee addresses Board governance in line with the principles of good governance. During the year a National Governance Working Group was set up to foster the

sharing of best governance practice ideas between the MAs and TA.

AWARDS COMMITTEE

The Awards Committee considers nominations for the Australian Tennis Hall of Fame and other awards. The Awards Committee includes past players.

NOMINATION COMMITTEE

The Nomination Committee manages the evaluation of prospective Board members. The Nomination Committee includes two external members.

TA'S RELATIONSHIP WITH MAs

The MAs are members of TA. The MAs and TA work together on the co-creation and delivery of the national tennis participation strategy. There are regular meetings at Board and Executive level and a focus between TA and the MAs on working together as one team.

SAFEGUARDING THE TENNIS COMMUNITY

TA has a Member Protection Policy, Safeguarding Children Guidelines and other national policies designed to foster a safe environment for all members of the tennis community.

Board members are subject to background check requirements and required to adhere to a code of conduct to protect the organisation and the tennis community.

Board Members are also required to declare any conflict of interest they may have in matters before the Board or Committees. Clear conflict management protocols are in place and where appropriate, Board Members must absent themselves from discussions and votes on particular issues.

As the only members of the Company are the eight MAs, trading in company securities is not applicable.

EXECUTIVE LEADERSHIP TEAM

(AS AT 30 SEPTEMBER 2021)



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. Director of Tennis/National Championship Head Coach at the University of Illinois. Inducted into US Collegiate Hall of Fame in 2010.

KATRINA BLAIR

CPA, BCom

Chief Financial Officer since 2021

Previously Vice President Projects at Orica where she led the transformation of their finance department. Prior to Orica, she spent 18 years in various roles at BHP including Vice President Reporting, Head of Finance – Worsley Alumina and Head of Finance – Ekati Diamond Mine.

CEDRIC CORNELIS

MBA, BEng

Chief Commercial Officer since 2021

Formerly Commercial and Marketing Director at SEEK, General Manager at Qantas Group, Senior Director at DHL Express and Consultant at Bain & Company.

ALEX HAMILTON

JD Law, BA (Hons)

Chief Event Officer since 2021

Joined Tennis Australia in 2012, previously Legal Counsel, Strategic Advisor, Head of Event Operations and Director of AO Operations. Formerly commercial lawyer at Hall & Wilcox and Gadens.

TIM JOLLEY

LLM, LLB, BCom

Chief Strategy & Performance Officer since 2020

Joined Tennis Australia in March 2020. Formerly Principal at Bain & Company, focusing on advising clients in the industrial and retail sectors on corporate strategy, digital strategy and operating models.



TOM LARNER

BBus, CA

Chief Tennis Officer since 2021

Joined Tennis Australia in 2006. Previously Tennis Australia Chief Operating Officer and Tennis Queensland Chief Executive Officer. Formerly Senior Consultant at Royal Bank of Scotland in London and Global Capital Markets Consultant at PricewaterhouseCoopers in the Netherlands.

ANNA LIVINGSTON

BA Commerce (Human Resources & Industrial Relations) MS Law (Employment & Labour Law)

Chief Diversity & People Officer since 2017

Joined Tennis Australia in 2012, previously Human Resources Manager and General Manager of Performance. Formerly Senior HR Manager at Newell Rubbermaid, Global HR Manager at Australia Post – PrintSoft, HR Vice President at Trident International Holdings and HR Manager at Bosch.

JACQUIE MANGAN

LLB (Hons), BA, FGIA

**General Counsel since 2013
Company Secretary since 2018**

Joined Tennis Australia as Senior Legal Counsel in 2011. Lawyer since 2004. Formerly Senior Associate at Middletons specialising in mergers and acquisitions, commercial contracts and corporate governance. Also acted as General Counsel at Kodak while on secondment.

DARREN PEARCE

Chief of Staff & Communications Officer since 2009

Joined Tennis Australia in 2007 as Media Manager. Formerly Chief of Staff at Channel Nine News Melbourne, State Editor at ABC News and Current Affairs South Australia, Chief of Staff at ABC News Melbourne and News Director at Victoria WIN TV.

BEN SLACK

BCom

Chief Revenue & Experiential Officer since 2020

Joined Tennis Australia in 2012, previously Director of International Business based in Hong Kong and Head of Business Development. Formerly Marketing and Sales at Essendon Football Club and Ford Motor Company.

TENNIS AUSTRALIA BOARD

(AS AT 30 SEPTEMBER 2021)



JAYNE HRDLICKA (CHAIR)

MBA, BA (Economics and Mathematics)
Director, Tennis Australia since 2016

A lifetime tennis player and mother of two aspiring high-performance players, Hrdlicka was appointed the first female chief executive of Virgin Australia in 2020. She is former CEO of the a2 Milk Company and was CEO of Jetstar Group and Qantas Group's Loyalty program from 2010-2016. Hrdlicka was a non-executive director at Woolworths. She has been the Tennis Australia Chair since October 2017.

DAN BISA

MBA, Bachelor of Economics (Hons)
Director, Tennis Australia since 2019

Joining the Tennis Australia board after four years as President of Tennis ACT, Bisa is a life-long tennis lover and father to two budding junior players. The Canberra businessman, who loves to play two to three times a week, is Managing Director of Bisa Property and Bisa Hotels.

GRAHAM BRADLEY AM

BA LLB (Hons) LLM Harvard Law School
Director, Tennis Australia since 2016

A lifelong devoted fan who plays at least twice a week, Bradley can recall watching his Davis Cup heroes on a black and white television. He is Chair of United Malt Group Limited, Shine Justice Limited, Virgin Australia International Holdings, Volt Corporation and Infrastructure NSW. He is a non-executive director of a number of companies and a member of AICD Corporate Governance Council.

MARK T. DA SILVA

BA, LL B (Monash University)
Director, Tennis Australia since 2019

The Principal of Hoyle Da Silva Lawyers since 1997, Da Silva was previously an Associate at Purves Clarke Richards and in-house corporate lawyer at QBE. Da Silva was a Director of Tennis Victoria 2011-2019, as well as Vice President and Tennis Australia Member Representative from 2016 to 2019. Da Silva was involved in improving Tennis Victoria's governance and compliance structure. Da Silva was President of Bayside Regional Tennis Association for 16 years and President (and life member) of St Andrew's Gardiner Tennis Club for 23 years. A competition player for 30 years, Da Silva now plays socially at Kooyong Lawn and Royal South Yarra Tennis Clubs.

DIANE GRADY AO

MBA (Harvard University),
MA (Chinese Studies), BA (Hons)
Director, Tennis Australia since 2016

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 continues to be involved at a grassroots level. She is a full-time non-executive director with over 25 years of experience on major public company and not-for-profit boards, and is currently a director of Macquarie Group, Grant Thornton, Chair of The Hunger Project Australia, and a member of the Advisory board of Heads Over Heels. Previous directorships include Woolworths, Lend Lease, BlueScope Steel, Goodman Group, Sydney Opera House, President of Chief Executive Women, and Chair of Ascham School. She was formerly a partner with McKinsey & Co focusing on growth strategies through innovation, customer service and marketing, as well as being a worldwide leader of the firm's global change management practice. She has published on governance, innovation and diversity topics.

OFFICE BEARERS

Craig Tiley, Chief Executive Officer
Jacquie Mangan, Company Secretary

MEMBER REPRESENTATIVES

Member Associations were represented by the following Member Representatives as at 30 September 2021:

ACT

Ben Fuller

NSW

Melissa Achten
Warren Green

NT

David De Silva

SA

Kent Thiele
Philip Roberts

TAS

Martin Turmine
Pip Leedham

VIC

Jacqueline Pirone
Kathryn Jolly

WA

Jan Truscott
Rod Van

QLD

Jane Prentice
Richard Watson



GREG HUTCHINSON

Grad Dip (Sports Physiotherapy)
BAppSc (Physiotherapy) (Hons)
Director, Tennis Australia since 2015

A club patron of the Alexander Park Tennis Club in Perth and former Tennis West President, Hutchinson enjoys tennis for its social and athletic benefits. Hutchinson, who plays regularly at various Perth-based venues, is CEO of Sonic HealthPlus Pty Ltd and a director of Sonic Clinical Services Pty Ltd, Cyberknife Pty Ltd and Jump Health Pty Ltd.

ELIZABETH MINOGUE

Bachelor of Business, Marketing
Director, Tennis Australia since 2016

Minogue grew up playing tennis in country NSW. She spent a number of years with Fox Sports in the USA and is passionate about sports content across all platforms. Minogue has recently joined Virgin Australia as Chief Marketing Officer and has held executive roles at REA Group where she was Executive General Manager for Media, Marketing and Content, at Foxtel Media and Flexigroup. Minogue is a member of the Australian Institute of company directors.

PETER ROBERTSON

B. App Science (Maths), MAICD
Director, Tennis Australia since 2017

Robertson began playing junior tennis on the Sunshine Coast and represented the region at both junior and senior level. He was a committed fixture player in both regional and metro zones, and a regular player in tournaments and events throughout Queensland, NSW and the USA. Robertson has a great love for the game and is passionate about the role sport can play in building community. He is a director with Renard Developments, Kawana Holdings, Golf Central BNE, Sleepy's and EC Partners. He was a Tennis Queensland Director from 2010 to 2017.

JANICE VAN REYK

FAICD, FCPA M Comm, M Env, LLB(Hons), BA
Director, Tennis Australia since 2017

Ms van Reyk is Tennis Australia's nominated representative with Melbourne & Olympic Parks Trust and a non-executive director of Lochard Energy Group, Ports Victoria, Northern Territory Environmental Protection Authority, and Australian Naval Infrastructure. She is on the Finance & Audit Committee of Australian Super and the Audit & Risk Committee of Victoria Police.

OFFICE BEARERS

PRESIDENTS

W.H. Forrest 1904–1909
P.B. Colquhoun 1909–1926
Sir N.E. Brookes 1926–1955
D.M. Ferguson 1955–1960
N.W. Strange OBE 1960–1965
C.A. Edwards OBE 1965–1969
W.V. Reid OBE 1969–1977
B.R. Tobin AM 1977–1989
G.N. Pollard AM 1989–2010
S. Healy 2010–2017
J. Hrdlicka 2017–

BOARD OF DIRECTORS (Since 23 MAY 1994)

G.N. Pollard AM 1994–2010
D.L. Nicholl AM 1994–2008
W. Beischer 1994–2008
J.G. Fraser OAM 1994–1997
A.R. Hicks 1994–1997
H.E. MacMillan 1997–2004
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– 2017
S. Tanner 2007– 2015
S. Healy 2008–2017
G. Holloway 2008–2013
H. Mitchell AC 2008–2018
Dr J. Young 2008–2016
B. Cossey 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 2014–2019
G. Hutchinson 2015–
J. Hrdlicka 2016–
G. Bradley AM 2016–
E. Minogue 2016–
D. Grady AO 2016–
P. Robertson 2017–
J. van Reyk 2017–
D. Bisa 2019–
M. Da Silva 2019–

COUNCILLORS

**(Since withdrawal of New Zealand on 30 June 1922)
(TA Council disbanded March 2006)
(Member representatives 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.L. Nicholl AM 1983–2003
K.C. Sheel OAM 1989–1991
J.C. Whittaker OAM 1991–2007
M. Bergman OAM 2003–2006
S. Healy 2005–2010
H. Beck 2008–2013
M. Parslow 2010–2012
G. Doyle 2013–2018
W. Pascoe 2013–2018
T. Vonhoff 2018–2019
K. Warwick 2018–2020
W. Green 2019–
M. Achten 2020–

QUEENSLAND

F. Peach 1926
E. Martin 1926
L.A. Baker 1926–1949
W.S. Sproule 1926–1938
A.H. Barraclough 1938–1950
G.A. Bitcon 1949–1961
G. Elliot 1951–1959
R. Mitchell 1960–1965
C.A. Edwards OBE 1961–1962
Judge A.M. Fraser 1962–1979
N.C. Vickers MBE 1965–1975

G.E. Griffith 1975–1991
J.L.C. McInnes OAM 1979–1989
F.G. Hennessy 1989–1991
J.F. Brown 1991–1993
B.D. Thomas 1991–1992
G.E. Griffith 1992–1993
D.A. Keating OAM 1993–1999
J.C. Reynolds 1993–1994
I.C. Klug 1994–1996
J. Roney 1996–1997
S. Nucifora 1997–1999
M. Philp 1999–2004
A. Cooper AO 1999–2009
M. Ford 2004–2005
S. Ayles 2005–2007
I. Rodin 2008–2009
K. Laffey 2009–2014
D. Kingston 2010–2012
R. Rolfe 2012
P. Robertson 2013–2015
L. Taylor 2014–2015
M. Bloomfield 2014–2018
M. Whitbread 2015–2016
N. Whitby 2016–2019
W. Nicol 2018–2021
P. Robinson 2019–2021
J. Prentice 2021–
R. Watson 2021–

SOUTH AUSTRALIA

W.P. Dunlop 1926
T.H. Hicks 1926
P.B. Wald 1926–1941
H.W. Pownall 1926–1930
E.F.K. Mclver 1930–1931
E. Lewis 1931–1938
Judge Piper 1938–1940
R.R.P. Barbour 1940–1954
D.M. Frankenberg 1941–1969
F.E. Piper 1954–1957
J.K. Hall OAM 1957–1968
W.H. Carlier 1968–1974
C.J. Woodgate 1970–1974
J.P. Young OBE 1974–1975
G.D. Fair 1974–1991
G.E. Brown 1975–1976
J.D.C. Nelson 1976–1977
W.H. Carlier 1977–1981
B.F. McMillan 1981–1984
R.J. Green 1984–1995
C.J. Altman 1991–1996
I.R. Beadmeade 1995–1997
D. Dall 1996–2005
K. Thiele 1997–
W. Cossey AM 2005–2015
P. Roberts 2015–

VICTORIA

S.E. Jamison 1926
R.M. Kidston 1924
W.J. Lampard 1924–1926
H. Malcolm 1926–1938
W.J. Daish 1926–1931
R.R. Treloar 1931–1934
C.R. Cowling 1934–1951
A.R. Bingle 1938–1941
A.L. Hughes 1941–1947
J.K. Hall OAM 1947–1949
R.N. Vroland 1950–1964
W.B. Barnett 1951–1957
J.J. Courtney 1958–1968
Dr J.N. Diggie 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 2003–2015
G. Stone 2004–2011
M. Keys 2012–2014
G. Clark 2014–2018
M. Da Silva 2015–2019
E. Sherry 2018–2020
A. Speedie 2019–2020
J. Pirone 2020–
K. Jolly 2020–

TASMANIA

A.H. Bunting 1926
H.S. Utz 1926
E.B. Coles 1926–1929
G. Cragg 1926–1934
Sir T. Nettleford 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. Feaser 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 2008–2019
A. Youl 2013–2018

M. Turmine 2018–
P. Leedham 2019–

WESTERN AUSTRALIA

L.M. Howell 1926
R. Eagle 1922
H.G. Jefferson 1922–1926
E.D. Gilchrist 1926–1930
H.A. Pitt CMG OBE 1926–1954
T.E. Robinson 1930–1964
Justice E.A. Dunphy 1954–1968
Judge J.X. O'Dirscoll 1964–1969
G.B. Davis 1968–1969
J. Loughrey 1969–1990
J. Heathcote 1972–1976
B.S. Sanders 1976–1982
H.M. Spilsbury 1982–1995
A.R. Hicks 1990–1996
Ms A.R. Mitchell 1995–2008
D.P. Rundle 1996–1998
M. Lee OAM 1998–2008, 2012
J. Davies 2008–2012
D. Williams 2008–2012
G. Hutchinson 2012–2015
W. Firns 2012–2019
W. Harding 2015–2017
J. Truscott 2018–
B. Patten 2019–2021
R. Van 2021–

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 2015–2019
B. Fuller 2019–

NORTHERN TERRITORY

M.F. Horton OAM 1981–1989*,
1989–2001
S. Smiles 2001–2008
W. Martin 2008–2017
D. De Silva 2017–

**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 1979–1997

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 1997–2018
J. Mangan 2018–

TENNIS AUSTRALIA NATIONAL AWARD FOR SERVICE TO THE GAME 1997

Kevin Bolton
David Bierwirth
Bill Carlier
Dr John Diggie
Jim Entink
Graeme Fair
Dorn Fogarty OAM
Ron Green
Geoff Kerr
John McInnes OAM
Max McMullen
Harry Spilsbury
John Young OBE

1999

Ian Occleshaw

2001

Max Atkins
Bill Gilmour
John Newcombe AO OBE
Tony Roche AO
Max Horton OAM

2003

Jack May
Colin McDonald
Barry McMillan

2004

Peter Bellenger

2005

Dennis Dall
Hamish MacMillan
Todd Woodbridge OAM

2006

Ian Basey
Lindsay Cox
Mike Daws
Jim Sheppard
Colin Stubs

2007

Alan Trengove
Judy Dalton

2008

William (Bill) Beischler
Fenton Coull
David Hall OAM
David Jude
Andrea Mitchell

2009

Ken Richardson
Carol Langsford OAM

2011

Malcolm (Mal) Anderson
Brian Grace
Michael Lee OAM

2012

Michael (Mick) Parslow
Ken Laffey

2015

Geoff Stone
Bill Cossey AM

2017

David Stobart

LIFE MEMBERS

John Andrew †
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 †
Roy Youdale †
Dr John Fraser OAM
Neale Fraser AO MBE
Brian Tobin AM
Wayne Reid OBE †
Geoff Pollard AM
Ashley Cooper AM †
Chris Freeman AM

CONTRACT APPROVAL COMMITTEE

Mark Da Silva (Chair)
Elizabeth Minogue
Peter Robertson
Greg Hutchinson

AWARDS COMMITTEE

Jayne Hrdlicka (Chair)
John Fitzgerald
Alicia Molik
Evonne Goolagong Cawley
Geoff Pollard
Prue Ryan
Craig Tiley

† Deceased

TENNIS AUSTRALIA COMMITTEES

(AS AT 30 SEPTEMBER 2021)

AUDIT AND RISK COMMITTEE

Janice van Reyk (Chair)
Jayne Hrdlicka
David McGregor (external)
Peter Robertson
Mark Da Silva

INVESTMENT ADVISORY COMMITTEE

Graham Bradley (Chair)
Janice van Reyk
Greg Hutchinson
Robert Hand (external)
Craig Tiley
Katrina Blair
Jayne Hrdlicka

PEOPLE AND REMUNERATION COMMITTEE

Greg Hutchinson (Chair)
Graham Bradley
Diane Grady
Jayne Hrdlicka

GOVERNANCE COMMITTEE

Diane Grady (Chair)
Elizabeth Minogue
Peter Robertson
Jayne Hrdlicka
Dan Bisa

NOMINATION COMMITTEE

Elizabeth Minogue (Chair)
Greg Hutchinson
Kevin McCann (external)
Fiona McGauchie (external)
Jayne Hrdlicka

CONTRACT APPROVAL COMMITTEE

Mark Da Silva (Chair)
Elizabeth Minogue
Peter Robertson
Greg Hutchinson

AWARDS COMMITTEE

Jayne Hrdlicka (Chair)
John Fitzgerald
Alicia Molik
Evonne Goolagong Cawley
Geoff Pollard
Prue Ryan
Craig Tiley

TENNIS AUSTRALIA LIMITED
ABN 61 006 281 125

CONSOLIDATED FINANCIAL STATEMENTS

30 SEPTEMBER 2021



DIRECTORS' REPORT

FOR THE YEAR ENDED 30 SEPTEMBER 2021

The directors present their report together with the consolidated financial statements of the Group comprising Tennis Australia Limited (the Company) and its subsidiaries for the year ended 30 September 2021 and the auditor's report thereon.

1. DIRECTORS

The directors of the Company at any time during or since the end of the reporting period are:

	ROLE ON BOARD	START DATE	QUALIFICATIONS AND EXPERIENCE
Chair			
J Hrdlicka	Non-Executive Director	Director since 26 February 2016 Chair since 23 October 2017	MBA, BA (Economics and Mathematics), Chief Executive Officer
Directors			
G Hutchinson	Non-Executive Director and Chair of People & Remuneration Committee	Director since 26 October 2015	Grad Dip (Sports Physiotherapy) AppSc (Physiotherapy) (Hons), Chief Executive Officer
D Grady AO	Non-Executive and Chair of Governance Committee	Director since 16 May 2016	MBA, MA (Chinese Studies), BA (Hons), Non-Executive Director
E Minogue	Non-Executive Director and Chair of Nomination Committee	Director since 16 May 2016	Bachelor of Business, Marketing, Chief Marketing Officer
G Bradley AM	Non-Executive Director and Chair of Investment Advisory Committee	Director since 17 May 2016	BA LLB (Hons) LLM Harvard Law School, Non-Executive Director
J van Reyk	Non-Executive Director and Chair of Audit & Risk Committee	Director since 25 July 2017	FAICD, FCPA, M Comm, M Env, LLB (Hons), BA, Non-Executive Director
P Robertson	Non-Executive Director	Director since 23 October 2017	B. App Science (Maths), MAICD, Non-Executive Director
D Bisa	Non-Executive Director and Chair of Contracts Approval Committee	Director since 19 September 2019	MBA, Bachelor of Economics (Hons), Managing Director
M Da Silva	Non-Executive Director	Director since 25 November 2019	BA and LLB, Lawyer

2. DIRECTORS' MEETINGS

The number of directors' meetings (including meetings of standing committees of directors) and number of meetings attended by each of the directors of the Company during the reporting period were:

Director	Board meetings		Audit and Risk Committee meetings		Investment Advisory Committee meetings		People and Remuneration Committee meetings		Governance Committee meetings		Nomination Committee meetings		Awards Committee	
	A	B	A	B	A	B	A	B	A	B	A	B	A	B
J Hrdlicka	17	17	4	2	2	-	2	2	4	3	3	2	1	1
G Hutchinson	17	15	-	-	2	2	2	2	-	-	-	-	-	-
D Grady	17	16	-	-	-	-	2	2	4	4	-	-	-	-
E Minogue	17	16	-	-	-	-	-	-	4	3	3	3	-	-
G Bradley	17	15	-	-	2	2	2	2	-	-	-	-	-	-
J van Reyk	17	16	4	4	2	2	-	-	-	-	-	-	-	-
P Robertson	17	17	4	4	-	-	-	-	4	4	-	-	-	-
D Bisa	17	16	-	-	-	-	-	-	4	4	3	3	-	-
M Da Silva	17	17	4	4	-	-	-	-	-	-	-	-	-	-

A - Number of meetings held during the time the director held office during the year and for which the director was eligible to attend

B - Number of meetings attended

From time-to-time special purpose committees are formed to address specific agendas. Independent members are also appointed to committees where appropriate.

3. MEMBERS

Tennis Australia has one class of members - Member Associations.

Member Associations are the controlling authorities responsible for administering Tennis in each State and Territory of Australia. Only Member Associations that are non-profit income tax exempt entities for the purposes of the Income Tax Assessment Act 1997 (Cth) are eligible for membership of the Company. Upon the winding up of the Company, each Member Association may be required to contribute an amount not exceeding \$100. As there are eight Member Associations, the total amount the members are liable to contribute if the Company is wound up is \$800.

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 - promoting the playability of the sport within the confines of safety and hygiene protocols required under living with COVID settings;
- teach people to teach tennis;
- review the coach development pathway between participation and performance;
- improve tennis facilities;
- maintain strong government advocacy on major projects, tennis infrastructure and ability to host events and play community tennis amid pandemic restrictions;
- ensure there are competitive opportunities for players of all levels;
- implement outcomes of the tournaments and competitions review;
- enable the development of champions that Australians are proud of, fostering player ethics and integrity and helping every player, coach and support team to be the best they can be;
- nurture an engaged, equal, diverse and inclusive workforce for the betterment of the organisation and the sport;
- deliver the Australian Open and summer of tennis lead-in events;
- innovate within our major events to attract all generations and deepen stakeholder and fan engagement;
- reinvest in the sport to fund strategic objectives;
- focus on thriving tennis communities and digital enablement;
- foster the safety of children and young people in the sport;

- operate workplace health and safety practices to the highest standard, maintaining the focus on COVID-19 safety; and
- diversify our revenue streams through innovation.

The COVID-pandemic and resultant intermittent lockdowns in various states and territories presented multiple challenges during the reporting period. These challenges only served to strengthen the collaboration between Tennis Australia and the Member Associations. The co-operation has been particularly strong regarding our shared objective and strong focus on supporting the safe and effective delivery of our sport in communities throughout Australia. Tennis Australia has also provided a minimum guarantee of funding to the Member Associations up until 30 June 2022. As the country re-opens, this funding will drive community engagement and enable the necessary resources and programs to reboot participation and capitalise on the high levels of community interest in playing tennis.

5. PRINCIPAL ACTIVITIES

Despite the challenges of numerous COVID-19 restrictions across the country, the principal activities of the Group during the course of the reporting period remained the promotion and development of the game of tennis in Australia. This included, to the extent permitted, delivering tournaments and events and driving interest in the game at grass roots through to the elite level. Growing the domestic and international appeal of the Australian Open and the international lead-in events generates interest in our sport and drives the revenue to fund the year-round advancement of participation in tennis throughout Australia. These principal activities are consistent with the strategies that assist us 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. These KPIs form the basis of the performance incentives provided to senior management. The two key areas of consideration relate to:

- the performance of the Australian Open and the Australian Open Series events; and
- the effectiveness of Performance and Participation programs.

The Board recognises that the COVID-19 pandemic has impacted the achievement of some of these KPIs and while these impacts were outside senior management's control, they have been agile and adaptable in responding to the challenges presented to ensure the safe delivery of AO 2021 and lead-in events, and operating the business.

DIRECTORS' REPORT

FOR THE YEAR ENDED 30 SEPTEMBER 2021

7. OPERATING AND FINANCIAL REVIEW

The Group changed its balance date from 30 June to 30 September in the prior period. The reporting period of these consolidated financial statements is for the 12-month period 1 October 2020 to 30 September 2021 and the comparative period is the three-month period 1 July 2020 to 30 September 2020. This change in financial year end will support greater alignment to the full operating cycle of both tennis and the events and support a planning cycle that can reflect more up-to-date operational cost and revenue drivers.

The Group's net result for the 12-month period ended 30 September 2021 was a net deficit of \$75,182,525 (three months ended 30 September 2020: \$24,837,411 deficit). This result is in line with expectations and reflects the challenges in the business environment during the COVID-19 pandemic, in particular the costs of player quarantine, event biosecurity measures and zoning and restrictions on crowds which impacted AO 2021 and the lead-in events.

Significant changes in the state of affairs

During the reporting period the Group took on debt of \$40M and exhausted its reserves of \$80M (refer accounting notes 23 and 24 respectively of the financial statements.)

No other significant changes have occurred in the state of affairs of the Group for the period under review. The Group maintains a concentrated effort to analyse, mitigate and forecast the impacts of living with COVID settings on the delivery of the sport and our events for the foreseeable future.

8. EVENTS SUBSEQUENT TO REPORTING DATE

At the date these consolidated financial statements are authorised for issue, no further adjustments in respect of the impact of living with COVID-19 have been made. As vaccination rates increase and State and Federal Government requirements continue to ease in line with living with COVID, combined with reduced requirements internationally, detailed scenario planning continues to evolve. With the improved outlook in the living with COVID-19 settings, Tennis Australia continues to assess and implement the safe delivery of our sport into the community while planning for a successful summer of Tennis.

9. LIKELY DEVELOPMENTS

As Australia has moved to living with COVID settings, 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 and will continue to operate on the basis of a going concern.

10. INDEMNIFICATION AND INSURANCE OF OFFICERS

Indemnification

The Company has agreed to indemnify the directors of the Company and independent committee members 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 or Independent members of Tennis Australia's Board committees, 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 as well as independent committee members. Details of the nature of the liabilities covered or the amount of the premiums paid in respect of the directors' and officers' liabilities cannot be disclosed, as such disclosure is prohibited under the terms of the contract.

11. LEAD AUDITOR'S INDEPENDENCE DECLARATION

The lead auditor's independence declaration is set out on page 83 and forms part of the directors' report for the year ended 30 September 2021.

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



J. Hrdlicka
Chair

Dated at Melbourne this 18th day of November 2021.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 September 2021

	Note	30 September 2021	30 September 2020
Assets			
Cash and cash equivalents	11	25,932,881	26,627,821
Trade and other receivables	12	8,965,051	9,664,905
Inventories	13	688,701	451,046
Other financial assets	14	23,580,577	77,754,543
Total current assets		59,167,210	114,498,315
Trade and other receivables	12	1,986,449	1,264,785
Other financial assets	14	1,912,624	1,396,144
Equity-accounted investees	15	7,272,180	5,972,834
Intangible assets	16	8,179,164	5,152,202
Property, plant and equipment	17	20,675,615	12,644,680
Right-of-use assets	18	112,597,715	107,744,978
Total non-current assets		152,623,747	134,175,623
Total assets		211,790,957	248,673,938
Liabilities			
Trade and other payables	19	11,086,135	25,341,963
Employee benefits	20	15,058,314	8,568,442
Income received in advance	21	20,734,577	21,945,559
Lease liabilities	22	4,796,372	5,483,485
Total current liabilities		51,675,398	61,339,449
Employee benefits	20	1,435,835	2,597,699
Income received in advance	21	84,384	256,463
Lease liabilities	22	115,181,882	106,936,875
Borrowings	23	41,019,460	-
Total non-current liabilities		157,721,561	109,791,037
Total liabilities		209,396,959	171,130,486
Net assets		2,393,998	77,543,452
Members' equity			
Retained earnings/(Accumulated losses)		2,360,927	(2,456,548)
Reserves	24	33,071	80,000,000
Total members' equity		2,393,998	77,543,452

*Tennis Australia changed its financial year from 30 June to 30 September in 2020.

The consolidated statement of financial position is to be read in conjunction with the notes to the consolidated financial statements set out on pages 61 to 81.

CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 September 2021

	Note	12 months ended 30 September 2021	3 months ended* 30 September 2020
Revenue	6	358,034,132	2,569,568
Total revenues		358,034,132	2,569,568
Other income	7	19,825,772	5,826,416
Total other income		19,825,772	5,826,416
Expenses			
Operations & events expenses		(310,952,839)	(8,108,664)
Tennis expenses		(61,232,422)	(10,074,536)
Commercial expenses		(10,165,932)	(1,919,533)
Media & marketing expenses		(15,472,082)	(3,422,383)
Facility grants		(1,649,868)	(96,454)
Other expenses		(44,002,905)	(7,458,074)
Total expenses		(443,476,048)	(31,079,644)
Finance income	9	806,926	668,769
Finance costs	9	(11,672,653)	(2,310,146)
Net finance costs	9	(10,865,727)	(1,641,377)
Share of income/(loss) of equity-accounted investee	15	1,299,346	(512,374)
Net deficit for the period		(75,182,525)	(24,837,411)

*Tennis Australia changed its financial year from 30 June to 30 September in 2020.

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 pages 61 to 81.

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 September 2021

	Board Designated reserve	Foreign Currency Translation Reserve	(Accumulated losses)/Retained earnings	Total equity
Balance at 1 July 2020	80,000,000	-	22,380,863	102,380,863
Total comprehensive income for the period				
Deficit for the period	-	-	(24,837,411)	(24,837,411)
Balance at 30 September 2020	80,000,000	-	(2,456,548)	77,543,452
Balance at 1 October 2020	80,000,000	-	(2,456,548)	77,543,452
Total comprehensive income for the year				
Deficit for the year	-	-	(75,182,525)	(75,182,525)
Translation reserve	-	33,071	-	33,071
Use of Board designated reserves	(80,000,000)	-	80,000,000	-
Balance at 30 September 2021	-	33,071	2,360,927	2,393,998

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 61 to 81.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 September 2021

Note	12 months ended 30 September 2021	3 months ended* 30 September 2020
Cash flows from operating activities		
Cash receipts from customers	374,642,138	24,547,827
Cash paid to suppliers and employees	(459,870,175)	(34,106,450)
Cash receipts from grants	19,656,345	5,107,431
Interest received	18,842	14,486
Net cash used in operating activities	(65,552,850)	(4,436,706)
Cash flows from investing activities		
Net repayments from member/affiliate loans	20,080	11,749
Sale of investments	54,701,626	-
Acquisition of investments	-	(1,922,441)
Acquisition of IT related intangibles	16 (6,011,628)	(789,444)
Acquisition of property, plant and equipment	17 (12,920,334)	(92,020)
Net cash from/(used in) investing activities	35,789,744	(2,792,156)
Cash flows from financing activities		
Lease payments	(10,931,834)	(316,531)
Loans advanced	23 40,000,000	-
Net cash from/(used in) financing activities	29,068,166	(316,531)
Net decrease in cash and cash equivalents	(694,940)	(7,545,393)
Cash and cash equivalents at beginning of period	26,627,821	34,173,214
Cash and cash equivalents at end of period	25,932,881	26,627,821

*Tennis Australia changed its financial year from 30 June to 30 September in 2020.

The consolidated statement of cash flows is to be read in conjunction with the notes to the consolidated financial statements set out on pages 61 to 81.

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 Olympic Boulevard, Melbourne, Victoria. These consolidated financial statements comprise the Company and its subsidiaries (together referred to as the "Group"). The Company is limited by guarantee and is not for the profit of its members. The primary business of the Group is the promotion and development of tennis in Australia.

The Group changed its balance date from 30 June to 30 September in the prior period. As such the reporting period of these consolidated financial statements is the 12-month period 1 October 2020 to 30 September 2021 and the comparative period is the three-month period 1 July 2020 to 30 September 2020. This change in financial year end supports greater alignment to the full operating cycle of both tennis and the events and support a planning cycle that reflects more up to date operational cost and revenue drivers. The change in reporting cycle does not impact the timing of financial commitments to Member Associations.

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 AASB 1060 Australian Accounting Standards – General Purpose Financial Statements – Simplified Disclosures for For-Profit and Non-for-Profit Entities. These consolidated financial statements comply with Australian Accounting Standards – Simplified Disclosure Requirements.

The consolidated financial statements were approved by the Board of Directors on 18 November 2021.

(b) Basis of measurement

The consolidated financial statements have been prepared on the historical cost basis except for financial assets measured at fair value. The methods used to measure fair values are discussed further in Note 4.

(c) Functional and presentation currency and rounding

The consolidated financial statements are presented in Australian dollars, which is the Company's functional currency, all financial information presented in Australian dollars or otherwise stated. Amounts in the consolidated financial statements and directors' report have been rounded to the nearest dollar, unless otherwise indicated.

(d) Use of estimates and judgements

The preparation of consolidated financial statements in conforming with the AASB 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 6 – grant income (determination of whether the contract includes sufficiently specific performance obligations)
- Note 15 – equity-accounted investee (impairment assessment of Trident 8 Limited)
- Note 16 – intangible assets (determination of useful lives)
- Note 17 – property, plant and equipment (determination of useful lives)

COVID-19 considerations

As at the date of signing these accounts, Australia has achieved a level of 80 per cent or more of people over 16 years old being fully vaccinated and Australia has adopted a "living with COVID" setting. In respect of these consolidated financial statements, the impact of living with COVID-19 is primarily relevant to estimates of future performance which is in turn relevant to the assessment of going concern. Other areas of estimates, judgements and assumptions for the Group are not impacted by estimates of future performance.

In making estimates of future performance, the following assumptions and judgements in relation to the potential impact of living with COVID-19 have been applied by the Group. Actual results may differ from these estimates under different assumptions and conditions.

- Multiple scenarios have been modelled regarding the format of AO 2022 and supporting summer events. These scenarios centre around the delivery of a domestic patronage and an international broadcast event and access to diversified sources of revenue and funding. The Group expects to host patrons in line with State Government guidelines and ensure a safe environment in line with living with COVID-19 hygiene and bio-security measures.
- The Group assumes that any Federal and State Government international or domestic border requirements will not preclude the delivery of the AO 2022 event.
- All community tennis regions in Australia continue re-opening in a living with COVID environment and will operate in line with relevant COVID-19 safe guidelines and requirements applicable in those jurisdictions. The Group will continue to deliver the sport of tennis into the community and provide talent pathways for the long term.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

2. BASIS OF PREPARATION (CONTINUED)

(d) Use of estimates and judgements (CONTINUED) COVID-19 considerations (CONTINUED)

- The Group assumes vaccination rates (including any health directions on boosters) across Victoria and the nation will continue to rise with the support of the Australian public, and that the State Government will continue to ease requirements in line with the increase in vaccination rates and reduction in risk to public health.
- The Group will have access to further government support commensurate with the allowed crowd capacity.

Further details on the estimates, judgements and assumptions applied by the Group within these consolidated financial statements are included within the relevant Notes.

(e) Going concern

As part of the directors' consideration of the appropriateness of adopting the going concern basis in preparing the consolidated financial statements, a range of scenarios have been modelled. The assumptions used have been developed by estimating the potential impact of reasonably possible living with COVID-19 restrictions and regulations.

With the public support of the Victorian State Government to hold the AO 2022 event at Melbourne and Olympic Park Precinct, the Group will ensure they will meet government requirements for the protection of the players, employees and the Victorian community.

In the unlikely event the delivery of AO 2022 is curtailed from existing plans, identified contingency measures will be actioned to further reduce non-critical business expenditure to ensure there are sufficient resources to support the Group to reach the next major revenue cycle of AO 2023. These measures include additional government support.

While acknowledging the uncertainties in forecasting in the living with COVID-19 environment, on the balance of our assessment of the factors listed above and in note 2(d), the directors have concluded that it is appropriate that these consolidated financial statements are prepared on a going concern basis. Given the extensive modelling of a range of reasonably possible scenarios of the impact of living with COVID-19, and the development of appropriate responses to these scenarios which can and will be activated on a timely basis if the circumstances change, the directors have concluded that these issues do not represent material uncertainties relating to going concern.

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

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 commences until the date on which control ceases.

Interest in 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.

Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses 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 at the reporting date. Non-monetary assets and liabilities that are measured at fair value in a foreign currency are translated to Australian dollars at the exchange rate when their fair value was determined. Non-monetary items that are measured based on historical cost in a foreign currency are translated to Australian dollars at the exchange rate at the date of the transaction. Foreign currency differences are generally recognised in profit or loss.

(c) Financial instruments

(i) Recognition, initial measurement and derecognition
Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions of the financial instrument, and are measured initially at fair value adjusted by transaction costs, except for those carried at fair value through profit or loss, which are measured initially at fair value. Subsequent measurement of financial assets and financial liabilities are described below.

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(c) Financial instruments (CONTINUED)

(i) Recognition, initial measurement and derecognition (CONTINUED)

Financial assets are derecognised when the contractual rights to the cash flows from the financial asset expire, or when the financial asset and all substantial risks and rewards are transferred. A financial liability is derecognised when it is extinguished, discharged, cancelled or expires.

(ii) Classification and subsequent measurement of financial assets

Except for those trade receivables that do not contain a significant financing component and are measured at the transaction price, all financial assets are initially measured at fair value adjusted for transaction costs (where applicable).

For the purpose of subsequent measurement, financial assets other than those designated and effective as hedging instruments are classified into the following categories upon initial recognition:

- Amortised cost
- Fair value through profit or loss (FVPL)
- Equity instruments at fair value through other comprehensive income (FVOCI)

All income and expenses relating to financial assets that are recognised in profit or loss are presented within finance costs, finance income or other financial items, except for impairment of trade receivables, which is presented within other expenses.

Classifications are determined by both:

- The entities' business models for managing the financial assets
- The contractual cash flow characteristics of the financial assets

(iii) Subsequent measurement of financial assets

Financial assets at amortised cost

Financial assets are measured at amortised cost if the assets meet the following conditions (and are not designated as FVPL):

- they are held within a business model whose objective is to hold the financial assets and collect its contractual cash flows
- the contractual terms of the financial assets give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding

After initial recognition, these are measured at amortised cost using the effective interest method. Discounting is omitted where the effect of discounting is immaterial. The Group's cash and cash equivalents, trade and most other receivables fall into this category of financial instrument.

Financial assets at fair value through profit or loss (FVPL)

Financial assets that are held within a different business model other than 'hold to collect' or 'hold to collect and sell' are categorised at fair value through profit and loss. Further, irrespective of the business model, financial assets whose contractual cash flows are not solely payments of principal and interest are accounted for at FVPL. All derivative financial instruments fall into this category, except for those designated and effective as hedging instruments, for which the hedge accounting requirements apply.

The Group does not currently hold any financial assets at fair value through other comprehensive income.

(iv) Classification and measurement of financial liabilities

Financial liabilities are initially measured at fair value, and, where applicable, adjusted for transaction costs unless the Group designated a financial liability at fair value through profit or loss.

Subsequently, financial liabilities are measured at amortised cost using the effective interest method except for derivatives and financial liabilities designated at FVPL, which are carried subsequently at fair value with gains or losses recognised in profit or loss.

All interest-related charges and, if applicable, changes in an instrument's fair value that are reported in profit or loss are included within finance costs or finance income.

(v) 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.

(vi) Derivative financial instruments

The Group holds derivative financial instruments to hedge its exposure to foreign currency risks arising from operating, financing and investing activities.

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 AASB, 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

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Property, plant and equipment (CONTINUED)

(i) Recognition and measurement (CONTINUED)

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 of property, plant and equipment for current and comparative periods are as follows:

• Plant and equipment	2-20 years
• Leasehold improvements	2-15 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.

(iii) Amortisation

Amortisation is calculated to write off the cost of intangible assets less their estimated residual values using the straight-line method over their estimated useful lives from the date they are available for use. Goodwill is not amortised.

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

• Domain names	Indefinite
• Trademarks	10 years
• IT development costs	3-5 years
• Other	10 years

Amortisation methods, useful lives and residual values are reviewed at 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) Trade and other receivables

The Group makes use of a simplified approach in accounting for trade and other receivables and records the loss allowance at the amount equal to the expected lifetime credit losses. In using this practical expedient, the Group uses its historical experience, external indicators and forward-looking information to calculate the expected credit losses using a provision matrix.

(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

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(g) Impairment (CONTINUED)

(ii) Non-financial assets (CONTINUED)

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.

(h) Employee benefits

(i) 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.

(ii) 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.

(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.

(j) Revenue

(i) Revenue from contracts with customers

AASB 15 requires revenue to be recognised when control of a promised good or service is passed to the customer at an amount which reflects the expected consideration.

Revenue is recognised by applying a five-step model as follows:

- 1) Identify the contract with the customer
- 2) Identify the performance obligations
- 3) Determine the transaction price
- 4) Allocate the transaction price
- 5) Recognise revenue

Generally, the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability (classified as 'income received in advance').

None of the revenue streams of the Group have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Sale of goods

Revenue from sale of goods comprises revenue earned from the sale of merchandise. Sales revenue is recognised when the control of goods passes to the customer which is at the time that the goods are physically transferred.

Revenue from operations & events

Revenue from events comprises revenue from ticket sales, sponsorship, media rights and other event related revenue. Sponsorship includes amounts received both from commercial and government partners. This revenue includes amounts relating to services provided over time as the event is delivered (such as broadcasting rights, sponsorships and event packages), or at a point in time on delivery of the service (such as hospitality and session ticket sales).

Revenue from operations includes:

- Revenue from sale of coach and officials' memberships. Revenue is recognised as at the timing of satisfying the performance obligations. A portion of memberships revenue relating to the subsequent year is recognised as 'income received in advance'.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(j) Revenue (CONTINUED)

(i) Revenue from contracts with customers (CONTINUED)

Revenue from operations & events (CONTINUED)

- Revenue from venue hire comprises revenue from Tennis World sites and includes venue hire, tennis court hire, tennis coaching, tennis training camps, tennis competition fees, Tennis World memberships, café and pro shop sales. Revenue is recognised at a point in time on delivery of the service.
- Revenue awarded from government which contains enforceable and sufficiently specific performance obligations is recognised when control of each performance obligation is satisfied. Where performance obligations include transfer of control over time, generally the revenue is recognised based on either cost or time incurred which best reflects the transfer of control.

(ii) Revenue streams which are either not enforceable or do not have sufficiently specific performance obligations (AASB 1058)

If a good or service is not transferred to the customer, the income is recognised when received and recorded in the consolidated statement of profit or loss and other comprehensive income as 'other income'.

Grant income

Assets arising from grants in the scope of AASB 1058 are recognised at their fair value when the asset is received. These assets are generally cash but may be property which has been donated or sold to the Group significantly below its fair value. Once the asset has been recognised, the Group recognises any related liability amounts. Once the assets and liabilities have been recognised, income is recognised for any difference between the recorded asset and liability.

Capital grants

Capital grants received under an enforceable agreement to enable the Group to acquire or construct an item of property, plant and equipment to identified specifications which will be controlled by the Group (once complete) are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project as there is no profit margin.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Group.

Volunteer services

The Group has elected not to record volunteer services in the financial statements. Volunteer services received relate

to volunteers assisting in the organising and running of tennis events throughout Australia.

Donations

Donations collected, including cash and goods for resale, are recognised as income when the Group gains control of the asset.

JobKeeper

JobKeeper payments receivable from the Australian Taxation Office are recognised as income once the criteria is met for each fortnightly period.

(k) Leases – as a lessee

(i) Initial recognition and measurement

At inception of a contract, the Group assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

For contracts that meet the definition of a lease and that are not otherwise excluded from the measurement requirements in AASB 16, at the lease commencement date the Group recognises a right-of-use asset and lease liability.

The right-of-use asset is initially measured at its cost, which comprises:

- the initial present value of the lease payments adjusted for any payments made at or before the commencement date, plus
- any initial direct costs incurred, plus
- an estimate of the costs to remediate the underlying asset or site at the end of the lease, less
- any incentives received in respect of the lease.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be reliably determined, the Group's incremental borrowing rate.

The Group used an agreed incremental borrowing rate to discount its lease liabilities. The Group has determined its incremental borrowing rates based on rates from external financing sources the entity could access, adjusted to reflect the terms of the particular lease and the nature of the underlying leased asset.

AASB 16 provides the option to elect, on an asset class by asset class basis, not to separate payments in respect to non-lease components (such as outgoings) from lease component payments, and measure the associated right-of-use asset and lease liability based on all of the payments under the agreement. The Group has not applied this practical expedient and therefore has excluded any material non-lease component payments from the measurement of its right-of-use assets and lease liabilities.

3. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(k) Leases – as a lessee (CONTINUED)

(ii) Subsequent measurement

A right-of-use asset is subsequently depreciated using the straight-line method from commencement date to the end of the lease term unless:

- the lease transfers ownership of the underlying asset to the Group by the end of the lease term; or
- the cost of the right-of-use asset reflects that the Group will exercise the purchase option in respect to the lease.

In such cases, the right-of-use asset will be depreciated over the estimated useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use asset is periodically adjusted for any impairment losses and for certain remeasurements of the lease liability.

A lease liability is subsequently measured at amortised cost using the effective interest method. Where applicable, it is remeasured when:

- there is a change in future lease payments arising from a change in an index or rate;
- the Group's estimate of the amount expected to be payable under a residual value guarantee changes;
- the Group changes its assessment of whether it will exercise a purchase, extension or termination option; and/or
- there is a revised in-substance fixed lease payment.

Where a lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Group presents its right-of-use assets and lease liabilities separately in its statement of financial position.

(iii) Short-term leases and leases of low value

The Group has elected not to recognise right-of-use assets and lease liabilities for leases of short-term leases, including printers and low value assets. The Group recognises the payments associated with these leases as an expense on a straight-line basis over the estimated lease term.

(l) Finance income and finance costs

Finance income comprises interest income on funds invested, loans, dividend income and 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.

(m) Income tax

The income of the Company is exempt from income tax, and accordingly, no provision has been made in the accounts for income tax payable. Withholding tax from other jurisdictions is provided when the liability is due and payable.

(n) 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.

(o) Facility loans and Member Association loans

Member Association loans are secured and interest is payable over the term of the loan at the published 180 day bank bill swap rate. The rate is adjusted at six monthly intervals on 30 June and 31 December each year. Facility loans are repayable over a maximum of ten years with interest charged at the bank bill 180 day swap rate. Due to COVID-19, some Facility loan repayments have been deferred by six months which has not had a material affect at balance date.

(p) New accounting standards and interpretations not yet adopted

No new accounting standards, amendments to accounting standards and interpretations have been identified as those which may impact the Group in the period of initial adoption. Any changes are not expected to result in any material changes to the Group's financial performance or financial position.

(q) New accounting standard adopted

The Group has elected to adopt AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Entities early from 1 October 2020 to take advantage of the less onerous reporting requirements. The early adoption of the standard did not have any impact on the amounts recognised in prior periods and is not expected to significantly affect current or future periods.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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) 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.

(ii) Derivatives

Derivatives are initially measured at fair value; any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

When a derivative is designated as the cash flow hedging instrument, the portion of change in the fair value of the derivative is recognised in profit or loss.

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 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.

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 13 per cent (three months ended 30 September 2020: four per cent) of the Group's revenue during the reporting period is attributable to transactions with a single customer.

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 Board has established the Investment Advisory Committee which reviews and recommends hedging strategy to the Board that aligns with the Group's hedging policy.

The Group, when considered appropriate, 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. There were no forward contracts in place at balance date.

Interest risk

The Group manages interest rate exposure through determining an appropriate balance of both fixed and variable rate arrangements.

Other market price risk

Market risk exposure arises from the Group's investment portfolio. These investments are classified on the balance sheet at 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 asset allocation and investments within the portfolio which 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 and aligns with the group's investment

5. FINANCIAL RISK MANAGEMENT (CONTINUED)

Credit risk (CONTINUED)

Policy. The primary goal of the Group's investment policy is to obtain a satisfactory return, with a view to minimising the risk of a capital loss in any given period.

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 satisfactory return relative to risk. The Investment Advisory Committee's function is to:

- Make recommendations to the Board of Directors on the appointment of advisers on asset allocation, fund managers, and other service providers;
- Review the performance of these advisers, fund managers and service providers;
- Review and approve policies and procedures in relation to the company's investment strategy;
- Provide a brief to asset allocation advisers and fund managers regarding acceptable levels of risk and projected financial performance;
- Review recommendations from asset allocation advisers and fund managers and in accordance with the established policies and procedures, direct the company's investment strategies;

- Review fund managers' reports on investment performance and outlook;
- Oversee and make recommendations to the Board of Directors in relation to FX hedging strategies and liquidity management and
- Ensure recommended strategies are aligned with the acceptable levels of risk as outlined in the TA Investment Policy.

Capital management

The Company is a company limited by guarantee with eight members. Under the Company's constitution, 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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

6. REVENUE

	12 months ended 30 September 2021	3 months ended 30 September 2020
Revenue from contracts with customers – <i>AASB 15 Revenue from contracts with customers</i>		
– Revenue from sale of goods	2,818,223	100,769
– Revenue from operations & events	355,215,909	2,468,799
Total revenues	358,034,132	2,569,568

Included in revenue from operations and events, the Group earns revenue from commercial, government and broadcast partners. The Group has received government revenues from Victorian Department of Jobs, Precincts and Regions, GHD Pty Ltd (Pacific Sports Partnership), Department Communities Sport & Recreation Tasmania, South Australian Tourism Commission and Visit Victoria. These contracts have been accounted for under AASB 15 Revenue, as these contracts have identified performance obligations.

7. OTHER INCOME

	12 months ended 30 September 2021	3 months ended 30 September 2020
Interest on loans receivable	10,682	259
Donations (i)	158,745	243,363
Government grants	19,656,345	5,582,794
Total other income	19,825,772	5,826,416

The above revenue is recognised under AASB 1058 Income of Not-for-Profit entities.

(i) Amount relates to donations received by the Australian Tennis Foundation for various fundraising activities.

8. EXPENSES

	Note	12 months ended 30 September 2021	3 months ended 30 September 2020
Depreciation expenses:			
– plant and equipment	17	4,568,591	1,113,119
– leasehold improvements	17	210,388	18,226
– right-of-use assets	18	7,658,875	2,090,367
Amortisation expense	16	2,829,588	923,280
Cost of goods sold		835,105	67,665
Loss on disposal of property, plant and equipment		108,910	–

9. FINANCE INCOME AND FINANCE COSTS

Recognised in consolidated profit or loss

	12 months ended 30 September 2021	3 months ended 30 September 2020
Interest income on bank deposits	21,862	8,784
Interest income on investments at FVPL	785,064	375,741
Net change in fair value of investments at FVPL	–	284,244
Finance income	806,926	668,769
Interest accrued on loan	(1,019,460)	–
Interest on lease liabilities	(5,978,115)	(1,482,493)
Net change in fair value of investments at FVPL	(188,493)	–
Net foreign exchange loss	(4,486,585)	(827,653)
Finance costs	(11,672,653)	(2,310,146)
Net finance (costs)/income	(10,865,727)	(1,641,377)

10. AUDITOR'S REMUNERATION

Audit services

KPMG Australia and International

Audit of the financial statements – Group

Audit of the financial statements – controlled entities

Other services

KPMG Australia and International

Grant assurance procedures

Professional services¹

International tax advice

Taxation services – US taxation reform

1. Limited term provision of a secondee to assist the Finance function.

	12 months ended 30 September 2021	3 months ended 30 September 2020
Audit of the financial statements – Group	141,000	83,500
Audit of the financial statements – controlled entities	21,560	–
	162,560	83,500
Grant assurance procedures	37,260	–
Professional services ¹	92,480	–
International tax advice	15,888	–
Taxation services – US taxation reform	26,766	–
	172,394	–

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

11. CASH AND CASH EQUIVALENTS

	12 months ended 30 September 2021	3 months ended 30 September 2020
Bank balances	25,932,881	26,627,821
	25,932,881	26,627,821

Included within the bank balance as at 30 September 2021 is restricted cash of \$1.9M received for the development of the Northern Regional Tennis Centre in Launceston.

12. TRADE AND OTHER RECEIVABLES

	12 months ended 30 September 2021	3 months ended 30 September 2020
Current		
Trade receivables	386,592	5,319,119
Other receivables	4,787,366	2,677,927
Prepayments	3,556,286	1,496,096
Facility loans receivable from member affiliated clubs	167,852	105,507
Secured loans receivable from Member Associations	66,955	66,256
	8,965,051	9,664,905
Non-current		
Prepayments	1,285,449	480,661
Facility loans receivable from member affiliated clubs	497,710	513,580
Secured loans receivable from Member Associations	203,290	270,544
	1,986,449	1,264,785

13. INVENTORIES

	12 months ended 30 September 2021	3 months ended 30 September 2020
Inventory on hand	688,701	451,046
	688,701	451,046

14. OTHER FINANCIAL ASSETS

	12 months ended 30 September 2021	3 months ended 30 September 2020
Current		
Corporate debt securities at FVPL	17,353,014	59,243,782
Cash investments designated at amortised cost	5,223,519	17,310,761
Term deposit	1,004,044	1,200,000
	23,580,577	77,754,543
Non-Current		
Other investments	1,912,624	1,396,144
	1,912,624	1,396,144

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

15. EQUITY-ACCOUNTED INVESTEE

Name	Principle Activity	Balance date	Ownership %		Carrying amount	
			30 September 2021	30 September 2020	30 September 2021	30 September 2020
Trident 8 Limited	Further the interest of tennis by establishing and operating a team tennis competition	31 December	20%	20%	7,272,180	5,972,834
					7,272,180	5,972,834

On 18 April 2016 the Group entered into an arrangement and invested in a newly incorporated United Kingdom entity, Trident 8 Limited to operate the Laver Cup. During the current period the Group accounted for a \$1,299,346 share of profit from the equity-accounted investee (three months ended 30 September 2020: \$512,374 loss). In addition, no dividends were received from the investment in Trident 8 Limited.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

16. INTANGIBLE ASSETS

Cost	Domain name	Trademarks	IT Development	Other	Total
Balance at 1 July 2020	32,500	573,316	10,967,762	203,485	11,777,063
Additions	-	-	789,444	-	789,444
Balance at 30 September 2020	32,500	573,316	11,757,206	203,485	12,566,507
Balance at 1 October 2020	32,500	573,316	11,757,206	203,485	12,566,507
Additions	-	-	6,011,628	-	6,011,628
Disposals	-	-	(1,058,864)	-	(1,058,864)
Balance at 30 September 2021	32,500	573,316	16,709,970	203,485	17,519,271
Amortisation					
Balance at 1 July 2020	-	573,316	5,836,313	81,396	6,491,025
Amortisation charges for the year	-	-	918,193	5,087	923,280
Balance at 30 September 2020	-	573,316	6,754,506	86,483	7,414,305
Balance at 1 October 2020	-	573,316	6,754,506	86,483	7,414,305
Amortisation charges for the year	-	-	2,809,239	20,349	2,829,588
Disposals	-	-	(903,786)	-	(903,786)
Balance at 30 September 2021	-	573,316	8,659,959	106,832	9,340,107
Carrying amounts					
Balance at 1 July 2020	32,500	-	5,131,449	122,089	5,286,038
Balance at 30 September 2020	32,500	-	5,002,700	117,002	5,152,202
Balance at 1 October 2020	32,500	-	5,002,700	117,002	5,152,202
Balance at 30 September 2021	32,500	-	8,050,011	96,653	8,179,164

17. PROPERTY, PLANT AND EQUIPMENT

Cost	Leasehold Improvements	Plant and equipment	Memorabilia	Total
Balance at 1 July 2020	666,816	32,444,810	1,880,991	34,992,617
Additions	-	92,020	-	92,020
Disposals	-	-	-	-
Balance at 30 September 2020	666,816	32,536,830	1,880,991	35,084,637
Balance at 1 October 2020	666,816	32,536,830	1,880,991	35,084,637
Additions	3,972,400	8,947,934	-	12,920,334
Disposals	-	(7,730,905)	-	(7,730,905)
Balance at 30 September 2021	4,639,216	33,753,859	1,880,991	40,274,066
Depreciation and impairment losses				
Balance at 1 July 2020	516,811	20,791,801	-	21,308,612
Depreciation charge for the period	18,226	1,113,119	-	1,131,345
Disposals	-	-	-	-
Balance at 30 September 2020	535,037	21,904,920	-	22,439,957
Balance at 1 October 2020	535,037	21,904,920	-	22,439,957
Depreciation charge for the year	210,388	4,568,591	-	4,778,979
Disposals	-	(7,620,485)	-	(7,620,485)
Balance at 30 September 2021	745,425	18,853,026	-	19,598,451
Carrying amounts				
At 1 July 2020	150,005	11,653,009	1,880,991	13,684,005
At 30 September 2020	131,779	10,631,910	1,880,991	12,644,680
At 1 October 2020	131,779	10,631,910	1,880,991	12,644,680
At 30 September 2021	3,893,791	14,900,833	1,880,991	20,675,615

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.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

18. RIGHT-OF-USE ASSETS

Cost	Property	Equipment	Motor Vehicles	Total
Balance at 1 July 2020	116,418,357	8,015	1,827,936	118,254,308
Additions and reassessments	(19,520)	-	25,870	6,350
Disposals	-	-	(32,139)	(32,139)
Balance at 30 September 2020	116,398,837	8,015	1,821,667	118,228,519
Balance at 1 October 2020	116,398,837	8,015	1,821,667	118,228,519
Additions and reassessments	12,366,584	-	113,127	12,479,711
Disposals	-	-	(469,592)	(469,592)
Balance at 30 September 2021	128,765,421	8,015	1,465,202	130,238,638
Depreciation and impairment losses				
Balance at 1 July 2020	7,690,500	8,015	711,233	8,409,748
Depreciation charge for the period	1,919,060	-	171,307	2,090,367
Disposals	-	-	(16,574)	(16,574)
Balance at 30 September 2020	9,609,560	8,015	865,966	10,483,541
Balance at 1 October 2020	9,609,560	8,015	865,966	10,483,541
Depreciation charge for the year	7,055,122	-	603,753	7,658,875
Disposals	4,088	-	(505,581)	(501,493)
Balance at 30 September 2021	16,668,770	8,015	964,138	17,640,923
Carrying amounts				
At 1 July 2020	108,727,857	-	1,116,703	109,844,560
At 30 September 2020	106,789,277	-	955,701	107,744,978
At 1 October 2020	106,789,277	-	955,701	107,744,978
At 30 September 2021	112,096,651	-	501,064	112,597,715

19. TRADE AND OTHER PAYABLES

Trade payables	1,805,934	2,259,823
Other payables and accrued expenses	9,280,201	23,082,140
	11,086,135	25,341,963

20. EMPLOYEE BENEFITS

Current

Provision for long service leave	3,790,146	3,464,799
Provision for annual leave	5,748,688	3,280,586
Incentive plan	5,519,480	1,823,057
	15,058,314	8,568,442

Non-current

Provision for long service leave	1,211,656	997,403
Incentive plan	224,179	1,600,296
	1,435,835	2,597,699

21. INCOME RECEIVED IN ADVANCE

Current

Australian Open	15,181,956	16,883,766
Other	5,552,621	5,061,793
	20,734,577	21,945,559

Non-current

Australian Open	84,384	256,463
Other	-	-
	84,384	256,463

	12 months ended 30 September 2021	3 months ended 30 September 2020
Trade payables	1,805,934	2,259,823
Other payables and accrued expenses	9,280,201	23,082,140
	11,086,135	25,341,963

	12 months ended 30 September 2021	3 months ended 30 September 2020
Current		
Provision for long service leave	3,790,146	3,464,799
Provision for annual leave	5,748,688	3,280,586
Incentive plan	5,519,480	1,823,057
	15,058,314	8,568,442
Non-current		
Provision for long service leave	1,211,656	997,403
Incentive plan	224,179	1,600,296
	1,435,835	2,597,699

	12 months ended 30 September 2021	3 months ended 30 September 2020
Current		
Australian Open	15,181,956	16,883,766
Other	5,552,621	5,061,793
	20,734,577	21,945,559
Non-current		
Australian Open	84,384	256,463
Other	-	-
	84,384	256,463

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

22. LEASES

	12 months ended 30 September 2021	3 months ended 30 September 2020
Current		
Lease liabilities	4,796,372	5,483,485
	4,796,372	5,483,485
Non-current		
Lease liabilities	115,181,882	106,936,875
	115,181,882	106,936,875

The Group leases properties and motor vehicles. Property leases for sporting venues all finish in 2039 whereas the terms of other property leases range from one to 11 years. Property leases normally include provisions for annual increases in rental payments to reflect changes in fixed percentage increases and/or changes in the consumer price index (CPI).

In the prior period, the Group negotiated with its lessors a number of COVID-19 rent concessions in relation to leased tennis venues. These rent concessions reduced the cash outflows of property leases in the current period.

Motor vehicle leases normally have a maximum term of three years and are expected to run their full terms.

i. Amounts recognised within the statement of profit or loss and other comprehensive income

3 months ended 30 September 2020	Property	Equipment	Motor Vehicles	Total
Expenses relating to short-term leases and leases of low-value assets that are not recognised as right-of-use assets	-	19,131	-	19,131
	-	19,131	-	19,131
12 months ended 30 September 2021	Property	Equipment	Motor Vehicles	Total
Expenses relating to short-term leases and leases of low-value assets that are not recognised as right-of-use assets	-	77,535	-	77,535
	-	77,535	-	77,535

ii. Future lease payments (as lessee)

	12 months ended 30 September 2021	3 months ended 30 September 2020
Less than one year	11,039,105	11,114,018
One to five years	41,514,903	41,984,164
More than five years	132,722,323	111,217,583
	185,276,331	164,315,765

23. BORROWINGS

	12 months ended 30 September 2021	3 months ended 30 September 2020
Current	-	-
Non-current		
State of Victoria Loan – unsecured	41,019,460	-
	41,019,460	-

State of Victoria Loan

Financing facility loan of \$40m granted in February 2021. Interest accrues on the loan at 4.163 per cent per annum and is due for repayment in full on 8 February 2039.

24. CAPITAL AND RESERVES

Board Designated Reserve

The Reserves are governed by the Group's Reserves Policy and are defined as the designated funds set aside by resolution of the Board of Directors. Reserves had been established to maintain ongoing operations and programs in the event that the Australian Open was curtailed. Due to impacts of COVID-19 on outcomes from AO 2021, the organisation was required to drawdown on the reserves in the current year to cover delivering ongoing operational costs. This resulted in the exhaustion of the full reserves balance.

Plans for replenishment of Reserves have been considered. It remains the objective of the organisation to return as promptly as possible to generating a profit from the AO and increase diversified revenue streams to enable a surplus to replenish the reserve balance.

Revaluation Reserve

The functional currency of Tennis Australia's subsidiary, Wildcard Ventures 1 Trusco, is US dollars. Following the valuation of Tennis Australia's equity contribution towards the subsidiary, a revaluation increment of \$33,071 was credited to the foreign currency revaluation reserve.

25. COMMITMENTS

During the reporting period, the Group entered into a formal funding agreement with Department of Communities Tasmania to contribute \$1,900,000 to develop the Northern Regional Tennis Centre in Launceston.

The Group has also committed \$3,600,000 for technology projects and \$1,200,000 site and marketing costs for AO 2022.

26. CONTINGENT LIABILITIES

The Australian Securities and Investment Commission (ASIC) issued proceedings in the Federal Court of Australia against two former Tennis Australia Directors. Tennis Australia was not a party to these proceedings. The matter was heard in the Federal Court in November and December 2019 and the judgement delivered on 31 July 2020. As at the date of these accounts, it is considered unlikely that there will be future material costs in relation to this matter.

In the ordinary course of business, legal matters may arise that could possibly result in costs to be incurred in future periods to settle these matters. As at the date of these accounts, due to the inherent uncertainty around any liability and the conclusion of any matters including any financial effects, no provision has been recognised in relation to these matters in the financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

27. PARENT ENTITY DISCLOSURE

As at, and throughout, the period/year ended 30 September 2021 the parent entity of the Group was Tennis Australia Limited, a Company limited by guarantee.

	12 months ended 30 September 2021	3 months ended 30 September 2020
Results of parent entity		
Net deficit for the year	(75,363,694)	(25,023,367)
Other comprehensive income	–	–
Total comprehensive loss for the year	(75,363,694)	(25,023,367)
Financial position of parent entity at year end		
Current assets	57,484,931	114,377,822
Total assets	209,580,896	247,157,301
Current liabilities	52,502,115	61,281,667
Total liabilities	209,362,983	171,072,704
Total equity of the parent entity comprising of:		
Retained earnings/(Accumulated losses)	217,913	(3,915,403)
Reserves	–	80,000,000
Total equity	217,913	76,084,597

(a) Parent entity contingent liabilities

Refer to Note 26 for contingent liabilities of the parent.

28. 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 %	
		12 months ended 30 September 2021	3 months ended 30 September 2020
Tennis Nxt Limited	Hong Kong	100%	100%
The Australian Tennis Foundation Ltd	Australia	100%	100%
Wildcard Ventures 1 Pty Ltd	Australia	100%	0%
Wildcard Ventures 1 Trusco Pty Ltd	Australia	100%	0%

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

The principal activity of the Australian Tennis Foundation is to conduct activities and programs that are organised and conducted for the relief of poverty, misfortune or helplessness in children and young people aged between five and 24 years. The Foundation uses Tennis as a vehicle to support their causes and objectives.

The Wildcard Ventures entities are part of a Venture Capital fund structure which is managed by the Group. The purpose of the Venture Capital fund is to diversify the Group's investment portfolio by investing in early-stage technology-led start-ups that target and aim to impact the sports industry.

29. RELATED PARTY TRANSACTIONS

The names of each person holding the position of director of the Company during the financial year were: Jayne Hrdlicka (Chair), Greg Hutchinson, Diane Grady AO, Elizabeth Minogue, Graham Bradley AM, Janice van Reyk, Peter Robertson, Dan Bisa and Mark Da Silva.

Transactions and balances with key management personnel and other related parties

The aggregate value of transactions and outstanding balances relating to entities over which the Group has control or significant influence are as follows:

		Transaction value period ended		Balance outstanding	
		30 September 2021	30 September 2020	30 September 2021	30 September 2020
Trident 8 Limited	Media Rights Commission	385,434	–	385,434	7,898
Trident 8 Limited	Operation Staff Cost Recovery	2,392,900	–	2,392,900	–
		2,778,334	–	2,778,334	7,898

Melbourne & Olympic Parks Trust

Jayne Hrdlicka and Janice van Reyk hold Trustee positions for the Melbourne & Olympic Parks Trust as representatives of Tennis Australia in addition to their Non-Executive Director positions at Tennis Australia. Tennis Australia rents Melbourne Park from Melbourne & Olympic Parks Trust.

Virgin Airlines

Ms Hrdlicka is the MD and CEO of Virgin Airlines. In the ordinary course of business TA purchases corporate travel on a range of airlines, which include Virgin Australia.

Member Associations

The Group, as the National Sporting body of Tennis supports eight Member Associations (MA) being Tennis Tasmania, Tennis Victoria, Tennis Australian Capital Territory, Tennis New South Wales, Tennis Queensland, Tennis Northern Territory, Tennis Western Australia and Tennis South Australia. Tennis Australia undertook transactions with each of its MAs during the year in the normal course of business, which included funding to support the delivery of national participation programs. Shared services benefits are also provided to each MA, these benefits include accounting, integrity, human resources, legal and information technology resources. These shared services were provided for nil consideration.

Key Management Personnel Compensation

The key management personnel compensation for the 12 month period ended 30 September 2021 was \$9,091,057 (three months ended 30 September 2020: \$1,680,311).

30. SUBSEQUENT EVENTS

At the date these consolidated financial statements are authorised for issue, no further adjustments in respect of the impact of living with COVID-19 have been made. The Group will have access to government support in order to deliver AO 2022. As vaccination rates continue to increase and State and Federal Government requirements continue to ease, combined with reduced requirements internationally, detailed scenario planning continues to evolve. With the improved outlook in the living with COVID-19 settings, Tennis Australia continues to assess and implement the safe delivery of our sport into the community while planning for a successful summer of Tennis.

DIRECTORS' DECLARATION

In the opinion of the directors of Tennis Australia Limited ('the Group'):

- (a) the financial statements and notes set out on pages 55 to 79, 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 September 2021 and its performance for the period ended on that date; and
 - (ii) complying with Australian Accounting Standards – Simplified 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:



J Hrdlicka
Chair

Dated at Melbourne this 18th day of November 2021.

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 September 2021 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.



KPMG



Adrian Nathanielsz

Partner

Melbourne

18 November 2021

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Independent Auditor's Report

To the members of Tennis Australia Limited

Opinion

We have audited the **Financial Report** of 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 September 2021 and of its financial performance for the year ended on that date; and
- complying with *Australian Accounting Standards - Simplified Disclosure Requirements* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 September 2021;
- 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 policies; and
Directors' Declaration.

The **Group** consists of Tennis Australia Limited (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 (including Independence Standards) (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.

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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.

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 - Simplified 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 and Company's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. 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 and Company 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 the Financial Report.

INDEPENDENT AUDITOR'S 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_responsibilities/ar3.pdf. This description forms part of our Auditor's Report.

A handwritten version of the KPMG logo in blue ink, with the letters 'KPMG' written in a cursive, stylized font.

KPMG

A handwritten signature in blue ink, appearing to read 'Adrian Nathanielsz', written in a cursive style.

Adrian Nathanielsz

Partner

Melbourne

18 November 2021