



Australian Football League

Annual Report 2012



AS GOOD AS IT GETS:
Co-captain Adam Goodes
celebrates after the Sydney
Swans' 10-point win
in the 2012 Grand Final.





Australian Football League 116th Annual Report 2012

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FRONT COVER: Excited co-captain Jarrad McVeigh raises his arms in delight after the final siren signals the Swans' fifth VFL/AFL premiership.

BACK COVER: Ted Richards embraces Nick Malceski after Malceski kicked the goal in the last minute to ensure the Swans' victory in the 2012 Toyota AFL Grand Final.

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2012 Outcomes

6,238,876

Total attendance for the Toyota AFL Premiership Season, down 4 per cent on 2011 largely as a result of the Gold Coast Suns and Greater Western Sydney Giants entering the AFL competition in the past two seasons, as well as playing matches at smaller capacity venues in Darwin, Cairns, Canberra, Launceston and Hobart.

31,509

The average attendance per game during the Toyota AFL Premiership Season, which makes the AFL competition the fourth-highest attended professional sports competition in the world behind the National Football League in the US (average 67,591 spectators a game), Bundesliga soccer in Germany (45,116 a game) and Premier League soccer in England (34,602 a game).

4,080,608

The average national TV audience for the Seven Network's coverage in metropolitan and regional Australia for the 2012 Toyota AFL Grand Final between the Sydney Swans and Hawthorn, maintaining the Grand Final as the most watched annual sporting event in Australia.

4,781,878

The average gross national TV audience per round of the Toyota AFL Premiership Season across the Seven Network and Fox Sports, the largest weekly audience for any sports competition in Australia. Five of the top six rating programs on subscription television in 2012 were live broadcasts of AFL matches.

AFTER THE SIREN: Tom Hawkins (right) is embraced by his Geelong teammates after kicking the match-winning goal against Hawthorn in round 19 at the MCG.

PHOTO COURTESY HERALD SUN





7,374,832

Total attendances for the NAB Cup, Toyota AFL Premiership Season and Toyota AFL Finals Series, down 5.9 per cent on the all-time record total of 7,836,542 set in 2011.

AFL Clubs & Players

Attendances

Adelaide recorded the largest increase in home game attendances, up 5.2 per cent on 2011 to 405,122. Fifty-one games attracted a crowd of 40,000 or more, the same number as in 2011.

The top clubs for average attendance per home game were:

59,799

Collingwood

47,698

Essendon

45,721

Carlton

41,319

Richmond

AFL payments to clubs

AFL payments to clubs in 2012 totalled \$200 million, including the first year of distributions from the Club Future Fund of \$30.5 million. In 2011, AFL payments to clubs totalled \$159 million.

Major awards



Brownlow Medal

Jobe Watson

Essendon



Norm Smith Medal

Ryan O'Keefe

Sydney Swans



Coleman Medal

Jack Riewoldt

Richmond



Michael Tuck Medal

Bernie Vince

Adelaide



NAB AFL Rising Star

Daniel Talia

Adelaide

Total player earnings

Taking into account gross player payments of \$173.7 million, \$10.4 million in additional services agreements and \$1.84 million from employment and marketing agreements with associates of AFL clubs, the total earned by AFL players in 2012 was \$185.94 million, an increase of 12.8 per cent on 2011.

AFL Media

The successful establishment of AFL Media in 2012 produced the following key outcomes:

- 170 million in-season visits to the entire AFL Network across all platforms.
- 610,000 daily visitors across web, mobile and app platforms.
- 6.5 million monthly visitors across web, mobile and app platforms.
- 1 million weekly video streams, up 125 per cent on 2011.
- 1.3 million app downloads for AFL Live, club apps, Dream Team and *AFL Record*.
- 3 million monthly visitors to *AFL.com.au*.
- 640,000 total social media community including Facebook, Twitter, Instagram and Google.

SCALING NEW HEIGHTS:

Melbourne's Jeremy Howe (right) won the Lifebroker Mark of the Year award with this screamer against the Sydney Swans in round eight at the SCG.



707,621

The total number of AFL club members in 2012, a record established by the clubs for the 12th consecutive season. One in 30 Australians is a member of an AFL club.

Infrastructure Development



Adelaide Oval

Work started on the \$500 million redevelopment of Adelaide Oval in March 2012 and is due for completion for the 2014 Toyota AFL Premiership Season when it will be the venue for all home games involving the Adelaide and Port Adelaide football clubs. New southern and eastern stands seating 14,000 and 19,000 people respectively, as well as redevelopment of the western stand and the northern mound are among the key components of the project.



Perth Stadium

The Premier of Western Australia, Colin Barnett, announced in June 2012 that the WA Government will build a new 60,000-seat stadium on the Burswood Peninsula by 2018 as the home game venue for the Fremantle and West Coast Eagles football clubs. Total cost of the stadium is expected to be more than \$700 million.



Skoda Stadium, Sydney Olympic Park

The \$65 million upgrade of Skoda Stadium (Sydney Showgrounds main arena) was completed on time and on budget in May 2012 as the primary home game venue for the Greater Western Sydney Giants. Included in the project were two new grandstands and other works, which increased the capacity of the stadium from 13,000 to 25,000, plus the construction of a full-sized AFL playing field and the upgrade of lighting to meet television standards.



SCG

A \$186 million redevelopment of the Noble, Bradman and Messenger stands at the SCG was announced by the New South Wales and Federal Governments in January 2012. Work started on this project during the 2012 AFL season and is stage two of the SCG Trust's masterplan for the redevelopment of the SCG, which with other stages has a total estimated cost of between \$400 million and \$500 million. Stage two is expected to be completed for the 2014 AFL season.



MCG

Upgraded food courts, an expanded Haydn Bunton Sports Bar and the creation of the Barassi Café were part of the first stage of a \$55 million refurbishment of the Great Southern Stand, which was completed for the 2012 Toyota AFL Premiership Season. Other works included a new AFL members' dining room and the refurbishment of function rooms in addition to new entrances. The final stage of the Great Southern Stand works will be completed for the 2013 AFL season.



Simonds Stadium, Geelong

Stage three of the Simonds Stadium redevelopment is underway and due for completion in May 2013 at a cost of \$46 million. The redevelopment includes the construction of a new southern grandstand at a cost of \$36 million, servicing the general public and Cats members, which will seat 9400 people and increase the venue's overall capacity to about 33,500 patrons.



Cazalys Stadium, Cairns

A lighting upgrade to television standards costing \$2.5 million was completed at Cazalys Stadium for the second premiership season game in Cairns between Richmond and the Gold Coast Suns. This work followed the redevelopment of the western grandstand at the venue in 2011, which also included new team and umpire dressing rooms.



Community facilities

The AFL partnered with a number of state and local governments in 2012 to provide support funding for various facility developments and upgrades throughout Australia involving 142 local clubs and total project costs of \$55.6 million, including the first artificial field in Sydney, at Narrabeen Sports High School.



SIZZLING HAWK:
Cyril Rioli flies high above
Magpie Heath Shaw to
take a spectacular mark
in round one at the MCG.



2624

The number of community-based football clubs, which fielded 12,922 teams in 272 local leagues in 2012.

Community Development, Engagement & Partnerships

844,779

Total domestic participation in the game in 2012.

18,167

A further 18,167 school-based teams participated in competitions in 2012 at primary and secondary levels.

136,133

The number of females participating in the game in 2012.

120,544

The number of participants in Australia's game in various countries around the world.

150,000

The number of volunteers in various roles supporting community clubs, Auskick centres and umpiring throughout Australia and overseas.

AFL partnerships

AFL SportsReady

More than 600 trainees participated in AFL SportsReady, a national education and employment company established 18 years ago in a partnership between the AFL and the Federal Government. In 2012, AFL SportsReady became a registered training organisation after being accredited to deliver formal education in sport and recreation and business under the name Sportsready Education. AFL SportsReady also reached agreement with the AFL to develop an Executive Certificate in AFL Management which will have its first intake in 2013. It has been designed specifically to train and develop people in the football side of the business.

Jim Stynes Scholarship Fund

The AFL and the Reach Foundation reached agreement in 2012 with the Federal Government to establish the Jim Stynes Scholarship Fund in honour of the former Melbourne champion player and club chairman who passed away in March 2012 after a long battle with cancer. An initial 11 scholarships were awarded in 2012 to assist recipients with expenses, including travel and education. In subsequent years, up to 37 scholarships will be offered with a value of up to \$20,000. Number 37 was Jim Stynes' original number when he joined Melbourne FC after being recruited from Ireland.

Ladder

The AFL continued its partnership with the AFL Players' Association to support Ladder, which assists young people and aims to break the cycle of youth homelessness. Every player participating in an AFL match donates part of his match payment to Ladder, which is matched by the AFL. In 2012, the partnership expanded with Ladder becoming the official charity of the Toyota AFL Finals Series. Ladder has facilities in Melbourne and Adelaide.

Breast Cancer Network Australia

Planning started in 2012 with Breast Cancer Network Australia to stage the fourth Field of Women promotion in 2013. The first three Field of Women events raised more than \$2 million for Breast Cancer Network Australia.

Balls 4 Life Foundation

For the second year, the AFL, its 18 clubs and players supported the Balls 4 Life Foundation to raise awareness and funding for men's health. After each game during the Toyota AFL Premiership Season, the players from each winning team autographed a match football, which was auctioned via the Balls 4 Life Foundation website. Proceeds were donated to the Prostate Cancer Foundation of Australia.

White Ribbon campaign

Support across the AFL competition for the White Ribbon campaign to eliminate violence against women expanded in 2012 when the Greater Western Sydney Giants and Sydney Swans introduced the White Ribbon Trophy for matches between the two clubs. White Ribbon is an international organisation working to prevent male violence towards women. A number of AFL players, AFL club executives and the AFL executive are White Ribbon ambassadors.

Major community engagement programs

- Flying Boomerangs leadership program.
- Footy Means Business.
- AFL Club partnership program.
- Ambassadors for Life mentoring program.
- Multicultural schools football program.
- National Kickstart Championships.
- Multicultural Player Ambassadors.
- Indigenous/Multicultural Round.
- National Multicultural Talent Camp.
- World Team participating in the NAB AFL under-16 championships.

All are detailed in the National and International Development section of this report.

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Chairman's Report

Mike Fitzpatrick Chairman

The AFL's focus has been to expand the competition to two key growth markets and broaden the appeal of Australia's only Indigenous game.

During the past year, the focus of the AFL Commission has been on the implementation of our strategic plan for the period of 2012-16, which was designed to lay the foundations for the game during the next decade and beyond.

While each year throws up its challenges, the AFL Commission is generally pleased with the outcomes delivered in 2012, which indicate that overall the game is in a very healthy state.

The first phase of expanding the AFL competition into two key growth markets – south-east Queensland and western Sydney – by establishing two new AFL clubs, the Gold Coast Suns and Greater Western Sydney Giants – was completed when the Giants made their AFL debut in 2012. This meant we had an 18-team competition and nine games per round for the first time.

Attendances at AFL matches were down in 2012 when compared to the record levels of 2011 but that outcome was consistent with our expectations linked to the establishment of our two new clubs participating in 20 per cent of the total number of games.

The progress of the Suns after two years in the competition has been pleasing and there were clear signs of on-field development in the second half of the 2012 season. Continued improvement on-field will build the Suns' home game crowds at Metricon Stadium and further reinforce their strong position in the Gold Coast community.

The first season of the Greater Western Sydney Giants was encouraging and the redevelopment of Skoda Stadium at the RAS Showgrounds has provided the Giants



HANGING UP THE BOOTS: Six-time All-Australian full-back Matthew Scarlett retired at the end of 2012 after three premierships and 284 games for Geelong.



PASSIONATE PIE:
Dale Thomas celebrates
a goal in Collingwood's
win over St Kilda in
round 19 at the MCG.

with a first-class home match venue on which to build for the future.

On-field development will require patience for both clubs, given that their respective lists have been built on the selection of young talent through the NAB AFL National Draft, the first time that new clubs have been established in this manner.

While establishing themselves in western Sydney, the Giants are also building a strong support base in Canberra by playing three home games at Manuka Oval for the next 10 years under an important agreement with the ACT Government.

The Giants recorded their first premiership season win against the Gold Coast Suns on May 12, 2012, at Manuka Oval, and their first win at their Skoda Stadium home ground in Sydney on August 4, 2012, over Port Adelaide, which fittingly coincided with celebrations to mark Kevin Sheedy's 1000th game as a player and coach with Richmond, Essendon and the Giants.

Kevin is the first person in the history of the game to achieve that milestone.

His involvement in Australian Football at the highest level includes four premierships as Essendon's coach, three premierships and a club best and fairest as a player with Richmond and since 2009 he has played a critical role in the establishment of our youngest club while promoting the game in western Sydney.

During 2012, Kevin was appointed by the Giants as their senior coach for the 2013 season and Leon Cameron, the senior assistant coach for the Giants in 2013, will succeed Kevin as senior coach in 2014.

For the first time, the AFL competition's national footprint included a premiership season match in every capital city and territory when North Melbourne played two home games in Hobart. The club is to be congratulated for the way in which it embraced this opportunity to build its supporter base in partnership with the Tasmanian Government.

While some could argue that playing premiership season matches in smaller capacity venues in Cairns, Canberra, Darwin, Hobart and Launceston reduces overall crowds, the AFL Commission is committed

to providing an opportunity for as many people as possible to attend an AFL game.

That principle is also why we were pleased to support an initiative of St Kilda to play a premiership season game outside Australia in 2013 for the first time. The game will be played between St Kilda and reigning premiers the Sydney Swans in Wellington, New Zealand, on Anzac Day.

More than 46,000 New Zealanders now participate in our game and I hope that this venture into New Zealand is a spectacular success.

Like the establishment of the Suns and Giants, this level of success may take a decade to achieve, perhaps longer but to ignore the world is to ignore opportunity.

Participants in the NAB AFL Draft Combine held at Etihad Stadium in October 2012 included 10 international players for the first time from the USA, Ireland, New Zealand, Papua New Guinea, Nauru and China.

People of all ages have more sport, entertainment and leisure options than ever before and the competition for the hearts and minds of people has never been greater.

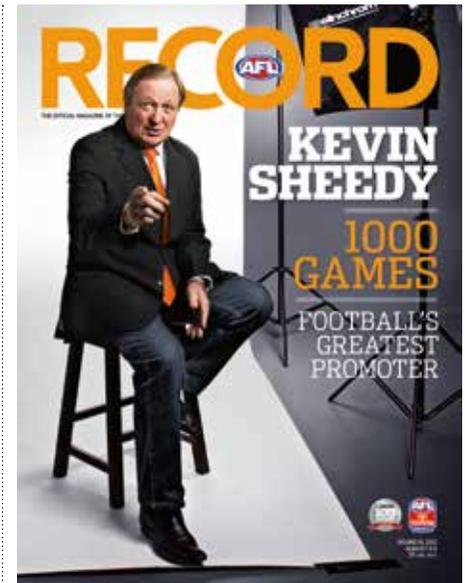
With the rapid development of digital media, no major sport is restricting its thinking to traditional borders as shown by America's NFL and NBA, who in the past 12 months have predicted that an NFL team will be based in London and NBA teams will be located in Europe at some point in the future.

Our expansion of the game, including exploring regions outside Australia, is therefore designed to broaden the reach and appeal of Australia's only Indigenous game.

Broadcasting

We were delighted that for the first time, club members and supporters of the game were able to watch every match live on free-to-air, subscription or IP television and mobile devices as our new broadcast rights agreement entered its first season.

I would like to congratulate our television and digital media partners the Seven Network, Foxtel, Fox Sports and Telstra for the quality and extent of their coverage in 2012, which saw television audiences increase by 12 per cent.



EXTRAORDINARY CONTRIBUTION:

The *AFL Record* commemorates Kevin Sheedy's 1000th game as a player and coach with Richmond, Essendon and the Greater Western Sydney Giants.

The extent of the coverage, supported by other programming, which covered our game from every angle and then some, ensured that regardless of where people lived they could watch a game of their choice live and follow their club and players on multiple platforms between each round of the season.

This level of exposure is invaluable for the 18 clubs in particular and the game in general as illustrated by the fact that, on average, a record 4.78 million people watched broadcasts of each round of the 2012 Toyota AFL Premiership Season on free-to-air and subscription television – the largest weekly audience for any sports competition in Australia.

I also wish to acknowledge the important contribution of our various radio rights holders to the coverage of the AFL competition in 2012.

On average, 1.226 million people listened to each round of the premiership season on radio, while a further 198,000 people per round listened to radio streams via the AFL app and AFL website totalling 1.424 million listeners per round.

AFL Media

Launching our own in-house digital media business in 2012 was another key strategic decision taken by the AFL Commission in 2011.

AFL Media was established to supply the AFL and its clubs' websites with content and consolidated operations including AFL Films, AFL Publishing and AFL Photographs licensed by the AFL into the one business unit.

“People of all ages have more sport, entertainment and leisure options than ever before.”

Some sections of the media debated the merits of our decision, an experience consistent with that endured by other major sporting bodies around the world when they had gone down a similar path.

The most important response, however, came from the supporters and members of the AFL clubs in particular and the game in general which meant that AFL Media was the most popular digital sports media outlet in Australia in 2012, attracting 6.5 million visitors per month across the web, mobile and app platforms during the past year.

Despite that overwhelming response from supporters which exceeded our expectations, we will clearly not judge AFL Media on one year's set of numbers. The AFL Commission believes that in a constantly accelerating and changing digital environment, which in 20 years has become the most important communication tool of our age, we must have a deep inside knowledge of this frontier to produce the best outcome for all our stakeholders and establishing AFL Media has given us that opportunity.

Competition ethics

The success of our professional game has been built around the pillars of the salary cap and the draft. In the last year we have seen several challenges to these pillars.

Certain players and some clubs dabbled in unlicensed memorabilia. Adelaide Football Club negotiated deals outside the draft rules with Kurt Tippett and his player agent, and an investigation was undertaken into so-called 'tanking' by Melbourne Football Club in 2009.

In each case, penalties have been determined and accepted and the AFL will continue to pursue those who challenge the integrity of the competition.

We accept that many fans and journalists may find fault with the processes and the outcomes.

The AFL Commission will simply pursue those cases in the interests of the game, and will assign penalties which are based on the evidence put before us.

Equalisation

Mechanisms such as the draft, salary cap and revenue sharing have been key components of the AFL competition since the decision was taken to use the former VFL competition as the foundation of an expanded national competition in 1987.

This equalisation policy has, in our view, produced a more evenly balanced competition and given more clubs the opportunity to compete and win than otherwise would be the case.

Since 2000, every AFL club except the Gold Coast Suns and Greater Western Sydney Giants has reached a preliminary final.

In the 20 years before 1989, the VFL competition was less equalised and five clubs won premierships during that period.

In the 20 years since 1990 when the competition became the AFL, 11 clubs based in every mainland capital city have won premierships.

The primary aim of an equalised or managed competition is to create an environment in which every club is capable of winning on any given day or night, regardless of their financial strength.

John Kennedy Lifetime Achievement Award

→ John Kennedy's involvement with football spans more than 60 years as a player, coach and as Chairman of the AFL Commission.

At Hawthorn, he won four best and fairests and as a coach he led the club for 299 games for three premierships over a spread of 20 seasons.

He then answered the call to coach North Melbourne for 113 games in five seasons from 1985 to 1989, a period in which 2012 Grand Final coaches John Longmire (Sydney Swans) and Alastair Clarkson (Hawthorn) began their playing careers with the Kangaroos.

John later became a board member of the Kangaroos, and then put a calming influence over the AFL Commission, taking the role of chairman from 1993 to 1997. In that period, he was inducted into the Australian



Football Hall of Fame in 1996 and was chairman of the Hall of Fame's selection committee for many years.

His son John jnr was a four-time premiership player for Hawthorn and his grandson Josh

has become one of the game's elite midfielders for the Sydney Swans, was a member of the club's 2012 premiership and then won the Swans' best and fairest.

As a fitting acknowledgment of John snr's exceptional contribution to the game in a variety of capacities, the AFL Commission was delighted to announce on Grand Final Day that from 2013 the John Kennedy Lifetime Achievement Award will be introduced to recognise those individuals who have made an outstanding contribution to the game in multiple fields, as John has done.

Those who know John will not be surprised to learn that he was reluctant to have the award named in his honour, but we believe it is a meaningful way of ensuring that his contribution is permanently recognised.

FAMILY TIES: Star Sydney Swans midfielder Josh Kennedy embraces his grandfather, Hawthorn legend John Kennedy, after the Grand Final.

IMAGE COURTESY SEVEN NETWORK

Having uncertain outcomes drives public interest, including attendances, club memberships and media audiences.

In 2012, we implemented the first year of our financial strategy, which included allocating more than \$200 million to AFL clubs.

Of this amount, some \$15 million was distributed unequally among AFL clubs from the Club Future Fund to ensure all clubs would provide a high standard of support to players and fans. The money supported various initiatives, including driving membership, attendances, revenue growth and reducing debt.

The unequal funding also supported the employment of about 60 additional staff in areas including football administration, player welfare, coaching and sports science, as well as staff in membership, corporate sponsorship, marketing, finance, communications and digital media.

While it is the first year of the Club Future Fund and encouraging results have been produced by clubs, a review of competition finances in 2012 found that despite the measures in place, the revenue gap between clubs was continuing to grow.

In 2004, the average gap between the larger four and smaller four clubs in net club-sourced revenue was \$4.7 million.

This year, the average gap between the larger four and smaller four clubs in net club-sourced revenue was \$7.3 million.

The subject of equalisation was discussed at a meeting between AFL Club Presidents and the AFL Commission in September 2012 and a further meeting has been scheduled in March 2013 to consider ways to ensure that the competition remains as evenly balanced as possible to continue to drive public interest.

When compared to other major professional sports which also have a policy of equalisation, our analysis has found that in terms of revenue sharing, the AFL is one of the least equalised competitions in the world.

Special assistance rule

In February 2012, the AFL Commission accepted a recommendation from the executive to apply much stricter criteria under the special assistance provision of the draft rules which had provided priority draft selections for clubs performing poorly on-field.

Under the new rule, the AFL Commission will retain the discretion to allocate priority picks in exceptional circumstances but they will not automatically apply as occurred under the old rule.

“To the best of our knowledge, we are the only national sporting body which makes a direct financial contribution to stadium projects.”

While special assistance was first introduced by the AFL Commission in 1993, the rule which applied until this year was introduced in 1997. It has been applied 26 times in 14 of 15 seasons.

As part of our consultation before our decision in 2012, AFL clubs unanimously agreed that any special assistance should not automatically operate after one poor season and that much stricter conditions should apply to any draft selection provided before round one of the NAB AFL National Draft.

Under the rule adopted in 1997, any team that accumulated 16 match points or less in a year was entitled to a selection before the second round of the NAB AFL Draft, while any club with two consecutive seasons of 16 points or less in a year was entitled to a selection before the first round of the NAB AFL National Draft.

The amendments approved by the AFL Commission in 2012 will mean that a formula will determine the future allocation of special assistance.

This formula will take into account factors such as a club's premiership points over a period of years (with greater weight to recent seasons), its percentage over a period of years as another indication of on-field competitiveness (with greater weight to recent seasons), any finals appearances in recent seasons, any premierships in recent seasons and club injury rates in each relevant season.

Infrastructure

Major stadium projects have been essential for the development of the AFL competition as we know it today and have included the complete rebuilding of the MCG, construction of Etihad Stadium in Melbourne, redevelopment of the Gabba in Brisbane, redevelopment of the SCG, the reconfiguration of ANZ Stadium after the Sydney Olympics to host AFL matches, construction of Metricon Stadium on the Gold Coast, redevelopment of Skoda Stadium at Sydney Olympic Park and the redevelopment of Simonds Stadium at Geelong.

More than \$3.5 billion has been invested by government at all levels in these projects,

many of which have multiple uses or were built for major events such as the Olympic Games in Sydney and the Commonwealth Games in Melbourne.

This continued emphasis on major stadium projects had several highlights in the past year.

Work started in 2012 on the redevelopment of Adelaide Oval, a \$500 million South Australian Government project which will become the new home game venue for the Adelaide and Port Adelaide football clubs in 2014.

Funding has also been provided by the Federal Government for the Adelaide Oval project and the AFL will also contribute.

The other major facility which was announced during the past year was the new stadium to be built by the Western Australian Government on the Burswood Peninsula in Perth.

This 60,000-seat development was announced by Western Australian Premier Colin Barnett and is expected to open in 2018 as the new venue for home games of Fremantle and West Coast Eagles. It has an estimated cost of \$700 million.

The new stadium in Perth will complete our national major stadium footprint.

To the best of our knowledge, we are the only national sporting body which makes a direct financial contribution to stadium projects but the AFL Commission greatly appreciates the fact that the bulk of the investment has come from government at various levels, which has created valuable community assets and provided world-class facilities in which spectators can enjoy our game in particular and other sports and entertainment in general.

Players

The AFL Commission believes its relationship with the AFL Players' Association is fundamental to the success of the game.

In 2012, the first year of a collective bargaining agreement was implemented that will provide \$1.144 billion in payments and other benefits to players from 2012-16, with a major emphasis on player education, welfare and personal development.

The collective bargaining agreement also includes what we believe to be the best retirement plan in Australian sport.

We will continue to do all we can to make an AFL career the most attractive option in professional sport in Australia while ensuring that players can also study, take up an apprenticeship or undertake a work placement to prepare them for life after football. We want our players to develop as people as well as athletes during their time in the game.

Free agency was introduced for the first time in 2012 and overall the AFL Commission believed its introduction operated smoothly under rules agreed by the AFL and AFL Players' Association in February 2010. Importantly, it provided greater flexibility to clubs and players with an increased number of players finding opportunities with other clubs than was the case under the former rules.

In 2012, 39 players changed clubs during the free agency and exchange period, compared to 28 in the exchange period in 2011.

The players are also central to our thinking when the laws of the game are discussed by the AFL Commission as we are very conscious of the demands of the game at AFL level, both physically and mentally.

We received an excellent insight into the life of an AFL coach and player when Sydney Swans senior coach John Longmire and assistant coach Stuart Dew met with the AFL Commission late in 2012.

They briefed the Commission on how they saw the evolution of the game, a typical week in an AFL club in preparation for a game, the role of support staff, the club's induction process for players drafted by the club and the number of players involved in some form of education and training for life post their AFL career.

“We received an excellent insight into the life of an AFL coach and player when Sydney Swans senior coach John Longmire and assistant coach Stuart Dew met with the AFL Commission late in 2012.”

Corporate partners

The AFL Commission remains indebted to our corporate partners for their continued investment and support for Australia's Game at all levels.

Our major sponsors include our premier partner for the past nine seasons, Toyota Australia, whose association with the competition includes the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

Other major partners include National Australia Bank, Coca-Cola, Virgin Australia and Carlton United Brewers.

CUB has been associated in various forms with the game almost since it was established and the past season was the first in a new 10-year agreement between our respective organisations, making it one of the most enduring partnerships in Australian sport.

We were also pleased to welcome new partners to the AFL in 2012, including Proctor and Gamble, Kodak, Harvey Norman, Sanitarium, Host Plus, Lifebroker, Draftstar, Treasury Wine Estates, Elastoplast and PZ Cussons.

Financial result

The financial result for the AFL in 2012 incorporated the first year of new broadcast and digital media rights agreements for the period 2012 to 2016, as well as the corresponding financial strategy for the same period.

Highlights of the AFL's financial performance in 2012 included:

- Total AFL revenue increased by \$82 million or 24 per cent to \$425 million.
- The operating surplus before grants and distributions was \$296 million.
- The AFL provided total funding to AFL clubs of \$200 million. This included the first year of distributions from the new Club Future Fund of \$30.5 million, of which some \$15 million was distributed unequally to clubs.

- In line with expanding the code's national footprint, game development grants to State Football bodies increased by \$6 million.
- Funding to the two new clubs – Gold Coast Suns and GWS Giants – totalled \$19 million. As a result of these distributions, the AFL recorded a net profit of \$6.7 million.

Integrity

The AFL Commission is acutely aware of the need to protect the integrity of the game at all levels at a time when corruption has emerged as a critical issue for a variety of sports throughout the world.

This corruption includes the potential for match fixing, improper betting, the use of performance-enhancing drugs and links between organised crime and some sports.

The Australian Crime Commission and Federal Government have recognised the importance of this issue and in April 2012 amendments were made to the ACC Act to enable the ACC to share information with private sector bodies including sporting bodies. The AFL was added by regulation to the list of organisations able to receive information from the ACC.

In July 2011, the Federal and State Governments introduced a National Match Fixing Policy and this year, the New South Wales Government passed legislation introducing a criminal offence for match fixing with a maximum penalty of 10 years' imprisonment.

This is a significant step in addressing the threat to the integrity of sport and the AFL Commission looks forward to the introduction of similar legislation in Victoria and other states.

The AFL Commission established an integrity services department in 2008 and since then has completely revamped the competition rules and policies including:

- Gambling on the game, including sharing of information with betting agencies to closely monitor betting trends on AFL matches.
- Testing for performance-enhancing drugs in partnership with the Australian Sports Anti Doping Agency, including intelligence sharing, target testing and testing for HGH, EPO and CERA, and testing of players when they are overseas on training camps.
- Maintaining the partnership with the AFL Players' Association for out-of-competition testing for illicit drugs.



FLYING EAGLE:

Nic Naitanui takes a spectacular mark in round nine against Fremantle at Patersons Stadium.
PHOTO DAVID WOODLEY

Australian Crime Commission Report

→ At the time of finalising this year's annual report, the AFL Commission had just received an Australian Crime Commission report titled Organised Crime and Drugs in Sport.

The report raised a number of very serious concerns for all Australian sports bodies and the AFL Commission acted immediately to address many of the matters relevant to Australian Football, and also committed to considering further actions during 2013.

As a matter of principle, the AFL Commission is totally opposed to the notion that competitive advantage in the AFL can be achieved through the use of performance enhancing drugs and supplements.

Maintaining and enhancing the integrity of our game has no higher priority for the AFL Commission – public trust is fundamental.

We are aware of vulnerabilities to potential performance and image enhancing drug (PIED) use across the AFL and we will work closely with the Australian Sports Anti-Doping Authority to address these matters. In terms of identified instances of possible PIED use in our competition, the AFL is:

- Aware of only two specific cases where WADA-prohibited PIEDs may have been used in the AFL.
- One case involved the possibility of WADA-prohibited PIED use by one player at one club.
- A second case involved the possibility of WADA-prohibited PIED use by multiple players at another club. In this case, it

is possible that players were administered the WADA-prohibited PIEDs without their knowledge or consent; Essendon FC was identified as the club concerned after coming forward to the AFL and requesting an investigation by ASADA and the AFL.

- Not aware of any other specific instances where use of WADA-prohibited PIEDs may have occurred. Nor is the AFL aware of any current or ongoing use of WADA-prohibited PIEDs in the AFL competition.
- Not aware of any instance of suspected match fixing in the AFL competition.

All possible instances of WADA-prohibited PIED use identified will be investigated fully in co-operation with ASADA, to determine if there have been any breaches of the AFL Anti-Doping Code.

The AFL is also aware of a serious issue around the use of illicit drugs by players in the competition and this will continue to be addressed through multiple means, including the AFL Illicit Drug Policy, education and partnership with the relevant key bodies.

Our initial response to the Australian Crime Commission report included:

- A significant investment to increase the powers and resources of the AFL Integrity Unit including more people, technology, intelligence-gathering capabilities and testing.
- An audit of every club's use of supplements and other treatments in conjunction with ASADA.
- The AFL Medical Directors to meet all club doctors to review their practices and their supervision of treatments, particularly the use of external practitioners, and report back to the AFL Commission.

- Introducing of mandatory reporting of doping activities or any approaches to engage in doping, similar to those rules that are already in place for gambling and match-fixing.
- Enhancing the registration of all club staff and personnel who have contact with players including sports scientists and high-performance managers, and there will be appropriate background checks such as qualifications, CVs and which sports they might have worked in. This will apply to all club personnel, not only those who work in football departments.
- Establishing a whistleblower service.
- Auditing the backgrounds of all club employees, contractors and consultants.
- Asking state governments to strengthen information-sharing arrangements between police agencies and other investigative bodies and approved sporting bodies as part of efforts to fight the infiltration of organised crime.
- Asking state governments to introduce criminal sanctions for those who traffic prohibited performance enhancing substances and to adopt legislation, which makes match fixing a criminal offence. The New South Wales Government was the only state government to do this in 2012.

This important issue will be dealt with in further detail in our 2013 annual report.

- Enhancing the AFL's powers to investigate under our rules and regulations.
- Providing security advice to the AFL, clubs, players, umpires and officials.
- Centralising reporting and analysis of incidents relating to the behaviour of players and officials.
- Investigating of off-field incidents involving any person subject to the rules of the AFL.

Melbourne Football Club

Another issue determined by the AFL Commission as this report was finalised related to the on-field performance of the Melbourne Football Club in 2009.

Our integrity unit interviewed 58 people during the investigation into Melbourne's on-field performance and based on all available evidence, the AFL found that:

- i. There had not been a directive from the Melbourne FC board or executive management that the team should

deliberately lose any game during the 2009 premiership season.

- ii. The Melbourne FC General Manager Football Operations, Chris Connolly, during the 2009 season had acted in a manner concerning pre-game planning, comprising comments to a football department meeting, which was prejudicial to the interests of the AFL.
- iii. The Melbourne FC Senior Coach, Dean Bailey, having regard to Mr Connolly's



AFL COMMISSION 2012: (from left) Paul Bassat, Chris Lynch, Sam Mostyn, Bill Kelty, Andrew Demetriou, Mike Fitzpatrick, Justice Linda Dessau, Richard Goyder and Chris Langford.

comments during the 2009 season, had acted in a manner which was prejudicial to the interests of the AFL.

Based on the evidence, the AFL Commission approved the following sanctions under AFL rule 1.6, which relates to conduct unbecoming:

- Mr Connolly was suspended until February 1, 2014, from occupying any office or performing any function for any club after pleading guilty to acting in a manner which was prejudicial to the interests of the AFL.
- Mr Bailey was suspended from coaching for the first 16 rounds of the 2013 premiership season after pleading guilty to acting in a manner which was prejudicial to the interests of the AFL.
- Melbourne FC was fined \$500,000 after accepting responsibility for the conduct of club personnel.

AFL Commission, AFL clubs, executive

I wish to sincerely thank the AFL Commission which continued to devote a great deal of time and expertise to a very broad range of issues in 2012 across every level of Australia's game, the detail of which is outlined in this annual report.

As Chairman, I feel very fortunate to have as Commission colleagues Justice Linda Dessau, Sam Mostyn, Paul Bassat, Chief Executive Officer Andrew Demetriou, Richard

Goyder, Bill Kelty, Chris Langford and Chris Lynch and wish to thank them and their respective partners for their contribution to the game and look forward to that continuing in 2013.

I also wish to acknowledge the important contribution of everyone associated with the 18 AFL clubs – board members, staff, players, coaches and volunteers – their efforts are greatly appreciated. Our work with AFL clubs during the expansion period and the first year of implementing our Club Future Fund has given the AFL Commission a greater understanding of the issues and challenges facing each of our clubs.

While on the subject of clubs, I would like to congratulate the Chairman of the Sydney Swans, Richard Colless, and Hawthorn President, Andrew Newbold, on their clubs winning through to the 2012 Toyota AFL Grand Final.

The Grand Final was exceptional and after breaking a 72-year premiership drought in 2005, the Swans' 2012 premiership was the culmination of a year in which they celebrated the 30th anniversary of being based in Sydney.

Our Chief Executive Officer, Andrew Demetriou, again led a first-class executive team and I would like to thank them and all AFL staff for what they contributed to the game in 2012.

In his report, Andrew outlines a number of changes to our executive in the past 12 months but, on behalf of the AFL Commission,

I would like to thank Christina Ogg, Adrian Anderson and Andrew Catterall for their respective contributions to the AFL. In particular, Adrian's contribution to the game, in terms of player safety, tribunal reform, integrity and rule changes to how the game is played, will be lasting.

We were pleased that our former head of national and international development, David Matthews, was appointed for a further three years as Chief Executive Officer by the Greater Western Sydney Giants.

Our executive has been a first-class team for the past 10 years and delivered substantial outcomes for the AFL competition and the game itself during their time together.

Like David Matthews' appointment by the Giants, the changes provide opportunities for others to take up important roles in our organisation and for our executive to refresh as a team.

To all AFL supporters, players and administrators, best wishes for 2013.

Mike Fitzpatrick
Chairman

CEO's Report

Andrew Demetriou Chief Executive Officer

The Sydney Swans and Hawthorn produced a classic Toyota AFL Grand Final, which was sealed by the Swans with just 34 seconds remaining.

While there were many highlights during 2012 which are detailed throughout this document, it was certainly a case of keeping the best to last when the Sydney Swans met Hawthorn in the Toyota AFL Grand Final.

The Swans kicked the last four goals of the game to claim their second premiership in seven seasons in what was generally regarded as one of the best Grand Finals ever played and a wonderful advertisement for Australia's game played at the highest level.

Hawthorn led by 19 points at quarter-time, Sydney kicked the next six goals to lead by 18 points at half-time and then kicked the first two goals of the third term to lead by almost five goals.

The momentum then swung back to Hawthorn when it kicked five of the next six goals for Sydney to lead by a point at three-quarter time.

The first two goals of the last quarter were kicked by Hawthorn before Sydney regained the momentum with two goals, which saw the scores level with six minutes remaining.

From that point, the Swans kicked two goals one to three points with the match not being sealed until the 32-minute of the last quarter when Nick Malceski kicked the final goal for the Swans with 34 seconds remaining.

While the game was a fierce contest from the first bounce, the players of both clubs are to be commended for the spirit in which the match was played. No incident from the Grand

Final was referred to the Match Review Panel and no action was required by the panel after their post-game review of the match.

Congratulations to Swans Chairman Richard Colless, Chief Executive Officer Andrew Ireland, Senior Coach John Longmire, General Manager, Football Dean Moore, the players, board and staff for delivering a second premiership to Sydney and providing the perfect end to a year in which the club celebrated the 30th anniversary of its move from South Melbourne.

The club has been a remarkably consistent performer, reaching the finals in 14 of the past 17 seasons and contesting three Grand Finals which have been determined by a total of 15 points.

Richard Colless is the AFL's longest-serving club chairman and since he became involved with the Swans, they have become the single largest sporting club in Sydney based on the number of members, attendances per game, national TV audiences and revenue.

I would also like to congratulate Hawthorn President Andrew Newbold, Chief Executive Officer Stuart Fox, Senior Coach Alastair Clarkson, General Manager, Football Operations Mark Evans, the players, board and staff for the continued success of the club.

With more than 60,000 members, Hawthorn has established itself as one of the competition's strongest clubs on and off the field and has contested five of the past six Toyota AFL Finals Series, winning the 2008 premiership and reaching the preliminary final in 2011.



DRESSED FOR BATTLE:
Young Hawthorn and Sydney Swans fans struggled to contain their excitement as they prepared for the biggest game of the year.

BODY ON THE LINE: Daniel Hannebery typifies the Swans' resolve as he takes a courageous mark in the first quarter of the 2012 Grand Final.



Major outcomes – AFL competition

Public support for the 18 AFL clubs in particular and the game in general is something we never take for granted.

We remain committed to maximising attendances at all AFL matches and the average attendance per game during the 2012 Toyota AFL Premiership Season of 31,509 kept the AFL competition in the top four professional sporting competitions in the world based on average attendance per game.

The top three are America's NFL (an average of 67,591 per game), Bundesliga soccer in Germany (45,116 per game) and Premier League soccer in England (34,602 per game).

The average attendance per AFL match in 2012 was down on the 2011 level of 34,893 per game, largely as a result of bringing two new clubs into the competition, the Gold Coast Suns in 2011 and the Greater Western Sydney Giants in 2012.

Our two new clubs played in 20 per cent of AFL matches and we also played premiership season games in smaller capacity venues in Cairns, Canberra, Darwin, Launceston and Hobart, consistent with our objective of giving as many people as possible the opportunity to attend an AFL game.

In addition, the redevelopment of the SCG and Simonds Stadium at Geelong reduced the capacity of those two venues further impacting crowds.

Total attendance for the Toyota AFL Premiership Season was 6.23 million, which is almost double the next best drawing competition in Australia and each AFL club is to be commended for the role they play in generating such levels of support.

Other key outcomes for the AFL competition in 2012 included:

→ Club membership – AFL clubs attracted a record 707,000 members, the 12th successive season that clubs have established such a record. One in 30 Australians is now a member of an AFL club.

→ Grand Final ticketing – a new plan for the Toyota AFL Grand Final increased the number of tickets available to members of the competing clubs to a record 30,000. Including AFL members who nominate one of the competing clubs as the club they support, 40,000 club members could buy a ticket to the Grand Final.

→ Television audiences – an average gross national weekly audience of 4.781 million people watched the premiership season on the Seven Network and Fox Sports, maintaining the AFL's position as the most watched sports competition in Australia.

- Total AFL television audiences increased 12 per cent on 2011 with cumulative audiences up in every market compared to 2012.

- Including the Toyota AFL Finals Series, a total of 45 AFL matches averaged a national audience of more than one million viewers in 2012, compared to 17 such matches in 2011.

- The Toyota AFL Grand Final continued to be the most watched annual sporting event held in Australia with an average national audience of 4.08 million and a peak audience of 5.08 million meaning that 82 per cent of all televisions in use at that time were tuned into the Grand Final.
 - It was the highest-rating Grand Final since the 2006 Grand Final between the West Coast Eagles and Sydney Swans.
 - The Fox Footy Channel was the most watched channel on Foxtel in 2012.
- Digital media – the acceptance of AFL Media as the content provider for the AFL and AFL club websites and other applications was received very positively by supporters and members as highlighted by the following outcomes:
- 6.5 million monthly visitors across all AFL and club digital media platforms.
 - 1 million weekly video streams.
 - 1.3 million app downloads.
 - A social media community of 640,000.

100 million spectators

A unique milestone for the competition was reached in 2012 when we celebrated the fact that 100 million spectators have attended VFL/AFL matches at the MCG since 1897 when the VFL was established.

In 1990, the name of the competition changed to AFL.

The milestone was celebrated during the round nine match between Richmond and Hawthorn when four supporters were selected from the crowd for an opportunity to win major prizes as a way of acknowledging fans who have attended matches at the MCG during the past 115 years.

The major prize in the promotion was a Toyota Camry Hybrid HL provided by our Premier Partner Toyota.

The other three finalists each received two 10-year AFL memberships.

Recognition of the MCG milestone was the result of research undertaken by AFL historian Col Hutchinson into attendances since 1897, which indicated that 99 million supporters had attended matches at the MCG before the 2012 season.

The MCG has a unique place in our history as the first recorded game of Australian Football was played in 1858 in Yarra Park in which the MCG is located.

In 2012, 2.7 million people attended Toyota AFL Premiership Season and Toyota AFL Finals Series matches at the MCG.

Competition expansion

The work which began in 2005 to identify the future structure of the AFL competition was realised in 2012 with the debut season of the Greater Western Sydney Giants.

Following the entry of the Gold Coast Suns in 2011, the Giants' first season meant that for the first time the AFL competition consisted of 18 clubs and nine matches per round.

Expansion of the AFL competition was a generational decision taken by the AFL Commission in conjunction with AFL clubs after identifying south-east Queensland and Greater Western Sydney as priority growth regions.

The AFL Commission understands that establishing two new clubs is one of the most significant decisions it has taken and will be judged during the next 10-20 years, perhaps longer.

With one team in New South Wales and Queensland before expansion, we were in no doubt that the game was under represented in both states at a time when other codes had 25 teams in both regions and were planning to further expand.

New South Wales and Queensland account for 54 per cent of Australia's population.

Western Sydney has a population of two million which is expected to reach three million by 2036 and by 2051, the population of Western Sydney is forecast to be four million out of a total Sydney population of seven million. One in 11 Australians currently live in the region.

Of the 4.6 million people currently living in Queensland, more than three million are located in south-east Queensland with the populations of Brisbane and Gold Coast accounting for 90 per cent of the total.

More than 480,000 residents currently live in the Gold Coast region and the population is expected to exceed 750,000 by 2021.

During the next 10-15 years, more than four million people are expected to live in south-east Queensland, second only to the population of Sydney.

From 2010-16, the AFL will invest more than \$200 million to establish the Suns and Giants including contributions to the development of their respective home game venues.

In 2012, the Suns had more than 11,000 members with average crowds per home game of more than 13,000 and, in their first two seasons, have broken even financially.

The Giants attracted more than 11,000 members in their first season, opened Skoda Stadium at the RAS Showgrounds, Sydney Olympic Park as their primary home game venue and secured a permanent training and administration base also at Sydney Olympic Park.

The Giants reported a loss of \$1.9 million for 2012, which is within the financial package approved by the AFL Commission for the club's establishment.

The club re-signed Kevin Sheedy as Senior Coach for 2013 and appointed Leon Cameron as Senior Assistant Coach for 2013 and Senior Coach from 2014.

Leon had a distinguished playing career with the Western Bulldogs and Richmond and joined the Giants from Hawthorn where he had been an assistant coach to Alastair Clarkson.

The Suns reappointed Guy McKenna as Senior Coach during 2012 and increased their investment in football to develop the club's young group of players.

Game development

Through AFL-managed programs and grants to state and territory bodies, the AFL invested more than \$45 million in national and international development in 2012, which saw total participation in the game in Australia increase by 6.8 per cent on 2011 to a total of more than 844,000, with another 120,000 people playing Australia's game in other countries around the world.

Included in this total are more than 184,000 participants in NAB AFL Auskick and more than 136,000 female participants at various levels of the game.

“During the next 10-15 years, more than four million people are expected to live in south-east Queensland, second only to the population of Sydney.”

BREAKING NEW GROUND: Lin Jong, the first AFL player of Taiwanese descent, gives off a handball against Geelong.



This investment supports a game development network consisting of:

- 94 regions in Australia.
- Some 2624 clubs field 12,922 teams in 272 leagues throughout Australia.
- 2600 NAB AFL Auskick centres.
- More than 18,000 school-based teams.
- 53 countries with an Australian Football presence, including 27 with leagues and annual fixtures contested by 273 clubs.
- The countries with the highest level of participation include:
 - New Zealand, 46,992 participants.
 - Papua New Guinea, 32,848.
 - South Africa, 19,636.
 - Tonga, 4952.

While the extent of our game development programs is outlined in detail from page 76 of this report, nurturing the game at all levels outside the AFL competition in partnership with the various states and territories remains a fundamental objective of the AFL Commission as the game itself is built on a community foundation.

“Israel made an important contribution to the establishment of the Giants and the promotion of Australia’s game in New South Wales, Queensland and the Pacific region.”

All this is made possible by the more than 150,000 volunteers who continue to make an outstanding contribution to the game in a range of roles with community clubs, Auskick centres, and umpiring in Australia and overseas.

Israel Folau

In November 2012, Israel Folau advised the Greater Western Sydney Giants and the AFL that he no longer wanted to pursue an AFL career and wanted to join rugby union or return to rugby league.

While we were disappointed to learn of his decision, Israel made an important contribution to the establishment of the Giants and the promotion of Australia’s game in New South Wales, Queensland and the Pacific region after joining the Giants in 2010.

He was a first-class ambassador for our game during his time with the Giants but we respect his decision to pursue an alternative career and wish him every success in the future.

Indigenous programs

The announcement by the Federal Government, Northern Territory Government and AFL Northern Territory in July 2012 that the Michael Long NT Thunder Learning and Leadership Centre would be built at TIO Stadium in Darwin at a cost of \$15 million will add a new dimension to AFL programs in the region.

The Federal Government will invest \$11 million in the project – \$7.5 million through the second round of the Regional Development Australia Fund and \$3.5 million through the Aboriginal Benefit Account – which distributes royalties from mining on Aboriginal land.

The Northern Territory Government will contribute \$2.5 million to the centre while we have invested \$1.5 million in the project which will provide facilities including:

- Gymnasium.
- Swimming pool and recovery facilities.
- Lecture theatres and classrooms.
- Accommodation for 70.

It is also appropriate recognition of the contribution to the game by former Essendon premiership player, Norm Smith Medallist and Australian Football Hall of Fame member Michael Long, who was also the driving force behind the establishment of the AFL’s racial and religious vilification policy in 1995 after he was racially abused during the Anzac Day game against Collingwood.

He worked closely with AFL Northern Territory General Manager Tony Frawley to make the new centre a reality.

We are keen to partner with government to see similar centres built in other key regions of Australia as an extension of the AFL’s Indigenous programs.

Mirror test

At various times in 2012, there was public debate and comment about the recruiting and retention of Indigenous players by AFL clubs.

Some of the commentary was ill-informed as the following statistics from the past five years indicates:

- Average of seven Indigenous players delisted per year.
- Delisted Indigenous players averaged 99 games and seven seasons compared with an overall average of 110 games and seven seasons for all players.
- Of the 36 Indigenous players delisted in the past five years, 15 played 100 games or more and of those, eight have played 200 games or more.

BEST OF BETTS:
Eddie Betts flies high for
this mark against the
Brisbane Lions in round
two at the Gabba.



- If rookies are included, Indigenous players averaged a playing career longer than that of the average player.
- Five Indigenous players were selected by AFL clubs during the 2012 NAB AFL National Draft while another four Indigenous players were selected by AFL clubs during the trade period as part of the list establishment rules for the GWS Giants. Jack Martin was selected as a 17-year-old access selection by the Gold Coast Suns, after a trade with the Giants, while three players from the NT were traded to other clubs by the Giants. On average, 9-10 Indigenous players are selected in the National Draft.

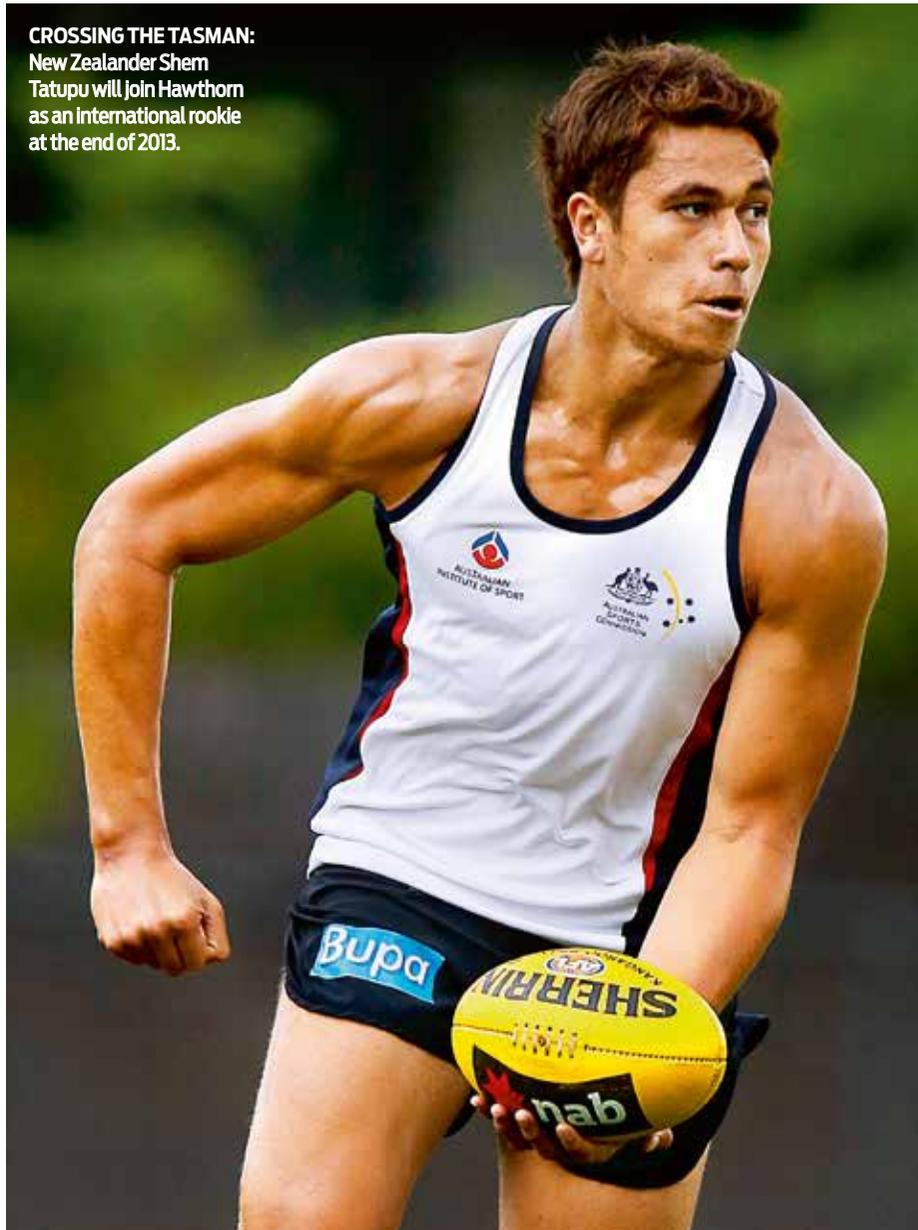
Given that we have about 800 AFL-listed players in a country with a population of more than 20 million people, it is obviously a challenge for anyone to be drafted by an AFL club and then develop a successful career at the highest level of our game.

We will continue to promote diversity in our game to ensure it passes the "mirror test" – in other words, when you look at an AFL match, do the players reflect the make-up of the broader community?

In 2012, five important milestones which reflect the growing reach of our game were achieved.

- Lin Jong became the first player of Taiwanese descent to play in the AFL when he made his debut in August for the Western Bulldogs against Richmond. He was rookie-listed by the Bulldogs after being recruited from Oakleigh Chargers in the TAC Cup.
- Majak Daw became the first player of Sudanese descent to be named on the primary list of an AFL club when he was elevated from the rookie list by North Melbourne FC in October.
- Mike Pyke became the first Canadian-born player to be a member of an AFL premiership team as a ruckman for 2012 premiers the Sydney Swans. Pyke represented Canada in the rugby union World Cup and was selected by the Swans as a rookie in 2009.
- Hawthorn FC agreed to rookie-list New Zealander Shem Tatupu as an international rookie at the end of 2013. He played Australian Football in New Zealand in his early teens and has also excelled at rugby union and rugby league before deciding to pursue a professional AFL career with Hawthorn. He joins another New Zealander, Kurt Heatherley, who was signed by Hawthorn to an international scholarship in 2009 and is on the club's rookie list for 2013.

CROSSING THE TASMAN:
New Zealander Shem Tatupu will join Hawthorn as an international rookie at the end of 2013.



- Eric Wallace, a college basketballer from America, was rookie listed by North Melbourne FC after participating in the NAB AFL Draft Combine in October 2012.

As we do with all areas of our organisation, we will consider how we can improve our current programs to further build the diversity in our game, including developing opportunities for Indigenous Australians to become coaches and senior administrators in the AFL system.

Executive changes

Since being appointed Chief Executive Officer by the AFL Commission in September 2003, I have been fortunate to work with a talented executive team which has gone through a period of significant change during the past 12 months.

Gillon McLachlan

In December 2012, we announced the appointment of Gillon McLachlan to the new role of Deputy Chief Executive Officer as part of a realigned executive structure for the AFL.

Gillon has been our Chief Operating Officer since 2008, with major responsibilities including broadcasting, stadium infrastructure, venue agreements, fixturing and digital media, which in 2012 included the very successful establishment of AFL Media.

He joined the AFL in May 2000 as a strategic planner and was appointed General Manager Commercial Operations in November 2003 before assuming additional responsibilities for broadcasting and major projects in 2006.

He was promoted to the position of Chief Operating Officer in 2008 with responsibility

for AFL broadcasting and digital media, fixturing, venue agreements and stadia infrastructure, with recent major projects including the completion of Metricon Stadium and Skoda Stadium as home game venues for the Gold Coast Suns and Greater Western Sydney Giants respectively and redevelopment of the Great Southern Stand at the MCG.

Gillon also chairs the joint football working group which includes representatives from the Fremantle and West Coast Eagles football clubs and the Western Australian Football Commission, working with the Western Australian Government on the development of a new stadium which will be built on the Burswood Peninsula in Perth as the future home ground of the two WA-based AFL clubs from 2018.

David Matthews

In November 2011, our General Manager, National and International Development, David Matthews, was appointed Chief Executive Officer of the Greater Western Sydney Giants for an initial 12 months.

After guiding the club through its first season in the AFL competition, David was appointed in October 2012 by the club as Chief Executive Officer for the next three years. He joined the AFL in 1998 after previously working with the Geelong Football League and the Victorian Country Football League.

He was NAB AFL Auskick participation manager for five years before being appointed to the AFL executive as General Manager of Game Development in 2004.

In 2008, he was appointed as AFL General Manager National and International Development and transferred in that role to be based in Sydney in 2010.

Andrew Dillon

Following David's appointment by the Giants, our General Manager, Legal and Business Affairs, Andrew Dillon, was appointed General Manager, National and International Development and General Counsel.

Andrew joined the AFL in August 2000 as Legal Counsel and was appointed General Manager – Legal and Business Affairs in July 2004.

He has a Bachelor of Commerce and a Bachelor of Laws from the University of Melbourne and a post-graduate diploma in Applied Finance and Investment from the Securities Institute of Australia.

TRAGIC LOSS:
John McCarthy's death in Las Vegas was mourned by family, friends and teammates.



Passing of John McCarthy

→ On September 10, 2012, everyone associated with the AFL competition was shocked to learn of the death of Port Adelaide FC player John McCarthy in Las Vegas while travelling with 10 teammates.

I would like to sincerely thank all AFL clubs for the support they provided to John's family, his partner Dani Smarrelli and friends.

John played 18 games for Collingwood after being drafted in 2007, before joining Port Adelaide in 2012 when he played 21 games in his debut season.

The support from Port Adelaide and Collingwood in particular was exceptional and I would like to commend the board, staff and players from both clubs for the support they provided to the McCarthy family.

Both clubs greatly assisted various members of our staff with the organisation of the service at Sorrento in Victoria to celebrate John McCarthy's life.

I also wish to acknowledge the role of Port Adelaide's General Manager Football Operations, Peter Rohde, in travelling to Las Vegas to assist local police and other Port Adelaide players with arrangements for their return to Australia.

Several players from the Western Bulldogs who were in Las Vegas at the time supported the Port Adelaide group while

Port Adelaide and the AFL received great assistance from Bulldogs runner Stuart Bailey, who was travelling with the Bulldogs.

It would be remiss of me if I also did not recognise the behind-the-scenes support from two of our valuable partners, the Seven Network and Virgin Australia following John's passing.

Through Lewis Martin, Managing Director of Seven Melbourne, the Seven Network broadcast the service to the Port Adelaide FC and to Collingwood FC so that supporters at Port Adelaide and staff at Collingwood who could not attend the service were able to watch it through Seven's broadcast. By arrangement with the McCarthy family, Seven also provided coverage of the service to other broadcasters.

Virgin Australia via Chief Executive Officer and Managing Director John Borghetti provided the Port Adelaide players who were in Las Vegas with first class service and care on their return journey to Adelaide.

This support included the ground crew in America, flight crew from Los Angeles to Sydney as well as from Sydney to Adelaide and the ground crew in Adelaide upon their arrival home.

Additional support was provided to the McCarthy family and Port Adelaide by the Australian Federal Police, Victoria Police and Department of Foreign Affairs.

GOLDEN MOMENT:
Gold Coast Suns players
celebrate after Karmichael
Hunt's goal after the siren
sealed a thrilling win over
Richmond in round 16 at
Cazalys Stadium in Cairns.



“The changes have given us an opportunity to review our structure to meet the current and future needs of the AFL.”

Simon Lethlean

In October 2012, we confirmed the appointment of Simon Lethlean as our General Manager – Broadcasting, Scheduling and Legal Affairs.

Simon has developed in our organisation with current key responsibilities including managing our relationships with the AFL's major broadcast partners, the development of the fixture each year and as a senior member of our legal team dealing with various major partners and other legal work.

Simon has a Bachelor of Commerce and Bachelor of Laws from Monash University and a post-graduate diploma in Sports Law from the University of Melbourne and joined the AFL in 2004 as Manager – Legal and Business Affairs. In 2008, he was given additional responsibilities in areas of broadcasting and scheduling.

Christina Ogg

After four years as General Manager, Human Resources, Christina Ogg resigned in October 2012 to spend more time with her family, in particular her young son Thomas.

Christina played an important role in our organisation by developing and implementing a series of policies and programs to develop people not just within our organisation but in AFL clubs and state and territory bodies.

Our Manager, Cultural Strategy and Education, Sue Clark, was appointed Acting General Manager Human Resources following Christina's resignation.

Andrew Catterall

In November 2012, General Manager, Strategy and Marketing Andrew Catterall completed a three-year agreement with the AFL which he decided not to renew.

It completed eight years' service to the AFL, including five years as a member of our executive team, during which time he was heavily involved in a number of our key strategies, including:

- Successive five-year strategies and investment plans for the industry.
- Expansion of the competition, including the establishment of the Gold Coast Suns and Greater Western Sydney Giants along with AFL matches being played in Darwin, Cairns and Hobart, and the

NAB AFL National Drafts and Toyota AFL Premiership Season Launches held on the Gold Coast and in Sydney.

- Supporting the 2007-11 and 2012-16 broadcast rights negotiations and the establishment of AFL Media.
- The establishment of AFL club support and the club future fund investment model and delivery of membership shared services.
- Major infrastructure projects including Adelaide Oval, Metricon Stadium and the upcoming Burswood Stadium.

Our Manager, Club Services, Sam Graham, was appointed Acting General Manager, Strategy and Club Support following Andrew Catterall's resignation.

Adrian Anderson

General Manager, Football Operations, Adrian Anderson advised the AFL Commission in December 2012 that, after nine years in the role, it was time to look for new challenges and opportunities in his professional life and resigned from the AFL.

Following his appointment in February 2004, Adrian made a substantial contribution to the AFL competition in particular and the game in general across various areas of football operations, including:

- Completing a major review of the AFL Tribunal in 2005 and implementing a number of major reforms including the establishment of the Match Review Panel.
- In conjunction with the AFL Players' Association, developing and implementing an Illicit Drugs Policy in 2005 providing out of competition testing of AFL players for illicit substances based on a medical and player welfare model.
- Chairing the Laws of the Game Committee.
- Improving safety for players with major rule changes relating to ruck contests at centre bounces in 2005 to reduce the incidence of PCL knee injuries and in 2007, the introduction of rules designed to protect players from serious head and neck injuries, as well as introducing new policies and promoting a leading approach to concussion research and management.
- Establishing the AFL's first integrity department with responsibility for policies

and procedures to monitor trends in various forms of betting on the game, monitoring and investigating the off field behaviour of players and officials, and investigating breaches of the AFL's total player payment and draft rules.

Gillon McLachlan was appointed Acting General Manager, Football Operations until a replacement for Adrian Anderson is appointed in 2013.

Rod Austin

After 21 years' service to the AFL in a variety of roles, Rod Austin resigned as our Football Operations Manager in November 2012.

He joined the AFL in 1991 as National Director of Coaching to replace David Parkin, who returned to Carlton as senior coach. Rod played a major role in setting up the TAC Cup with Ken Gannon, Kevin Sheehan and other staff when metropolitan zoning was scrapped after 75 years.

He coached Vic Metro in the national under-18 championships and Victoria for four years at State of Origin level before being appointed as Football Operations Manager in 1996.

Since then, Rod contributed to various initiatives and policies, including the Anti-Doping Code, Illicit Drugs Policy and establishment of the AIS AFL Academy.

Rod played 220 games for Carlton from 1972-85 and was a member of Carlton's 1979 premiership team but was unfortunate to miss the club's back-to-back premierships in 1981 and 1982 due to injury.

After his playing days were over, Rod joined the match committee at the Western Bulldogs and later coached the Bulldogs reserves, including the 1988 reserves premiership.

In 1989, he was appointed senior coach of Fitzroy, a position he held until the end of 1990 before joining the AFL.

While we were disappointed to see senior people leave the organisation, the changes have given us an opportunity to review our structure to meet the current and future needs of the AFL while providing opportunities for other people from either within or outside our organisation to accept new challenges. These changes will be implemented in 2013.

I would like to thank all AFL staff for their continued commitment to the game and positive contribution to what was an important year in the continued evolution of the AFL competition in particular and, by extension, the game itself.

INSPIRATIONAL FIGURE:

Jim Stynes was a true leader on and off the field who lived a remarkable life and left a lasting legacy.





DESERVING WINNER:
Brian Stynes presents
Richmond's Daniel
Jackson with the inaugural
Jim Stynes Community
Leadership Award.

Jim Stynes

If I have an enduring image of Jim Stynes' extraordinary life, it was at the MCG on a rainy Friday night in May 2011.

Melbourne was playing Carlton to raise money for the Olivia Newton-John Cancer and Wellness Centre. Before the match, Olivia took to the stage to perform some of her hit songs.

But the best was kept until last when Jim joined her on stage to perform a duet of *You're The One That I Want* from the smash movie *Grease*.

Wearing his Melbourne beanie with a set of Demon horns on top, Jim belted out the song with gusto, albeit somewhat out of tune.

It didn't matter that Jim was in the final months of his life. It didn't matter that he'd been in hospital just a few days earlier for brain surgery.

He didn't care how he looked or sounded. He was determined to do whatever it took for an important cause. If his time on this earth was limited, Jim was going to make the most of it.

The crowd loved it. But they also appreciated it for what it was. Jim putting himself out there to help others and having fun while he still could. This was a moment to remember.

Australian Football has produced many inspiring stories over the past 150 years. But Jim Stynes may yet prove to be its most remarkable.

Recruited by Ron Barassi as part of the so-called Irish experiment in the 1980s, Jim was given little chance of making it. He spent a year playing with Prahran unravelling the mysteries of the game, including the difference between the goal and the point post.

But Jim not only made it, he went on to become one of Melbourne's greatest-ever players.

Who could forget those wonderful images of Jim and his father Brian embracing each other after he won the 1991 Brownlow Medal?

Despite suffering injuries that would have sidelined most players, Jim played a record 244 consecutive matches. His courage and durability was matched only by his raw athleticism and his will to win.

His career spanned 264 games, a Brownlow Medal, four best and fairest awards and he represented Victoria, Australia and his native Ireland. He was a member of the Melbourne Team of the Century and the Australian Football Hall of Fame. The Irish experiment had become Australia's most successful sporting experiment.

But Jim Stynes was more than just a gifted footballer. Through the Reach Foundation, he touched the lives of thousands of young Australians, many of whom are where they are today because of Jim's influence.

To this end, Jim was a true leader. Those leadership skills were again on show when he returned to help his beloved Demons in their hour of need.

He immediately pulled the club together and the Demons set about wiping off their crippling debt and kick-starting their climb back up the ladder. More importantly, he gave them purpose. And he gave them a story.

Even when he announced he was suffering a life-threatening illness, Jim didn't stop. Showing the same dogged determination that typified his playing days, Jim simply dug deeper and gave more.

Jim was a fighter. Despite numerous operations and gruelling treatments, he never complained or lost hope. And he continued to put others ahead of himself.

He was also a devoted husband to Sam and father to Matisse and Tiernan. They

have lost Jim all too soon and our hearts go out to them.

They, like all of us, will miss him. But they can also grow up proud of his legacy and take inspiration from his remarkable life.

I've never believed that footballers should necessarily be considered role models. But if I wanted my children to model themselves on someone in our game, it would be Jim Stynes.

Jim Stynes Community Leadership Award

Richmond midfielder Daniel Jackson was awarded the inaugural Jim Stynes Community Leadership Award established by the AFL and the Reach Foundation in honour of the former Melbourne Football Club President and champion player.

The award commemorates Jim Stynes' tireless service and leadership across the community and will be presented annually to the AFL player who demonstrates the values of Stynes in his commitment to helping others.

Inaugural winner Daniel Jackson was presented the award by Brian Stynes, brother of Jim, at the 2012 Brownlow Medal Ceremony.

Daniel has dedicated much of his spare time to his passion towards helping Australia's youth through his involvement in a number of community organisations.

In 2012, he was appointed to the national board of the not-for-profit Big Brothers Big Sisters, an internationally renowned youth mentoring organisation.

As an ambassador for Headspace, Australia's National Youth Mental Health Foundation, Daniel supports awareness campaigns around anti-bullying and diversity.

He presented to thousands of secondary school students during the year, discussing mental health issues and strategies to avoid violent clashes on behalf of En Masse and Step Back Think.

Daniel received \$20,000 from the AFL to be donated to the charity or community program of his choice.

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

Andrew Demetriou
Chief Executive Officer

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Broadcasting, Scheduling & Infrastructure

Gillon McLachlan Deputy Chief Executive Officer

Simon Lethlean General Manager – Broadcasting, Scheduling & Legal Affairs

Supporter-friendly broadcast arrangements, digital media advances and world-class facilities are resulting in increased engagement with AFL fans.

AFL supporters are increasingly looking for more convenient ways to watch and interact with the game they love and our focus this year has been on meeting those expectations. The department has overseen the first year of new television, radio, print and digital media rights across multiple platforms, the successful launch of AFL Media and the continuing enhancement of stadium infrastructure across Australia to improve the fan experience at games.

In addition, the department has concentrated on:

- Implementing a new 18-team format for the NAB Cup pre-season competition and new broadcast arrangements for the 2012 Toyota AFL Premiership Season.
- Developing fixtures for the 2013 NAB Cup and 2013 Toyota AFL Premiership Season and balancing the requests and expectations of multiple stakeholders.

- Servicing television broadcast partners, the Seven Network, Foxtel and Fox Sports.
- Servicing radio rights partners, international television partners and newspaper partner News Limited.

Year One – TV and digital media rights

In the first year of the new broadcast rights agreements with the Seven Network, Foxtel, Fox Sports and Telstra, fans around Australia had unprecedented access to live coverage of AFL matches across more platforms than ever before.

Highlights of this enhanced coverage included:

- Live Friday night football on the Seven Network in Victoria, New South Wales, Queensland, the ACT, Northern Territory and Tasmania.



**STANDOUT
PERFORMER:**

Essendon captain Jobe Watson's stellar season was recognised by his win in the Brownlow Medal. He became the first Bomber to win the medal in 16 years.

FRIDAY NIGHT SPECIAL: Fremantle speedster Stephen Hill evades St Kilda's Brendon Goddard in their round four encounter at Etihad Stadium, which drew a massive television audience of more than 1.3 million viewers.



- Four games in every round live on the Seven Network (7Mate) in New South Wales, ACT and Queensland.
- Live or near-live Friday night football on the Seven Network in South Australia and a reduced delay into Western Australia.
- Every game every week live on Fox Sports/FOX FOOTY on Foxtel and live on IPTV.
- Every game, every week live on Telstra mobile and T-Box.

In addition, all finals matches were broadcast live nationally on the Seven Network and all finals excluding the Toyota AFL Grand Final were broadcast live by Fox Sports/FOX FOOTY on Foxtel.

Significant work and coordination was required to cater for the introduction of a new team, the Greater Western Sydney Giants, a new match time slot (Saturday

twilight) and the new rights arrangements for television, radio, internet, the mobile network and IPTV coverage.

As part of our commitment to give fans across the country what they want, under the new rights agreements, New South Wales and the ACT, Queensland, South Australia and Western Australia each had all 42 matches involving their home state teams broadcast on both free-to-air and subscription television across the weekend.

In New South Wales, the ACT and Queensland, in addition to coverage on the Seven Network multi-channel (7Mate), no matches were lost to black spots on Saturdays or Sundays as had been the case in previous years, with all matches broadcast live on Fox Sports/FOX FOOTY on Foxtel.

Television in 2012

The 2012 Toyota AFL Premiership Season continued to draw strong audiences on free-to-air television and the new rights agreement resulted in a significant increase in viewers watching AFL matches on subscription television.

The average gross national audience per round of the Premiership Season (across free-to-air and subscription television) was 4.781 million.

Free-to-air television audiences held steady across the season, while viewership on subscription television increased its share of overall AFL audiences from 18 per cent to 33 per cent, helping to make Fox FOOTY in 2012 the No. 1 rating channel on subscription television.

National audiences for Friday night football increased 29 per cent on 2011 during the home and away season and for the first time every Friday night match averaged more than one

million viewers. The highest in the home and away season was the round three clash between Carlton and Collingwood, which attracted 1.522 million viewers nationally.

Including the Finals Series, a total of 45 AFL matches averaged a national audience of more than one million viewers in 2012 – more than double the 17 matches that attracted over one million viewers in 2011.

Total AFL television audiences grew 12 per cent on 2011, with cumulative audiences in all markets up year on year. The largest growth for any market was in Sydney, where viewership grew by 33 per cent, spurred by the debut season of the GWS Giants and a strong performance all year from the eventual premiership team, the Sydney Swans. The most watched match of the home and away season was again the Anzac Day clash between Collingwood and Essendon, which attracted 1.736 million viewers nationally across free-to-air and subscription television. The game was the highest rating home and away match since OZTAM ratings were introduced in 2001.

The 10 most-watched matches of the 2012 Toyota AFL Premiership Season were:

- Collingwood vs. Essendon, Anzac Day, round five, 1.736 million.
- Carlton vs. Collingwood, round three, 1.522 million.
- Collingwood vs. Geelong Cats, round eight, 1.509 million.
- St Kilda vs. Richmond, round 10, 1.478 million.
- Hawthorn vs. Collingwood, round one, 1.412 million.
- Collingwood vs. Carlton, round 15, 1.333 million.
- St Kilda vs. Fremantle, round four, 1.312 million.
- Geelong Cats vs. Essendon, round 17, 1.309 million.
- Fremantle vs. Carlton, round five, 1.305 million.
- Richmond vs. Carlton, round one, 1.290 million.

The Toyota AFL Grand Final was the most-watched annual sporting event in Australia for the year. The national average audience of 4,080,608 in metropolitan and regional Australia for the Seven Network's telecast of the 2012 season finale was 15 per cent up on the 2011 Grand Final.

It was the highest rating Grand Final since 2006. The audience peaked at 5.08 million in the latter stages of the match, representing an 82 per cent national audience share.

“The Toyota AFL Grand Final was the most-watched annual sporting event in Australia for the year. It was the highest rating Grand Final since 2006.”

Overall, the Toyota AFL Finals Series audiences were up 22 per cent on 2011, with the cumulative national audience for the four rounds of the Finals Series being 18.1 million.

Fox Sports/FOX FOOTY

With every game every week broadcast live on Fox Sports/FOX FOOTY on Foxtel, fans had access to the entire season as it played out, a weekly suite of AFL magazine programs such as *On The Couch*, *AFL 360*, *AFL Insider*, *AFL League Teams*, *Open Mike* and *After The Bounce*, as well as coverage of important AFL events such as the Toyota AFL Premiership Season Launch, the Hall of Fame ceremony, the NAB AFL Rising Star presentation, the Four'N Twenty AFL All-Australian team announcement, the Toyota AFL Grand Final Parade and the NAB AFL Draft.

The FOX FOOTY telecast of the preliminary final between the Sydney Swans and Collingwood averaged 503,000 viewers nationally, making it the highest-ever rating AFL match on the platform. FOX FOOTY was ranked the No. 1 channel on Foxtel in 2012.

International TV Rights

With a commitment to broadening viewer access to our code around the world, 2012 brought international fans closer to the game

than ever before with increased coverage of Premiership Season matches, Finals Series matches and the Grand Final.

With eight incumbent rights holders renewing in ESPN, Australia Network, Orbit Showtime Network, Eurosport, Viva Sports, MHz Networks, Sky New Zealand and Over the Line Sports Media and one new partner in FOX Soccer Plus (USA), AFL matches were broadcast in 250 countries and territories worldwide.

Highlights of the enhanced coverage included:

- Two live Premiership Season matches, all Finals Series matches and the Grand Final Live into the US and Caribbean on FOX Soccer Plus.
- Two live and one delayed Premiership Season matches, all Finals Series matches live or delayed and the Grand Final live on ESPN into the UK and Ireland.
- Four live Premiership Season matches and all Finals Series and the Grand Final live on Orbit Showtime Network into the Middle East.

For the first time in the code's history, digital media partner LIVEAFL.tv broadcast every match of every round live, ensuring international AFL fans had the greatest possible access to our code across all media platforms.

Broadcast & Media Partners



International viewers were also given access to 27 episodes of *Toyota Australia Football International 2012*, the AFL's own weekly highlights show. The program format was more entertaining than ever before, looking at the broad spectrum of AFL news and match highlights from every round of the season.

Radio in 2012

The new radio broadcast agreements for 2012-16 resulted in more AFL matches being broadcast nationally, including regional areas, than ever before. The AFL's radio partners in metropolitan areas are 3AW, Triple M, ABC Radio, SEN, FIVEaa and 6PR. Regional audiences are catered for by ABC Radio as well as K-Rock (Geelong), Gold FM (Gold Coast), Crocmedia, Southern Cross Media and the National Indigenous Radio Service (NIRS).

In Victoria, nine matches per round during the Toyota AFL Premiership Season and all matches in the Toyota AFL Finals Series are broadcast on radio. Every match featuring an AFL Club from Western Australia, South Australia, Queensland and New South Wales were broadcast into their respective home states. All Toyota AFL Finals Series games (including the Toyota AFL Grand Final) were broadcast nationally.

On average, 1.226 million people listened to AFL matches during the radio survey periods 4-6 in 2012 (these are the three survey periods that fall during the six months of the season).

And in another sign of the changing media landscape, the app/web stream for AFL radio broadcast rights holders via the popular AFL app averaged 160,193 listeners per round of the Premiership Season and an average 97,513 listeners for the Finals Series. Another 38,544 average listeners tuned into web streams on the AFL Website per round of the Premiership Season.

“The new division enabled the AFL and the 18 clubs to be at the forefront of the rapidly evolving digital media landscape in which content is being consumed across more platforms.”



BROAD APPEAL: AFL Media's digital flagship, *AFL.com.au*, enjoyed spectacular growth in 2012, providing compelling content for fans hungry for information, analysis and vision.

AFL Media

In season 2012, the AFL completed the establishment of its own media and production division to analyse and report on the game, and deliver professional media services.

This was the culmination of a process to consolidate various businesses and portfolios, including AFL Films, AFL Photography and AFL Publishing, under the one integrated business unit within the AFL.

And while the move raised eyebrows among traditional media outlets, AFL Media's news, video and custom publishing functions quickly gained traction with a football public hungry for compelling information, analysis and vision.

In addition, the new division enabled the AFL and the 18 clubs to be at the forefront of the rapidly evolving digital media landscape in which content is being consumed across more platforms and on more devices as technological capability and capacity increases. By moving early, the AFL and our clubs are well positioned to interact directly with members and supporters on the platforms they want to use.

Under an agreement with Telstra, from this year AFL Media has been responsible for the provision of all content, design and production on the AFL Telstra Network, including the websites of the AFL and the 18 clubs.

By creating a range of new editorial and video products and promising a fearless approach to news, AFL Media's digital flagship, *AFL.com.au*, enjoyed spectacular growth throughout the season.

By mid-season, the site had recorded more than one billion page views – an 84 per cent increase on the previous year. In addition, the demand for video content continued to far exceed expectations: a 17 per cent increase in video streams was set as a stretch target but, thanks to a range of new products and the nimble use of match-day highlights, streams leapt by more than 100 per cent year-on-year.

Social media is also continuing to grow in importance in the digital media space as both a way to interact with fans and a referral point to drive traffic to the AFL network. For instance, on the AFL Facebook page, followers and 'likes' are up over 650,000 with more than five million referrals to the network from our Facebook audience alone.

Working with partner Telstra, AFL Media launched a series of smartphone apps for both the AFL and each club. The apps carried the best of news and features on the AFL and club websites and for Telstra customers allowed every game to be streamed live to handsets and mobile tablet devices for the first time. The public response was extraordinary and as of September, the AFL and club apps had been downloaded more than 1.3 million times and



had recorded a 4.5/5 star average in the iTunes app store. By the end of the season, match-day traffic to the app had equalled that of the desktop – a clear pointer to the future.

The *AFL Record* continued to perform solidly, both from a commercial standpoint and in terms of circulation. And in the year that the *Record* turned 100, it underwent a re-birth of sorts, launching an interactive and highly acclaimed iPad edition.

AFL Media also quickly established its credentials in production, photography and custom publishing for a range of clients, driving a financial result \$1.8 million above budget. In addition, our clubs continue to embrace AFL Media, with 14 clubs using its services on various projects this year.

And while quick-turnaround match video was driving record traffic numbers, AFL Media was quietly producing a series of stand-out documentaries on the history of the game. The critically acclaimed *Two Hours* took viewers into the heart of Collingwood's preparations for the 2011 Grand Final while the

FRESH APPROACH: AFL Media reflected the changing face of how fans access their information about the game with innovations in print, tablet and smartphone format.

Finals Story trilogy – covering the 1975, 1983 and 1990 Grand Finals – was testament to the lasting impact that premiership success – or failure – has on players. Peter Dickson's storytelling ability shone through and created powerful records of these pivotal moments in AFL history.

Complementing this work, Lisa Brougham's *Boys to Giants* documentary offered a behind-the-scenes look at the birth of the AFL's latest expansion club, the Greater Western Sydney Giants, and the challenges of launching an AFL team in Greater Western Sydney.

Following the successful establishment of the AFL Media division in 2012, our next steps will see further enhancements to features and functionality across the AFL digital network. Our ultimate goal is to make it even easier and more convenient for club members and fans to interact with the AFL and the clubs they support on a multitude of digital platforms.

We will usher in a range of new digital offerings over the next 12 months, supported by a new sophisticated Content Management System, including a new-look AFL website and mobile site. Eighteen new club sites and mobile sites will follow as part of a phased roll-out.

With the support of our digital partner Telstra, there will be enhanced news coverage, greater analysis, more video content, new magazine programs, improved mobile sites and increased Fantasy Football offerings, as well as more opportunity than ever before for fans to engage and provide feedback through social media.

This represents another early step in a long journey, and we are looking forward to working with Telstra, sponsors, clubs, supporters and other stakeholders to further develop our new platform to create a world-class, innovative digital offering.

MEDIA 2012 Key Metrics

170 million +
in season visits to the entire AFL Network across all platforms.

610,000
daily visitors across web, mobile and app platforms.

6.5 million
monthly visitors across web, mobile and app platforms.

1 million +
weekly video streams – up 125% on 2011.

1.3 million +
App downloads for AFL Live, club apps, Dream Team & *AFL Record*.

3 million +
monthly visitors to *AFL.com.au*.

640,000
total social media community – including Facebook, Twitter, Instagram and Google.



Stadium Infrastructure

The AFL has established constructive working partnerships with a range of key stakeholders such as federal, state and local governments and venue managers to progress major stadium projects around Australia for the benefit of AFL supporters and the wider community. These projects include new and revitalised infrastructure designed to maximise the match-day experience for fans.

Adelaide Oval

The Adelaide Oval Redevelopment is a result of an agreement between the South Australian National Football League (SANFL) and South Australian Cricket Association (SACA) facilitated by the AFL in conjunction with funding from the SA Government.

Baulderstone started major construction works in March 2012 following the 2011-12 cricket season, with completion due for the start of the 2014 AFL Season when the venue will become the home of the Port Adelaide and Adelaide Crows football clubs. Construction works include new southern and eastern stands to seat 14,000 and 19,000 people respectively, plus redevelopment works to the western stand and northern mounds.

When completed at a total cost of more than \$500 million, Adelaide Oval will hold in excess of 50,000 patrons. The new Adelaide Oval will be operated by the Adelaide Oval Stadium Management Association, which is co-owned by football and cricket in SA.

Perth Stadium

The WA Government will build a new multi-purpose stadium on the Burswood Peninsula, with completion scheduled for 2018. At 60,000 seats, with provision for future expansion to 70,000 seats, the new Perth Stadium will be the third-biggest AFL stadium behind the MCG and ANZ Stadium and will be the home game venue for the Fremantle and West Coast Eagles football clubs. It is expected to cost more than \$700 million.

A joint football working group of the key stakeholders has been liaising closely with WA Government officials to ensure the scope of the stadium development matches the expectations of our teams and fans.

In October 2012, the WA Government released the Project Definition Plan and preferred model for stadium procurement. This procurement process will take the best part of 2013 to complete, with construction expected to start in late 2014 or early 2015.

MCG

The first stage of a \$55 million refurbishment of the Great Southern Stand at the MCG in Melbourne was completed for the 2012 Toyota AFL Premiership Season and final works will be completed for the 2013 season. Works have included improved entry points and an emphasis on open, light spaces similar to the northern side of the stadium. The AFL Members Reserve has been upgraded, with new food courts, a refurbished and expanded Haydn Bunton Sports Bar and the creation of the adjacent Barassi Cafe.

A new AFL Members dining room has been built on level two and all seating on level two of the AFL members area (and the public area of the Southern Stand) has been upgraded. The Tom Wills Room has been refurbished as has the old Legends Room which has been expanded and renamed the Premiership Club Dining Room.

Other enhancements have included kitchen upgrades, improved food and beverage outlets, new toilet facilities and upgrades to infrastructure services. Significant technology and audio-visual system upgrades have also been incorporated to keep pace with the digital demands of modern sports fans.



BUILDING FOR THE FUTURE: Key development and renovation projects at major venues including (from left) the Adelaide Oval, new Perth Stadium, MCG, Skoda Stadium and the SCG are designed to improve the match-day experience for fans across the country.

Skoda Stadium, Sydney Olympic Park

The \$65 million upgrade of Skoda Stadium (Sydney Showgrounds Main Arena) at Sydney Olympic Park was completed on time and on budget for the Greater Western Sydney Giants to play their opening home game at the venue against Essendon in May 2012.

The project included two new grandstands and a reconfiguration of the lower bowl to increase seating capacity from 13,000 to around 25,000. The construction of a full-sized AFL standard playing field and the upgrade of lighting to meet television standards were also included. Enhanced food and beverage outlets, AFL-standard team and umpire facilities, coaches' boxes, media facilities and the largest stadium video board in the southern hemisphere completed the redevelopment.

The venue has been received well by clubs and fans alike.

SCG

The SCG Trust has completed a masterplan for the redevelopment of the SCG, including replacement of several outdated grandstands during the next 3-5 years. Total cost of the SCG redevelopment is estimated to be between \$450 and \$500 million.

The plan includes improved traffic management, pedestrian access and a light

rail service for the precinct. The AFL and the Sydney Swans are working closely with the SCG Trust in the redevelopment process.

In January 2012, a \$186 million redevelopment of the Noble, Bradman and Messenger stands was announced by the NSW and Federal Governments, together with the SC&SG Trust as stage two of the site masterplan. The redevelopment is expected to be completed for the next Ashes Test series in Australia during the summer of 2013-14.

The NSW Government will contribute \$86 million to the project with the Federal Government and SC&SG Trust each contributing \$50 million. Stage three of the site Masterplan includes the redevelopment of the Churchill and Brewongle stands and the AFL is supporting the SC&SG Trust with resources in this endeavour.

Simonds Stadium

Stage three of the development at Geelong started in 2012 and is due for completion in May 2013 at a cost of \$46 million.

The redevelopment includes the construction of a new southern grandstand at a cost of \$36 million, servicing the general public and Cats members, which will seat 9,400 people and increase the venue's overall capacity to about 33,500 patrons.

The redevelopment also includes the construction of new broadcast-standard playing-field lighting at a cost of \$10 million, which will enable night matches to be scheduled at Geelong's home ground for the first time from 2013. Kane Constructions is the appointed contractor on both projects.

The redevelopment of the southern stand is being co-funded by the Victorian Government, City of Greater Geelong, Geelong Football Club and the AFL. The playing field lighting is being funded by the Federal Government, as part of the Regional Development Australia Fund.

The first home game at the ground has been scheduled for Saturday night on June 1, 2013, with Geelong playing the Gold Coast Suns.

Cazalys Stadium

A \$2.5 million upgrade to the playing field lighting was completed for the second AFL premiership match played in Cairns in July 2012 and improved the lighting to modern, television broadcast standards. This followed the redevelopment of the Western Grandstand, which was opened in 2011 and included new team and umpire facilities.

LEADING THE WAY: Luke Power was a triple premiership player with the Brisbane Lions before reaching the 300-game milestone in 2012 at Manuka Oval as co-captain of the GWS Giants (inset).



2013 Fixture

The 2013 Toyota AFL Premiership Season will see a historic first match for premiership points played outside Australia. St Kilda and reigning premiers the Sydney Swans will celebrate the historic links between our country and near neighbour New Zealand with an Anzac Day encounter in Wellington, following on from the traditional match-up between Essendon and Collingwood at the MCG.

The 2013 fixture will retain the key elements from 2012 with a 23-round season for all clubs to play 11 home and 11 away games. The season structure will have 20 standard rounds of nine matches and three rounds across rounds 11/12/13 when six matches will be played each week, enabling six clubs to have a bye in each round.

The 2013 Toyota AFL Premiership Season will open in South Australia for the first time since the inaugural year of the Adelaide Crows in 1991, when the Crows host Essendon at AAMI Stadium on Friday, March 22, 2013. AAMI Stadium will have its final year as an AFL venue in 2013 after nearly four decades and was selected to open the season for this reason, while Port Adelaide will play the last home and away match at the venue against Carlton in round 23.

Round one will be played across two weekends with a Fremantle/West Coast Eagles derby to follow on Saturday, March 23, before the remaining seven matches are played across the Easter period.

A total of 198 home and away matches of season 2013 will be played in venues throughout every state and territory, with matches outside the regular capital cities to be played in Cairns (one), Darwin (two), Hobart (two), Canberra (three) and Launceston (four), as well as the game in New Zealand.

The fixture was constructed with one of the key priorities being to maximise attendances at all matches to enable fans to access the game in strong numbers, as well as to continue to build Australia's game as the No. 1 code in this country.

The fixture has many constraints, which are well known to our fans and across the competition, and therefore we work to ensure it is as balanced and equitable as possible, taking into account all of these constraints, so as to provide all clubs with the opportunity to contest the finals and deliver a great outcome for all key stakeholders in the AFL competition – players, clubs, officials, broadcast partners, key sponsors, venues, state affiliates and Federal and State governments.

The AFL has followed several key tenets around fixture equity as follows:

1. The top eight teams from 2012 (Sydney Swans, Hawthorn, Collingwood, Adelaide Crows, West Coast Eagles, Fremantle, Geelong and North Melbourne) would all play the bottom two teams of 2012 (Greater Western Sydney Giants and Gold Coast Suns) on only one occasion in 2013, with the exception of the Swans/Giants cross-town rivalry.
2. The 10 non-finalists from 2012 were all scheduled to have a maximum of two return meetings with top eight sides from 2012.
3. Where possible, the eight finalists from 2012 were scheduled to have a maximum of two return meetings with bottom-10 sides from 2012.

A standard round, as part of our agreement with the Seven Network and Foxtel/FOX FOOTY, will continue to feature one Friday night match, two Saturday afternoon matches, one Saturday twilight match, two Saturday night matches, one early Sunday match, one Sunday afternoon match and one Sunday twilight match.

Key features of the 2013 Toyota AFL Premiership Season include:

- Opening Round to be played over two weeks, starting on March 22, with a Friday night match between the Adelaide Crows and Essendon, followed by a WA derby featuring Fremantle and the West Coast Eagles on the Saturday night.
- Round one to continue over Easter, from March 28-April 1, with Carlton to host Richmond in the season's first match at the MCG on Easter Thursday. Reigning premiers the Sydney Swans will face cross-town rivals the GWS Giants at ANZ Stadium on Saturday twilight, while 2012 runners-up Hawthorn and the Geelong Cats will close out the holiday weekend with an Easter Monday blockbuster at the MCG.
- 2012 preliminary finalist Collingwood to host traditional rival Carlton and

former Magpies premiership coach Mick Malthouse on Sunday afternoon at the MCG in round two.

- Sydney Swans to unfurl the premiership flag at the SCG in round two against the Gold Coast Suns in their first match at the SCG.
- Six matches to be played in Tasmania, with North Melbourne to again play two home matches at Hobart's Blundstone Arena, while Hawthorn will play four matches at Launceston's Aurora Stadium.
- GWS Giants to host three matches at Canberra's Manuka Oval, including one in round three under lights for the first time.
- Two matches at TIO Stadium in Darwin and the now traditional Richmond vs. Gold Coast Suns match at Cazalys Stadium in Cairns.
- Two Friday night matches to be played at the SCG, with the Sydney Swans to host the Geelong Cats in round four and Carlton in round 14.
- Essendon's turn to host Collingwood on Anzac Day at the MCG, with the match to be played on the holiday Thursday.
- Fremantle to host the traditional Len Hall tribute match in Perth on Friday, April 26, hosting Richmond as part of Anzac Round.
- The rematch between 2012 Toyota AFL Grand Final opponents the Sydney Swans and Hawthorn to take place on Saturday night in round seven at the MCG, before a return meeting in the final round of the season at ANZ Stadium.
- Two Monday night matches to be played, between St Kilda and Carlton in round seven at Etihad Stadium, and the West Coast Eagles and Richmond in round 10 at Patersons Stadium.
- Indigenous Round to be celebrated in round nine, highlighted by the showpiece Richmond vs. Essendon Dreamtime at the 'G match on the Saturday night.
- The Gabba to see football played under Friday night lights when the Brisbane Lions take on Collingwood in round 10.

“The fixture was constructed with one of the key priorities being to maximise attendances at all matches.”

LAST HURRAH: Port Adelaide youngster Chad Wingard handballs as he is tackled by the Brisbane Lions' Dayne Zorko at AAMI Stadium, which will host its final AFL game in 2013.



- The Geelong Cats to play the Gold Coast Suns at the redeveloped Simonds Stadium when the venue reopens in round 10 under lights for the first time. The Cats will then play a further six matches at the venue in the latter half of the home and away season.
- Thursday night football to again be played in Perth, with the West Coast Eagles to host Essendon at Patersons Stadium in round 14.
- Three games to be played at ANZ Stadium, including a derby between the Giants and Swans (round one) and blockbusters featuring the Sydney Swans up against Collingwood (round 20) and Hawthorn (round 23).
- Two intra-state rivalry matches each in Queensland, Western Australia, South Australia and New South Wales.

- No teams to play each other for the second time until after round 10. There must also be a minimum of six weeks between clubs' first and second meetings.
- All clubs to play each other once by round 22.
- Minimum six-day break for all clubs between each match, with exceptions only for Anzac Day.

Legal and Business Affairs

In 2012, the Legal and Business Affairs Department continued to provide legal services, commercial advice and support to all departments across the AFL, as well as working with AFL clubs, AFL Players' Association, AFL Umpires' Association and the AFL's state-affiliated bodies on various matters and projects.

The department had significant involvement in the negotiation of a number of sponsorship agreements and renewals with the Commercial Operations Department, including the renewal of long-term partnerships with Foster's Australia Limited and News Limited.

Work with the Gold Coast Suns and GWS Giants continued with the provision of commercial and legal advice and documentation in relation to a range of agreements, including negotiating the lease for the acquisition of the Giants' new training and administration base at Sydney Olympic Park.

The department continued to provide assistance to AFL Media in relation to the development of the new AFL and club websites and mobile phone applications,

as well as providing all legal services required for the films, publishing, and photographic arms of the business. The department will continue to assist AFL Media with all legal negotiations and drafting requirements.

Projects with the AFL Game Development Department continued to grow with the restructure of football in Victoria and the review of the policies, by-laws, rules and regulations of various Australian football competitions across the country, resulting in the creation of a new Member Protection Policy containing all relevant policies and procedures in the one easy-to-use document.

In addition, the department continued to advise AFL state bodies in relation to facility arrangements, funding grants and sponsorship agreements and provided general legal advice.

Major projects for the AFL's Football Operations Department that required legal advice and documentation included the renewal of the Collective Bargaining Agreements with the AFLPA and the AFL Umpires' Association, review and re-drafting of Player Rules and Regulations, advice on Total Player Payments matters, as well as playing a leading role in the further development and implementation of the Anti-Doping Code and Illicit Drug Policy.

The department also took the lead in working with WADA and the Australian Sports Commission for the renewal of the WADA Anti-Doping Code to be introduced in 2015.

The department continued to undertake a more substantial role in 2012 by assisting and advising the Football Operations Department and facilitating correspondence between the AFL, clubs and the AFLPA.

Key issues dealt with by the Legal and Business Affairs department during 2012 were:

Optus TV Now Litigation

During the early part of 2012, a significant portion of the department's resources were allocated towards a Federal Court matter against Singtel Optus Pty Ltd (Optus). Optus was successful in the proceeding at first instance, following which the AFL and its co-defendants appealed to the full court of the Federal Court.

The appeal found that Optus had breached copyright in broadcasting near-live AFL matches to Optus subscribers via mobile phone devices. Optus sought leave to appeal to the High Court, which was denied.

“The department had significant involvement in the negotiation of a number of sponsorship agreements and renewals with the Commercial Operations Department.”

The judgment of the Full Federal Court and decision of the High Court not to grant leave confirmed the position taken by the AFL in relation to Optus' services and maintains the protection of important commercial rights for the AFL.

Major Sponsorship Renegotiations

In 2012, the department assisted in negotiations to secure two of the AFL's major partners, Foster's Australia Limited and News Limited. The successful negotiation of these arrangements saw Foster's sign with the AFL until 2021 and News Limited commit to a relationship as the AFL's print newspaper partner until the end of 2016.

Drafting the Collective Bargaining Agreement (CBA)

The department has continued to play a significant role in drafting the long form agreement of the new CBA. The department will continue to work with internal departments and the AFLPA to finalise the CBA in early 2013.

Negotiating and finalising the Umpires CBA Heads of Agreement

The department worked closely with the Football Operations Department to negotiate and finalise the CBA Heads of Agreement for umpires for the next five years and will continue to work with the AFL Umpires Association and the Football Operations Department to finalise a long form agreement early in the new year.

AFL Victoria restructure

The department played a major role in the restructure of football in Victoria, with Simon Clarke as a member of a four-person Project Group developing the future strategy and structure of football across country football.

As part of the Project Group, the department was responsible for the

drafting and negotiating of 13 constitutions, one for each regional commission, the affiliation agreement between each of these commissions and AFL Victoria and the affiliation agreements between each commission and their member leagues, clubs and umpiring bodies.

These documents will provide a long-term stable organisational structure in which to lead country Victorian football into the future.

Other major issues dealt with by Legal and Business Affairs in 2012 included:

- Grand Final Ticketing Scheme and related legislative requirements.
- Active role on the committee for the Coalition of Major Professional and Participation Sports (COMPPS).
- Accreditation terms and conditions for access for the AFL media industry.
- AFL Victoria Anti-Doping Tribunal matters.
- Assisting Football Operations in the management of final-year injury claims.
- Continued work on the AFL's intellectual property portfolio, including the dot.AFL project.
- Advice in relation to the integration of AFL Media, including developing a suite of template documents to assist in the conduct of daily business.
- Legal proceedings and settlement in relation to unauthorised AFL memorabilia.
- Negotiating and drafting venue and funding agreements for matches to be played in New Zealand.
- Updating the Member Protection Policy and associated policies, including Vilification and Discrimination, Deregistration, Tribunal Guidelines, Investigations Procedures, Social Media Policy and the Gambling Policy for Community and State League Football Clubs.

BACK IN BUSINESS: Veteran Saint Lenny Hayes had a memorable 2012 season after returning from a knee reconstruction, playing his 250th game in round nine against the Sydney Swans and winning his third club best and fairest award.



Strategic Planning

A key focus for the AFL during the past year was to implement the strategic plan adopted in 2011 by the AFL Commission for the period 2012-16.

The strategic plan, titled 'Australia's Game', is based around seven core pillars. Each pillar has a series of measurable objectives and major strategies enabling the organisation to deliver on the plan.

The seven core pillars of the plan are:

1. Strong clubs and national competition.
2. Supporters first.
3. Spectacular game.
4. Competition integrity.
5. Financial security.
6. Mass participation.
7. Community leadership.

Key initiatives delivered under the plan for 2012 included:

Club Future Fund

- 2012 was the first year of the new AFL Club Future Fund. As part of the AFL's five-year plan, \$144 million was allocated to this fund, to be invested in each club according to their specific needs. Of that amount, \$48 million was allocated unequally among clubs based on their individual needs which ranged from debt reduction, new resources to grow membership, fans and sponsorship initiatives, digital media initiatives, investment in football capability to enable smaller clubs to compete on-field and support for clubs constrained by stadium deals.
- The strategy team, in consultation with AFL Finance, managed the Club Future Fund, overseeing investment across 18 clubs to ensure appropriate allocation of resources and delivery of agreed targets. Quarterly meetings were held with the 10 clubs receiving unequal allocations with quarterly reporting to the AFL Commission.
- Feedback from clubs indicated that new investment is positively impacting the ability for smaller clubs to compete on-field while increasing their capacity for off-field growth.

Club Services

2012 was the first operating year of the AFL Club Services department. Those involved in Club Services have been responsible for overseeing Membership Shared Services, supporting the Club Future Fund investment and providing strategic support to clubs.

Key achievements for the year include:

- Consolidation of the AFL Membership Shared Services model with 18 clubs integrated into the service. The MSS team successfully transitioned the remaining five clubs on to the MSS service, and has made significant progress in developing the industry membership platform, improving industry database management practices, analysis and reporting.
- Built collaborative relationships with all 18 clubs with the introduction of quarterly meetings to discuss key issues and share knowledge in the fields of membership and fan development.
- Enhanced industry benchmarking, reporting and analysis across membership, attendance and sponsorship.

Expansion support

The AFL continued to provide strategic and project support for our expansion markets in 2012. Key initiatives undertaken during this period included:

- Supporting Greater Western Sydney Giants' first premiership season in the AFL competition across membership, ticketing, stadium and commercial projects.
- Continued support for the two Queensland-based AFL clubs, the Brisbane Lions and the Gold Coast Suns.
- Finalising agreements overseeing match-day delivery and preparation of post-investment reporting for secondary market games in Cairns, Hobart and Darwin.

Stadium financial modelling

A number of stadia projects continued throughout 2012 with a major focus being the new Perth Stadium to be built on the Burswood Peninsula.

Through a Joint Football Working Group, comprising representatives from the West Coast Eagles and the Fremantle Dockers,

the West Australian Football Commission and the AFL, the AFL has conducted significant stadium modelling to understand the potential stadium economy at the planned stadium.

This modelling and related analysis will inform the joint football working group as it engages with the West Australian Government during the next 12-24 months and as preparation for the transition of AFL football to the new Perth Stadium in 2018.

Consumer Research

The AFL, via consumer research staff, continued to support AFL clubs in 2012 by various projects including:

- Match-day consumer experience across all major AFL venues.
- Member satisfaction analysis across 14 AFL clubs.
- Customer market sizing, segmented for each AFL club.
- Establishment of customer segmentation framework to be rolled out in 2013.
- Choice modelling across five AFL clubs to establish optimum membership product mixes.

Other projects

- South Australian AFL club licences: The AFL continued to work with the South Australian National Football League (SANFL) and the South Australian-based AFL clubs, the Adelaide Crows and Port Adelaide, to design a sustainable model for the transfer of licences to participate in the AFL competition from the SANFL to the two South Australian clubs.
- Growth agenda: Significant strategic planning was undertaken in 2012 to provide greater understanding of consumer and technology trends and strategic planning for the AFL's next stage of growth.

“The strategic plan, titled ‘Australia’s Game’, is based around seven core pillars. Each pillar has a series of measurable objectives and major strategies, enabling the organisation to deliver on the plan.”

Marketing

Australia's Game

In 2012, the AFL launched its organisational theme and campaign titled 'Australia's Game'.

This title also reflects the AFL's ambition to continue to expand its presence and grow its fan base into all corners of the country.

The basis of this theme was supported by national research, suggesting Australia's Game is about how Australian Football is truly unique and something that all Australians can be proud of as it reflects the best traits of our country.

The rationale behind the theme is also centred on the theory of the AFL operating as an egalitarian sport; open and accepting to everyone. It also draws on the concept that Australian Football is an exciting and unique sport with highlights you simply can't see in other sports.

The marketing campaign element of this theme saw a range of executions developed to introduce the concept nationally and utilised the Australian rock anthem *Long Way To The Top*, by iconic Australian band AC/DC, as its anthem. This is the first time AC/DC has allowed this song to be used in any form of advertising.

Australia's Game was the overarching story for the year beneath which were a number of important chapters.

In addition to tailored marketing campaigns for each of the four clubs in Queensland and New South Wales – the Brisbane Lions, Gold

Coast Suns, Sydney Swans and GWS Giants – specific TVC executions were also developed for each club, which linked the individual personalities of the clubs with the Australia's Game theme.

Each of the themed rounds became chapters of Australia's Game and were adapted to help tell the story.

For example, Indigenous Round told the story of the connection Indigenous people have with their land and country on a national basis. Within this theme, the AFL worked closely with legendary Australian musician Shane Howard to celebrate the 30th anniversary of the Australian song *Solid Rock*, by Goanna. The song was the soundtrack to the Indigenous Round campaign and was performed as part of the pre-match entertainment for Dreamtime at the 'G, the annual showcase event of Indigenous Round.

NAB Cup

In a first for the NAB Cup, all 18 clubs had matches fixtured for the opening round of the competition. As was the case in 2011, each club played two shortened 'pool' matches in round one of the competition before playing full matches in rounds two and three.

The NAB Cup continued the community football theme under the tagline 'Kicking off community footy for 2012'. The theme was brought to life through a range of activities including a launch at a local football club in Melbourne and a number of inner-sanctum experiences for local players, coaches and umpires, including curtain-raisers, warm-up activities, half-time huddles during NAB Cup matches and access to change rooms.

The NAB Cup Grand Final, shown live on Channel 7 and Foxtel/Fox Sports, was used as a platform to launch football at the community level with a special pre-match performance involving 13 local football captains.

Match-day experience

The AFL's live music program was expanded further in 2012. Supported by Southern Cross Austereo, Channel 7 and Frontier Events, Live at the Footy celebrated the strong relationship between Australia's Game and Australian music, and included 12 live Saturday night performances at matches at the MCG and Etihad Stadium featuring a combination of Australian artists such as Tex Perkins and Tim Rogers, along with a range of rising stars such as Lanie Lane, San Cisco and Children Collide.

In addition to the live music program, the AFL also worked closely with clubs and

stadiums to develop major match-day events throughout the season such as Dreamtime at the 'G, Anzac Day, the Sydney derby, themed rounds and major milestone events.

The AFL continued to work with all clubs to enhance the use of video screens and other technology at AFL matches to enhance the match-day experience for fans.

Other match-day initiatives expanded, including the popular AFL Playground, supported by the corporate partnership with Radiant.

First launched in 2011 at the MCG and Metricon Stadium, the AFL Playground grew in 2012 to include Skoda Stadium in Sydney, as well as the AFL Live Site at Federation Square during the 2012 Toyota AFL Grand Final week.

The AFL Playground aims to enhance the experience of kids and families going to AFL matches by providing a range of fun, free activities pre-game up until the end of half-time. Close to 100,000 people attended the AFL Playground in 2012.

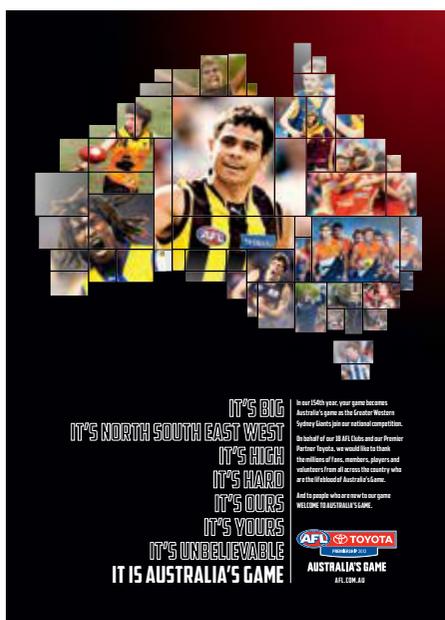
Toyota AFL Finals Series

2012 saw the evolution of the successful THIS IS GREATNESS campaign, this year using Australian rock legend Tim Rogers not only as the voice but also as the face of the campaign. The associated television commercials proved extremely popular.

The THIS IS GREATNESS concept again celebrated the amazing feats of the players during finals, the finals stories and the passion of Australian football fans, particularly in September.

The city of Melbourne came to life throughout the month of finals with a large number of banners and images in key sites (including Federation Square and Flinders St Station), as well as on trams and trains throughout the city.

Following the Grand Final victory of the Sydney Swans, there was a significant turnout for the premiership parade through the heart of Sydney, supported by a high level of media coverage in New South Wales.



OPEN TO EVERYONE: The theme of the Australia's Game campaign was to underline the unique nature of Australian Football.

SKY WALKER: Carlton's Andrew Walker makes a spectacular attempt to mark during the round five match against Fremantle at Patersons Stadium.



3

Football Operations

Adrian Anderson General Manager

The addition of an 18th team, tightening of rules, introduction of free agency and a classic Grand Final helped keep the game competitive, exciting and entertaining in 2012.

Responsibility for laws of the game and umpiring, the staging and presentation of matches, enforcement of the salary cap and player rules and management of cultural strategy and education across the AFL were major priorities for the department in 2012.

Other key roles included the continued management of policies relating to gambling on AFL matches, working with the Australian Sports Anti-Doping Authority on the AFL's anti-doping code, which relates to performance-enhancing drugs, and the AFL Medical Directors Dr Peter Harcourt and Dr Harry Unglick overseeing the illicit drugs policy, which includes out-of-competition testing for illicit substances.

The Greater Western Sydney Giants made their AFL debut as the competition's 18th team.

Football operations continued to present the competition, games and venues to the highest standards in Australian sport, while maintaining a leadership position with a proactive approach to performance-enhancing drugs, gambling and a commitment to education programs for all players, coaches, officials and staff across the competition.

Adelaide Crows player rule breaches

The AFL Commission sat to consider breaches of the AFL Player Rules for conduct prejudicial to the Draft and in breach of the Total Player Payments (TPP) provisions by the Adelaide Crows Football Club, current and former officials of the Adelaide Crows Football Club and former Adelaide Crows-listed player Kurt Tippett.

ON TARGET: Jack Riewoldt celebrates one of his 65 goals in 2012 on his way to winning his second Coleman Medal.





A privilege to serve

I have been incredibly privileged to serve our game as its General Manager of Football Operations for the past nine seasons. Our mission at the AFL is to leave the game in better shape than we found it and I leave confident in the knowledge that our game is in great shape.

I am particularly grateful for the confidence Andrew Demetriou and the AFL Commission have shown to endorse some bold and often controversial reforms which now stand the game in good stead.

These include changes to the Laws of the Game to keep it safe to play and great to watch, the overhaul of our Tribunal system, the introduction of the Illicit Drugs Policy, the negotiation of Free Agency and a new CBA which balance the rights of players and the growth of the game, and the establishment of an Integrity unit to underpin public confidence in our sport.

Our communication and consultation throughout football including with coaches, football managers, players, and medical and support staff are at an all-time high.

I have been well served by a devoted and talented staff who have worked hard to ensure our Football Operations department is more positive, innovative, collaborative and transparent than it has ever been.

Adrian Anderson

The AFL Commission dealt with offences dating back more than three years, with all parties pleading guilty to all charges laid. The Commission's sanctions were as follows:

Adelaide Crows Football Club

- Fined \$300,000.
- Forfeits its round one and round two selections at the 2013 National Draft.
- Prohibited from exercising, at the 2013 National Draft, any rights conveyed under Rule 4.2.1 or Rule 4.2.2. (Father/Son Rule).

Adelaide Crows CEO Steven Trigg

- Fined \$50,000.
- Suspended for a period of 12 months (with six months of that penalty suspended) from occupying any office or performing any function (including attending matches or training sessions) for or on behalf of any club, from January 1, 2013.

Former Adelaide Crows General Manager Football Operations John Reid

- Suspended for a period of 12 months (with six months of that penalty suspended) from occupying any office or performing any function (including attending matches or training sessions) for or on behalf of a club, from January 1, 2013.

Adelaide Crows General Manager Football Operations Phil Harper

- Suspended for a period of six months (with four months of that penalty suspended) from occupying any office or performing any function (including attending matches or training sessions) for or on behalf of a club from January 1, 2013.

Kurt Tippett

- Fined \$50,000.
- Suspended from participating in the Pre-Season Competition 2013 and for 22 Home and Away Matches of AFL football (with 11 matches of that penalty suspended) in the 2013 Premiership Season.

The charges all related to:

1. A side agreement, outside the standard playing contract, for the Adelaide Crows to transfer player Tippett to the club of his choice after the 2012 season. This agreement was signed in 2009 and did not come to the attention of the AFL until the latter part of 2012.
2. A side agreement, outside the operation of the TPP rules, for payments to player Tippett of \$100,000 in both 2011 and 2012,

in addition to his standard playing contract and an Additional Service Agreement with the club for promotional work. This side agreement was signed in 2009 and did not come to the attention of the AFL until the latter part of 2012.

3. The facilitation by the Adelaide Crows outside the operation of the TPP rules, of third party agreements for player Tippett in 2011 and 2012, in addition to his standard playing contract and an ASA contract with the club for promotional work. The facilitation of these agreements occurred in 2010 and 2011 and did not come to the attention of the AFL until the latter part of 2012.

Umpiring

AFL umpires dealt with a major change in 2012 with the implementation of the score review system.

On-field umpires were able to request that the off-field official review immediately available vision where some doubt existed following a scoring attempt. If the vision was conclusive, the Score Reviewer confirmed the correct score while, if vision could not assist, the final verdict was referred back to the umpires on field. Less than one per cent of all scoring shots were referred to the Score Reviewer.

A total of 13 'on field' umpire decisions were overturned through the year to achieve the correct score. As expected, conclusive vision was not available on all occasions when a review was called.

Change to the advantage rule, with advantage initiated by the player, had a much better application by umpires in 2012, combined with a greater understanding and implementation by players.

Umpires successfully adjudicated the stricter interpretation of sliding, which involved the introduction of a free kick for sliding feet or knees first or late with force, which reduced the incidence of this dangerous tactic.

In 2012, former Carlton and Essendon player Jordan Bannister completed his successful transition to senior umpiring ranks, marking his achievement by umpiring a final in his debut season.

Goal umpire Chelsea Roffey was appointed to the 2012 Grand Final, becoming the first female to officiate in the most important match of the season.

Former leading umpires Bryan Sheehan and Hayden Kennedy joined the AFL Umpiring Department to assist the development of



MAKING HISTORY: Goal umpire Chelsea Roffey faces the media with AFL Umpires' Manager Jeff Gieschen after her appointment to the 2012 AFL Grand Final. Roffey was the first female to officiate at the biggest game of the year.

the senior AFL umpiring list as senior assistant coach and field umpires assistant coach respectively.

Sheehan, umpired 367 games between 1986-2003, including six Grand Finals, while Kennedy retired after a record-breaking 495 senior games and Grand Finals in 1995, 1997, 1998, 2000 and 2003.

Umpire decisional accuracy was rated at 84.4 per cent across the year with protection of the ball player remaining the highest priority for the game – 78 per cent of all free kicks were paid to the player contesting the ball.

The Laws Committee directed umpires to concentrate on the following areas of focus in 2012:

- Holding the ball (make a genuine attempt).
- Holding at stoppages.
- Deliberate out of bounds.
- Interfering with a marking player.
- Allowing the team who has earned the ball to move it on quickly.
- Sliding.
- Protection of ball player.

2012 major umpiring milestones:

- Stephen McBurney – 382 games, now third all-time for field umpires.
- Shane McLnerney – 350 games.
- Darren Wilson – 335 games, all-time games record-holder for boundary umpires.
- Stuart Wenn – 300 games.
- Aaron Deckys – 200 games.

2012 Toyota AFL Grand Final

- Field – Simon Meredith, Brett Rosebury, Matt Stevic (2012 All-Australian umpire).
 - Boundary – Mark Foster, Ian Burrows, Jonathan Creasey, Robert Haala.
 - Goal – Luke Walker, Chelsea Roffey.
- A new Collective Bargaining Agreement (CBA) to cover all field, boundary and goal umpires through to the end of the 2016 season was signed between the AFL and AFL Umpires Association.

The AFL achieved an outcome that ensured the AFL would attract high-quality individuals who would complement the elite playing talent at AFL level and continue to

produce high standards in each area across field, boundary and goal duties.

The agreement provides for seven per cent, five per cent, four per cent, three per cent and three per cent increases in umpire salaries during 2012-16 with funding to the Umpires Association of more than \$330,000 per year to support its work around umpire welfare, development and promotion.

The agreement contracted greater benefits for all umpires, around key issues such as travel, injury payments and medical benefits, while recognising pivotal issues for the wider game such as strengthened anti-gambling and integrity provisions.

Free Agency Introduction / Compensation

Free Agency applied for the first time in the game's history in 2012, under rules that were agreed between the AFL and AFL Players' Association (AFLPA) in February 2010.

Restricted and unrestricted free agents were able to consider offers from rival clubs during the post-season period. An offer to a player included only capped salary and capped ASA (Additional Service Agreements) amounts.

An unrestricted free agent was able to automatically move to the club of his choice. An offer to a restricted free agent could be matched by his club, which had right of first refusal over his services. If the unrestricted free agent player did not wish to remain with his original club, he was required to enter the draft or seek a trade.

Clubs were not automatically entitled to compensation for the loss of a player but could be compensated for any net loss of free agents to other clubs, based on the new contract offer to the player (which reflected his position within all contracted players within the competition) and his age.

All compensation selections had to be used at the 2012 NAB AFL Draft or could be traded through the remainder of the Gillette AFL Trade Period.

Compensation was applied for the following free agents who moved clubs:

- St Kilda – round one selection (Brendon Goddard).
- Port Adelaide – round two selection (Danyle Pearce).
- Port Adelaide – round two selection (Troy Chaplin).
- Melbourne – round three selection (net result for Shannon Byrnes in/Jared Rivers and Brent Moloney out).
- West Coast – round three selection (Quinten Lynch).
- Hawthorn – round three selection (Clinton Young).

No compensation was applied to the Adelaide Crows (Chris Knights), Hawthorn (Tom Murphy) and the Geelong Cats (net result for Jared Rivers in/Shannon Byrnes out).

Laws of the Game

Brett Burton joined the Laws Committee in 2012, replacing Matthew Pavlich. Dual Richmond best and fairest and former AFLPA President Joel Bowden also joined the Committee after being appointed to the position of Game Analysis Manager, replacing Andrew McKay who resigned last year to take up the position as General Manager of Football at Carlton.

The Game Analysis Manager conducts the consultation process with clubs and industry peak bodies on the Laws of the Game and Tribunal. The Laws process was further strengthened by the addition of a Football Research Analyst to enhance the analysis of trends in the game.

The Laws Committee comprises Adrian Anderson (chairman), Kevin Bartlett, Joel Bowden, Brett Burton, Leigh Matthews, Luke Power, Rowan Sawers and Michael Sexton.

Following the emerging trend of sliding for the football, which increased the risk of serious lower limb injury, the Laws Committee recommended a mid-season interpretation change, which involved the introduction of a free kick for sliding feet or knees first or late with force. This interpretation reduced the incidence of this dangerous tactic and has been further tightened for the 2013 season.

The AFL Commission has approved several changes to the Laws of the Game for the 2013 season, focused on keeping the game competitive, entertaining and exciting, and safe to play insofar as this is possible with Australian Football being a body contact sport.

- Forceful Contact Below the Knees – A free kick will now be awarded against any player under existing Law 15.4.5 a (ii) Prohibited Contact, who makes forceful contact below the knees of an opponent (this does not apply to smothers with the hands or arms)
- Throw Ball Up Around the Ground – The bounce will continue to be used at the start of each quarter and after goals, but umpires will now throw the ball up for all field stoppages during the game.
- Ruckmen At Stoppages – Separation of ruckmen at stoppages, with no contact

permitted until the ball has left the umpire's hand, to allow for a greater likelihood of the ball being cleared.

The Commission also approved in principle a recommendation to impose a cap on interchange rotations but determined that further monitoring was required, and agreed to revisit the topic at the end of the 2013 season. Interchange arrangements will remain unchanged for the 2013 season.

As part of the annual Laws review process, Football Operations personnel met club coaching staff, player leadership groups, the AFL Players' Association, the AFL Coaches Association, the AFL Medical Officers Association, the AFL Physiotherapists Association, the AFL Sports Science Association, state and community football bodies and AFL umpires.

The approved changes were primarily designed to protect players from injury as well as helping to reduce congestion.

The following rule interpretations will also be tightened to help alleviate congestion and encourage quick ball movement and genuine marking contests:

- Stricter enforcement of protected area around the player with the ball – a) if in protected area, opposition player must remain passive and b) can only enter protected area if within two metres of opponent (amended from five metres).
- Protect ball player by awarding a free kick for 'in the back' or 'high contact' against a player who sits or lies on top of a tackled opponent (having an arm across is permitted).
- Stricter interpretation of holding the ball where a player is tackled but does not make a genuine attempt to kick or handball (including throwing/dropping/placing the ball).
- Free kick against a player for dragging or pushing the ball back under their opponent (as per previous NAB Cup trials).
- Paying free kicks for blocking infringements that interfere with marking contests and umpires to review their positioning to achieve a better balance between detecting infringements at stoppages and infringements occurring within the end zones.
- Reduced time allowed for kick-ins to 5-6 seconds (from when flags are waved) to be consistent with kicks around the ground.

“The approved changes were primarily designed to protect players from injury as well as helping to reduce congestion.”

POWERFUL SURGE: Hamish Hartlett shows his delight after Port Adelaide's remarkable come-from-behind win against North Melbourne in round eight at AAMI Stadium.



LION KINGS: James Polkinghorne (right) is embraced by his Brisbane Lions teammates after his long torpedo goal at the Gabba seals a thrilling victory over the West Coast Eagles in one of the best finishes of 2012.



Priority Picks

No priority picks were awarded to any club following the conclusion of the 2012 Premiership Season, under the revised Special Assistance Rule that was announced in February 2012.

Under the previous rule, any team that accumulated 16 premiership points or less in a year was entitled to a selection before the second round of the NAB AFL Draft, while any club with two consecutive seasons of 16 premiership points or less in a year, was entitled to a selection before the first round of the NAB AFL Draft.

Feedback from clubs on the Special Assistance Rule was unanimous that Special Assistance should not automatically operate after one poor season, and the AFL Commission decided much stricter conditions should apply, taking into account such factors as a club's premiership points over a period of years (with greater weight to recent seasons), its percentage over a period of years as another indication of on-field competitiveness (with greater weight to recent seasons), any finals appearances in recent seasons, any premierships in recent seasons and club injury rates in each relevant season.

Tribunal/Match Review Panel

Two changes to the game's judicial process have been instituted for 2013 to further protect the safety of players as part of the annual Tribunal Review.

1. Sliding Feet First to Contest the Ball – sliding feet or knees first will be considered Rough Conduct if contact below the knees occurs and the action is deemed to be unreasonable in the circumstances.
2. Forceful Contact Below the Knees – making contact below an opponent's knees will be considered Rough Contact if it is deemed to be unreasonable in the circumstances.

These changes were approved on the principle that a player contesting the ball still owes a duty of care to his opponent.

The AFL Commission also approved changes to the player loading rules around a good/bad record, the application of suspensions incurred in the NAB Cup, penalties for stomping and the handling of allegations made at the Tribunal.

- Good Record – A player will now qualify for a good record, and a 25 per cent discount on any offence, after six years, rather than five years as previously.
- Bad Record – A player will now only qualify for a bad record loading if they are suspended for more than two matches within the last two years. The loading will be at 10 per cent per match beyond two matches with a maximum of five matches, equating to 50 per cent, ie: two matches

equals 0 per cent, three matches equals 10 per cent, four matches equals 20 per cent etc. Previously, a player sustained a bad record for every match suspended within the last three years, up to a maximum of five matches/50 per cent.

- NAB Cup Suspensions – Suspensions in the NAB Cup pre-season competition will now be served in the premiership season. Previously, any suspension incurred in a Premiership Season could only be served in the next Premiership Season, whereas suspensions occurring in the NAB Cup would apply in the NAB Cup competition while the team was still part of it.
- Stomping – The points for Misconduct (stomping) will be increased to be in line with the points incurred for 'kicking' an opponent.
- Allegations Made At the Tribunal – If an allegation is to be made against another player at a Tribunal hearing as part of a defence case, that player must be notified and have the opportunity to appear and be heard on the case as a matter of fairness.

The general approach of all players and clubs across the competition was extremely disciplined and changes for the 2013 year were again centred around ensuring the safety of players at all times by applying sufficient penalties for any illegal behaviour outside the laws or spirit of the game.

In 2012, the key results of the Tribunal and MRP system were as follows (note that this was the first year of nine games per

Tribunal Results 2004-12

	2004*	2005	2006	2007	2008	2009	2010	2011	2012
Charges	173	150	137	150	128	147	159	178	236
Tribunal hearings	123	26	32	42	22	35	25	15	25
Number of cases not sustained	40	6	11	12	6	15	5	3	8
Number of Players accepting the prescribed penalty as set out by the Match Review Panel	N/A	124	105	108	106	112	134	163	211
Percentage of players accepting the prescribed penalty as set out by the Match Review Panel	N/A	83%	77%	72%	83%	76%	85%	92%	89%
Number of players suspended	57	46	45	37	41	40	51	47	59
Matches lost through suspension	117	77	71	71	77	68	86	72	112
Appeals	12	5	4	1	0	3	0	1	1
Financial sanctions	\$223,100	\$108,600	\$66,900	\$114,800	\$65,700	\$101,700	\$77,300	\$92,600	\$159,850
Reprimands (offences <100)	0	22	36	38	31	29	42	47	41

*Match Review Panel established in 2005



IMPRESSIVE: Jack Martin hones his goalkicking skills at the 2012 NAB AFL Draft Combine. Martin was later picked up by the Gold Coast Suns under the GWS Giants trade incentive rule.

round, as against all other years of eight games per round):

- 89 per cent of players accepted Match Review Panel charges – the second-highest percentage since the system was introduced for the 2005 season, behind only the 92 per cent figure for 2011.
- 25 Tribunal hearings were held, compared with 15 in 2011 and 123 in the last year of the previous system (2004).
- Eight cases not sustained at Tribunal, as against three in 2011 (40 in 2004).
- 41 players suspended as against 47 players suspended in 2011 (57 in 2004).
- 112 matches lost through suspension, compared with 72 matches in 2011 (117 in 2004).
- \$159,850 in financial sanctions compared to 2011 tally of \$92,600 in fines (\$223,100 in 2004).

AFL Coaches Association

The AFL agreed to provide ongoing support and increased funding to the AFL Coaches Association for 2012-16, after detailed research looking at AFL coaches' well-being.

The increased funding was the catalyst for a newly created position of Career and Professional Development Manager, while the association's goals remain to provide additional support to AFL coaches, continue community engagement and assist with the promotion and retention of umpires.

AFL Player Rules Changes

The introduction of Free Agency required the AFL to re-examine the Player Rules, to ensure they continued to deliver a competitive balance for all clubs.

The Commission resolved to fortify the Rules around:

- Negotiations with players from other clubs.
- Rules relating to Total Player Payments.
- Rules relating to enforcement of the Draft and Total Player Payments.
- New Rule relating to payment of commissions.

Amendments to the Rookie Rules were also approved to enhance the opportunities available to development players, following the success in recent years around such innovations as the introduction of Nominated Rookies and mature-age Rookies.

Clubs may now list one Irish player as a development player and may also select a father-son player with a rookie pre-selection, if that player nominated for the Draft and was not selected by another club at the National Draft or Pre-Season Draft.

Player Rules Breach – Collingwood FC

Collingwood Football Club was sanctioned \$20,000 for breaching the AFL Player Rules during the 2012 season. The value of the agreements was included in the club's 2012 Total Player Payments and did not cause the club to breach the TPP Limit.

GWS Giants Trade Incentives

A total of 16 players nominated for the pool of 17-year-olds eligible to be considered for the Greater Western Sydney (GWS) Giants Trade Incentive Rules.

The players who nominated were: Nicholas Bourke (Kolora-Noorat, Geelong Falcons, Victoria), Jason Cooke (Sunbury Lions, Calder Cannons, Victoria), Matthew Crouch (Beaufort, North Ballarat Rebels, Victoria), Tom Cutler (Greythorn JFC, Oakleigh Chargers, Victoria), Luke Dunstan (South Clare, Woodville-West Torrens, SA), Billy Hartung (Mornington FC, Dandenong Stingrays, Victoria), Jesse Hogan (Marist JFC, Claremont, WA), Joshua Kelly (Brighton Grammar, Sandringham Dragons, Victoria), Jack Martin (Townsville FC, Claremont, WA), William Maginness (Glen Iris JFC, Oakleigh Chargers, Victoria), Isaiah Miller (Sandhurst FC, Bendigo Pioneers, Victoria), Luke Reynolds (North Haven, Port Adelaide Magpies, SA), Dominic Sheed (John Paul College, Subiaco, WA), Lewis Taylor (Terang-Mortlake FC, Geelong Falcons, Victoria), James Tsitas (Grovedale, Geelong Falcons, Victoria) and Dwayne Wilson (Murray Bridge Imperials, Sturt, SA).

The Gold Coast Suns and Melbourne respectively earned the right to pick from this pool of players, after completing trade agreements with the Giants, and chose Jack Martin and Jesse Hogan.

AFL Research Program

The AFL Research Board commissioned a number of key projects in 2012 including:

- AFL Coaching Lifestyle: Improving life satisfaction, health and well-being.
- Training program to prevent leg injuries in community Australian Football.
- Relationship between Player Off-field Activities and On-field Performance.
- Investigation of Training and Match Loads in 1st Year AFL Players compared to more physically mature AFL Players during the 2011 season.
- Assessing the AFL Vilification Laws to promote Community Harmony, Multiculturalism and Reconciliation.
- Impact of Travel, Days Break, Match Schedule Injury on Team Performance in AFL football.
- Examining the AFL junior match policy for recruitment and retention.

The Research Board also coordinated another successful AFL Grand Final Symposium, around the topic of 'Trends

in the game', which was attended by more than 200 AFL club and industry staff, including doctors, physiotherapists, sport science and conditioning staff, coaches and administrators.

Concussion

The research, prevention and management of concussion continues to be a key focus for the AFL, around a four-pronged approach to addressing the issue:

1. Laws and penalty changes to protect the head and neck of players.
2. Revised guidelines leading to more conservative management of concussion.
3. Education and awareness-raising among community level competitions plus updated community management guidelines.
4. Building knowledge by working with acknowledged concussion experts and through long-term research projects.

The AFL had representatives attend the International Conference on Concussion in Sport in Zurich, and several members of the AFL Concussion Working Group presented at the conference, which is the major sport concussion conference in the World.

The current evidence on concussion management indicates the concussion response differs from person to person, with the over-riding principle being that no player with concussion or suspected of having concussion returns to play until fully recovered.

All-Australian Selection Panel

Hall of Fame Legend Leigh Matthews resigned as a selector from the All-Australian committee, with Gerard Healy joining the panel for the remainder of its deliberations for the 2012 season.

The All-Australian selection panel is Andrew Demetriou (chairman), Adrian Anderson, Kevin Bartlett, Luke Darcy, Danny Frawley, Gerard Healy, Glen Jakovich and Mark Ricciuto.

Illicit Drug Testing

The AFL, with the agreement and support of the AFL Players' Association, remains the only sport in Australia to publicly release its out-of-competition testing figures for illicit drugs.

Illicit drug use is a major issue in society, with recent Australian Institute of Health and Welfare figures showing a 30.5 per cent usage rate among males aged 20-29 in the previous 12 months.

Based on the best medical advice available, the AFL and AFL Players' Association are committed to an Illicit Drugs Policy, which is primarily focused on a medical model for the health and welfare of players.

AFL Illicit Drug Policy Results – Year By Year

Year	Total test numbers	Total failed tests	2nd failed tests	3rd failed tests	Failed tests %
2005	472	19	3	0	4.03
2006	486	9	0	0	1.85
2007	1152	14	3	0	1.2
2008	1220	12	2	0	0.98
2009	1568	14	2	0	0.89
2010	1654	6	1	1	0.36
2011	1489	6	0	0	0.40

The breakdown by type is as follows:

Year	2005	2006	2007	2008	2009	2010	2011
Cannabinoids	6	0	4	3	1	1	0
Stimulants	12	8	10	8	13	5	6
Mixed	1	1	0	1	0	0	0

“The AFL, with the agreement and support of the AFL Players' Association, remains the only sport in Australia to publicly release its out-of-competition testing figures for illicit drugs.”

Cultural Strategy and Education

The AFL's Cultural and Education Strategy was developed and implemented in 2011. In 2012, the AFL Cultural Strategy and Education unit focused on consolidation through the development of key social policies, education programs, research and capacity building activities.

The finalisation of the 2012-16 AFL/AFLPA Collective Bargaining Agreement was an important landmark for the AFL and players as it endorsed an industry approach to education and professional development. This commitment was embodied by the establishment of the AFL Industry Education Committee, a committee representing key stakeholders across the industry and authorised to adopt a collaborative approach to education and professional development.

The 2012 highlights for the Cultural Strategy and Education Unit included:

- The development of the AFL industry position on Social Inclusion.
- Evidence-based and successfully evaluated education programs that targeted elite, State League and community level football.
- The establishment, continuation and cultivation of cultural and education partnerships with peak bodies, State and Federal Governments.
- Establishment of the Executive Certificate – AFL Management as a university recognised masters level professional development opportunity for club football administrators.
- Support of Australian Research Council projects focused on the AFL's Respect and Responsibility Program and the impact of the AFL's Rule 30 covering Discrimination and Racial and Religious Vilification.

Spectator Vilification

The AFL was pleased that a resolution was reached regarding a racial vilification complaint involving an AFL player and spectator during the 2012 season.

While spectators are not technically subject to AFL Player Rule 30 covering the Racial and Religious Vilification Code, the complaint was dealt with following an AFL investigation, in line with the same process and consistent with the principles that underpin that code.

The victim of the racial vilification incident, Gold Coast Suns player Joel Wilkinson, requested for the matter to be made public

and his name released in a bid to educate spectators about what is unacceptable crowd behaviour at AFL matches.

Significantly, his Collingwood opponent Dale Thomas also lodged a complaint with his club about the same incident, as did several Collingwood fans in the vicinity, enabling the matter to be dealt with via the mediation process.

Player Vilification

Following an investigation by the AFL, Stephen Milne of St Kilda FC was fined \$3000 by his club for homophobic comments directed by Milne to Collingwood's Harry O'Brien during the round 19 match between St Kilda and Collingwood. The AFL supported the actions of the St Kilda Football Club in sanctioning Milne as it is simply not acceptable for AFL players to use homophobic insults on the football field. Milne was also required to undertake an education program as part of his punishment.

Integrity Measures – Nathan Bock

Nathan Bock of the Gold Coast Suns was suspended for the opening two matches of the 2012 season and fined \$10,000, after an AFL betting investigation in late 2011.

In the lead-up to the round 24, 2011 match, Bock told a friend in South Australia and a close relative that he was likely to play forward in that weekend's game. The information leaking from Bock saw him backed in from 100-1 to 20-1 to kick the first goal of the match, and resulted in approximately \$40,000 in winning bets in Western Australia and South Australia.

It was the AFL's view that while player Bock was reckless, at no stage did he intend to disclose information for betting purposes.

The league had conducted an extensive investigation to establish this, involving a review of phone records, CCTV footage, betting records and interviews with a number of witnesses as part of its investigation.

Integrity Measures – Annual Probity Investigation/First Goal Betting

In early 2012, the AFL finalised 11 matters arising from its annual betting probity investigation of all players, AFL and club officials/personnel to cover the 2011 season.

A range of people across the AFL industry were detected with low-level breaches of the AFL's gambling rules but none was found to be involved in any more serious matters where their role had the capacity to influence match results as a player, coach, umpire or match official.

The low-level breaches of the AFL's stringent anti-gambling regulations involved small amounts of money by people in relatively minor roles.

Separately, all AFL wagering partners were notified the league would now limit the offers that could be made around betting for first goalscorer in a match.

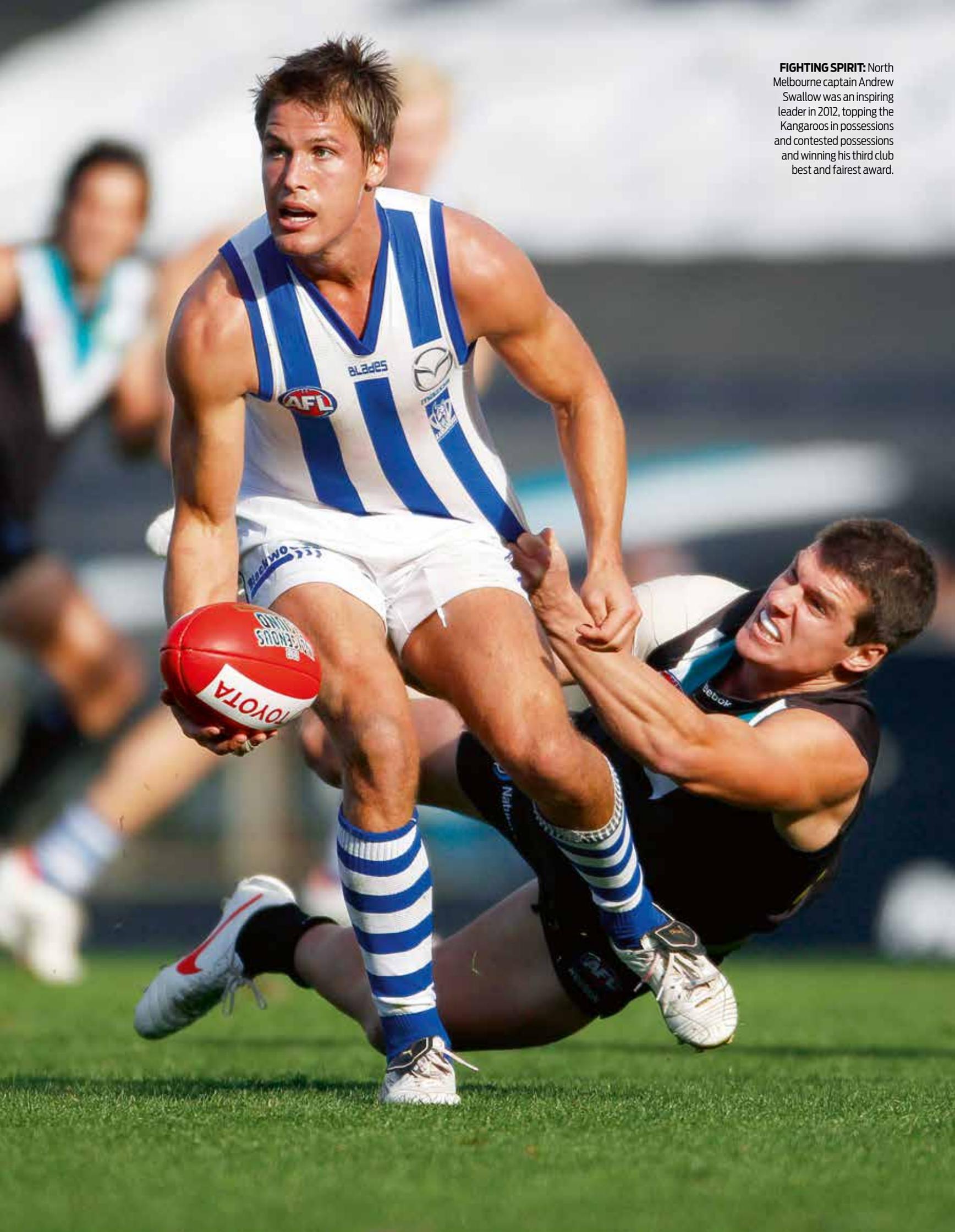
After a review of integrity issues relating to this bet type from the 2011 season, the AFL determined that no player may be offered at odds of greater than 40-1 to kick the first goal in any home and away match.

North Melbourne FC – concussion investigation

The AFL conducted an investigation into North Melbourne Football Club's match-day management of player Lachlan Hansen after a heavy knock he received in a game against Essendon in round 20. Following an extensive investigation, which drew on advice from concussion experts and involved interviews with a number of club officials and a review of relevant documentation, the AFL found there was insufficient evidence to substantiate a breach of the rules in regards to the treatment of Hansen. As a result, no charges arose from the club's conduct under Player Rule 26.1.

However, the AFL did find that North Melbourne had breached a rule that requires clubs to fully cooperate and to provide all relevant information and evidence to investigators. The AFL views the failure very seriously and as a result the club was fined \$20,000 under Player Rule 1.8(g) – \$10,000 of which was suspended for three years pending any further breaches of relevant rules.

While there was no finding that there was any attempt to deliberately mislead investigators, North Melbourne accepted that its conduct at times was not at a standard acceptable for an AFL investigation.



FIGHTING SPIRIT: North Melbourne captain Andrew Swallow was an inspiring leader in 2012, topping the Kangaroos in possessions and contested possessions and winning his third club best and fairest award.

Expansion Compensation Selections

Five clubs elected to activate a total of seven compensation selections, received for losing a player to either the Gold Coast Suns or the GWS Giants during the competition's expansion period, to be used at the 2012 NAB AFL Draft.

The following selections were activated for the 2012 draft, held on the Gold Coast:

- Western Bulldogs – round one selection (compensation for the loss of Callan Ward)
- GWS Giants – round one selection (received from the Adelaide Crows in a trade, after compensation for the loss of Phil Davis)
- Melbourne – round one selection (compensation for the loss of Tom Scully)
- Melbourne – mid round one selection (compensation for the loss of Tom Scully)
- Brisbane Lions – end round one selection (compensation for the loss of Michael Rischitelli)
- Richmond – round two selection (received from Port Adelaide via the Gold Coast Suns in a trade, after compensation for the loss of Nathan Krakouer)
- Western Bulldogs – round three selection (compensation for the loss of Sam Reid)

The following clubs elected not to activate their compensation selections, which still can be used in any year covering the 2013-2014 drafts (GC Suns picks) or the 2013-2015 drafts (GWS Giants picks) –

Gold Coast Suns compensation picks still to be activated:

- Geelong – Gary Ablett – mid round one selection (Traded to the GC Suns in 2010 trade period. Traded to the GWS Giants in the 2011 trade period). Still to be activated by the GWS Giants.
- Geelong Cats – Gary Ablett – round one selection. (Traded to the GC Suns in 2012 trade period). Still to be activated by the GC Suns.
- Adelaide Crows – Nathan Bock – end round one selection (Traded to Richmond in 2010. Traded to GC Suns in 2011). Still to be activated by GC Suns.
- Brisbane Lions – Jared Brennan – end round one selection (Traded to GC Suns

in 2010, Traded to the GWS Giants in 2012). Still to be activated by the GWS Giants

- Collingwood – Josh Fraser – third round selection (Traded to West Coast in 2010). Still to be activated by West Coast.

GWS Giants compensation picks still to be activated:

- Fremantle – Rhys Palmer – end round one selection (Traded to the Giants in 2011 for round one pick 20. Traded to the GC Suns in 2012). Still to be activated by the GC Suns.

Injury Survey

There was a similar overall injury incidence and prevalence in season 2011 compared with 2010, although the make-up of the injury profile was quite different between the two years.

Overall incidence decreased and there were statistically significant falls in the 2011 incidence (compared to the previous five seasons) of hamstring muscle strains and all lower limb muscle strains, but there were rises in incidence of concussion and PCL injuries.

The increase in prevalence can be largely attributed to higher than usual rates of knee ACL injuries and fractures, which are accompanied by long periods of absence per injury, along with the introduction of new Concussion Management guidelines which prescribed a more conservative approach to concussion management and return to play.

The AFL will continue to examine all aspects of player safety, in a bid to reduce injury rates and to keep players available for selection.

GPS Survey

The 2011 GPS Data report, which tracks player speeds and workloads during matches, showed the first decrease recorded in playing intensity since the 2005 season.

This was coupled with an increase in playing time for players, and was the largest year-to-year variation since the research program began.

All 17 clubs (in the 2011 season before the introduction of GWS) participated in the GPS report, which showed that playing intensity dropped by 3.1 per cent due to an associated increase in playing time of 4.4 per cent.

Total Player Payment Rules

Monitoring Total Player Payments (TPP) by AFL clubs and enforcing the associated rules is the responsibility of the TPP Assurance and Advice Department in Football Operations.

While the TPP limit per club increased 7 per cent in 2012, the introduction of the GWS Giants resulted in the TPP across the competition increasing by 13.3 per cent, from \$139.6 million to \$158.2 million. Gross player payments increased at a slightly lower rate to the 13.3% increase in TPP, up by 13% from \$153.7 to \$173.7 million.

The additional services limit per club for the provision of marketing services by players also increased by 7 per cent, from \$573,000 to \$613,000, and with the entry of the Giants, increased across the competition by 13.3 per cent, from \$9.7 million to \$11 million. The amount spent on these services by clubs increased by 13.1 per cent, from \$9.2 million to 10.4 million.

In addition to these amounts, players earned \$1.84 million from employment and marketing arrangements with associates of clubs.

Taking into account the \$173.7 million in gross player payments, \$10.4 million in additional services agreements and \$1.84 million from employment and marketing arrangements with associates of clubs, the total earned by players in 2012 was \$185.94 million, an increase of 12.8 per cent on 2011.

The average payment by clubs for a listed player in 2012 was \$251,559, an increase of 6 per cent over 2011, and when including employment and marketing agreements with associates of the club was \$254,101.

In addition to the sanctions for the Adelaide Crows detailed earlier in this report, Collingwood Football Club was sanctioned \$20,000 for breaching the Total Player Payment (TPP) lodgement rules through an administrative error by failing to lodge two player agreements for additional services within the required timeframe. The value of the agreements was included in the club's 2012 Total Player Payments and did not cause the club to breach the TPP limit.

“The total earned by players in 2012 was \$185.94 million, an increase of 12.8 per cent on 2011.”

1990-2012 Summary of AFL Player Earnings

Earnings	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011 Played	2011 Listed	2012 Played	2012 Listed
\$0 - \$60,000	442	448	409	373	337	307	260	178	152	121	87	71	51	51	35	47	34	24	10	9	9	9	31	1	21
\$60,001 - \$100,000	88	100	125	126	147	162	173	217	191	143	132	102	116	102	111	119	99	92	90	80	67	75	114	71	120
\$100,001 - \$200,000	8	17	19	33	45	91	126	159	209	249	237	219	194	184	188	183	198	177	168	156	153	180	186	187	199
\$200,001 - \$300,000	-	-	1	1	1	9	12	17	26	52	80	92	100	102	107	101	109	134	142	151	158	162	166	166	170
\$300,001 - \$400,000	-	-	-	-	-	-	2	5	5	7	22	34	36	47	57	47	57	60	77	85	91	92	94	103	104
\$400,001 - \$500,000	-	-	-	-	-	-	-	-	-	4	8	14	20	31	24	21	30	35	39	37	45	53	53	58	60
\$500,001 - \$600,000	-	-	-	-	-	-	-	-	-	-	-	4	9	8	12	18	10	13	18	16	9	17	20	25	25
\$600,001 - \$700,000	-	-	-	-	-	-	-	-	-	-	2	3	3	4	4	7	7	5	3	6	8	10	10	11	12
\$700,001 - \$800,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	0	3	5	3	2	3	3	4	4
\$800,001 - \$900,000	-	-	-	-	-	-	-	-	-	-	-	-	-	1	4	3	4	2	-	2	2	4	4	1	1
\$900,001 - \$1,000,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	-	-	2	4	1	1	1	1
\$1,000,001 +	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	2	-	-	2	2	8	8
Total	538	565	554	533	530	569	573	576	583	576	568	539	529	530	542	547	549	546	554	547	548	608	684	636	725

1998-2012 AFL Total Player Earnings

	1998 \$	1999 \$	2000 \$	2001 \$	2002 \$	2003 \$	2004 \$	2005 \$	2006 \$	2007 \$	2008 \$	2009 \$	2010 \$	2011 \$	2012 \$	Movement % 2011-12
Gross Player Payments ("GPP")	62,186,000	71,985,000	80,951,208	88,957,912	97,701,770	101,843,018	108,645,462	110,960,485	114,215,259	121,340,818	128,847,606	134,146,837	136,698,418	153,699,344	173,717,042	13.02%
Deductions:																
Finals/Relocation & Living & Other Allowances	1,093,000	1,073,000	844,209	812,883	1,478,536	1,657,728	1,660,839	2,096,184	1,816,889	2,242,291	2,137,838	1,891,522	2,130,159	2,060,463	2,044,477	-0.78%
Retention and Cost of Living Allowances	991,000	838,000	1,112,500	1,178,125	1,390,625	1,484,375	1,406,450	1,291,500	1,175,574	680,488	728,263	753,988	779,100	804,825	1,722,326	114%
Veterans' allowance 50% deduction	N/A	1,721,000	2,549,017	2,595,883	2,542,428	2,553,503	4,870,772	5,326,653	5,014,770	5,137,978	4,843,849	4,814,190	4,614,162	5,361,045	6,239,064	16.38%
Other deductions	-	-	646,799	703,427	837,984	237,500	1,098,720	338,705	941,007	2,082,388	2,379,364	2,561,369	2,296,275	3,921,152	4,663,352	18.93%
Total deductions	2,084,000	3,632,000	5,152,525	5,290,318	6,249,573	5,933,106	9,036,781	9,053,042	8,948,240	10,143,145	10,089,314	10,021,069	9,819,696	12,147,485	14,669,219	20.76%
Player Payments Less Deductions	60,102,000	68,353,000	75,798,683	83,667,594	91,452,197	95,909,912	99,608,681	101,907,443	105,267,019	111,197,673	118,758,292	124,125,768	126,878,722	141,686,376	159,047,823	12.25%
Injury Allowance	8,176,000	5,688,000	3,500,608	4,266,984	3,850,200	3,531,000	4,314,200	4,332,000	4,836,000	4,936,629	5,684,600	6,403,200	5,572,800	3,107,594	2,551,693	-17.89%
Gross Player Payments Less Injury Allowance	51,926,000	62,665,000	72,298,075	79,400,610	87,601,997	92,378,912	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	156,496,132	12.93%
TPP Limit	52,400,000	68,000,000	76,000,000	83,000,000	89,000,000	95,000,000	97,840,000	100,800,000	103,564,992	111,100,000	118,900,000	123,100,000	127,200,000	139,612,500	158,172,750	13.29%
Gross Player Payments less Injury Allowance	51,926,000	62,665,000	72,298,075	79,400,610	87,601,997	92,378,912	95,294,481	97,575,443	100,431,019	106,261,044	113,073,692	117,722,568	121,305,922	138,578,782	156,496,132	12.93%
Margin/(Excess)	474,000	5,335,000	3,701,925	3,599,390	1,398,003	2,621,088	2,545,519	3,224,557	3,133,973	4,838,956	5,826,308	5,377,432	5,894,078	1,033,718	1,676,618	62.19%
Additional Services Agreements (ASAs)	N/A	N/A	3,413,383	4,186,233	5,311,316	5,176,700	5,840,950	6,071,450	6,579,394	6,725,773	7,440,463	7,692,843	8,128,960	9,191,723	10,398,625	13.13%
Average Gross Player Earnings (including ASAs)**	\$101,957	\$117,398	Listed \$126,996 Played \$140,295	Listed \$149,749 Played \$165,062	Listed \$167,229 Played \$177,076	Listed \$176,019 Played \$189,484	Listed \$184,656 Played \$200,971	Listed \$187,251 Played \$204,271	Listed \$192,962 Played \$208,104	Listed \$203,280 Played \$218,560	Listed \$213,953 Played \$233,281	Listed \$221,482 Played \$241,436	Listed \$226,165 Played \$249,239	Listed \$237,388 Played \$253,795	Listed \$251,559 Played \$272,074	

** Average Gross Player Earnings (AGPE)

The AGPE is a result of the payments (GPP plus ASAs) made to Primary Listed and Pre-Season Nominated Rookies only (grouped as "Primary Listed"). Played figure is the AGPE for those Primary Listed players who played games divided by number of Primary Listed players who played. Listed figure is the AGPE divided by the number of Primary Listed players.

4

Commercial Operations

Darren Birch General Manager

The 2012 season provided another period of growth between the AFL and a range of market leaders throughout corporate Australia.

The AFL was pleased to welcome a number of new corporate partners in 2012 while achieving significant extensions with several existing partners, including a new 10-year agreement with Carlton United Brewers.

In addition to bolstering internal operations following the establishment of a new ticketing model, the AFL enjoyed record growth in both AFL and club memberships throughout 2012.

Corporate Partners

The AFL welcomed new partners in 2012 including:

- Proctor and Gamble (Gillette)
- Kodak
- Harvey Norman
- Sanitarium
- Host Plus
- Lifebroker
- Draftstar
- Treasury Wine Estates
- Elastoplast
- PZ Cussons



RAPIDIMPROVEMENT:
Daniel Talia stepped up under new coach Brenton Sanderson in 2012, becoming the Crows' first winner of the NAB AFL Rising Star award.

HANDS ON THE PRIZE: Rival captains Adam Goodes and Luke Hodge raise the 2012 Premiership Cup at the Toyota AFL Grand Final Parade on the streets of Melbourne.



Major Corporate Partners

Toyota

In 2012, Australia's leading car company, Toyota Australia, concluded its ninth year as the AFL's Premier Partner. It remains one of the most successful sponsorships in Australian sport, which includes naming rights to the Toyota AFL Premiership Season, the Toyota AFL Finals Series, the Toyota AFL Grand Final Parade and the Toyota AFL Grand Final.

Toyota's commitment to Australian Football also extends to grassroots football. Toyota and its dealer network have donated more than \$2.4 million to community football through the 'Good For Footy' program. This year the Good For Footy program committed a further \$360,000 to grassroots football clubs in Victoria, Tasmania and southern NSW.

Toyota's partner integration and leverage of the relationship continues to be brought to life via:

- The 2012 round nine match between Richmond and Hawthorn marked a significant milestone in VFL/AFL history with recognition of the 100 millionth fan to attend a match at the spiritual home of the game, the Melbourne Cricket Ground. The AFL, MCC and Toyota celebrated the historic mark with one supporter leaving the match with a new Toyota Camry Hybrid HL, provided by premier partner Toyota.
- Toyota raised awareness of its involvement with Planet Ark's National Tree Day by creating a series of 'human trees' out of hedge-like materials that roamed the stadium at the St Kilda vs. Bulldogs game, including a 'Hug Cam' encouraging fans to embrace a tree for National Tree Day.
- As part of a larger campaign for 'Landcruiser Country', Toyota focused on the town of Newlyn as one of the lasting legacies left behind as Toyota and Channel 7 program *The Great Outdoors* travelled throughout regional Australia on the Burke and Wills trail. The legacy saw this small town receive a much-needed overhaul of the Newlyn Football Netball Club that culminated in a junior football clinic attended by original Newlyn boy and current Hawthorn Football Club player Brad Sewell.
- The 2012 Toyota Good For Footy Tour visited 13 regional locations throughout Victoria and southern New South Wales throughout September. The tour again involved an array of AFL stars, past and

Corporate Partners

These generous partners support Australia's Game

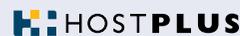
Premier Partner



Major Partners



Official Partners



present, who ran football clinics for young and aspiring football fans, and provided fans with the opportunity to see the AFL Premiership Cup.

- The Toyota 'Unbreakable Records' precinct and related activities were a highlight for AFL fans at the Toyota AFL Grand Final Week AFL Live Site at Federation Square.
- To further leverage Toyota's Unbreakable Records AFL Finals campaign, 'Break the Unbreakable Record' on-field activation was executed on Grand Final Day. With an estimated 100,000 people attending the AFL Grand Final each year and a television audience in excess of 4.5 million people nationwide, activating on Grand Final Day enabled Toyota to dramatically increase the reach of the 'Unbreakable Records' campaign. Four current AFL players were driven on to the field pre-match in a Toyota Hilux and given two attempts to break the 'Unbreakable Record' – Malcolm Blight's famous 75-metre kick. Adelaide Football Club's Taylor Walker walked away the winner with \$5000 donated to his junior football club.

“A key inclusion in the partnership is a joint AFL and CUB initiative which promotes responsible consumption of alcohol.”

Carlton United Brewers

2012 marked the first of a new 10-year agreement with Carlton United Brewers, cementing the partnership as one of the oldest in Australian sports history.

A key inclusion in the partnership is a joint AFL and CUB initiative which promotes responsible consumption of alcohol throughout the term via the 'Carlton Draught Substitute'.

The 'Carlton Draught Substitute' program was supported by the messaging 'Should You Sub Too?' – a call to action asking AFL fans to consider their behaviour while consuming alcohol at AFL matches.

This campaign was displayed in-stadia during AFL matches and communicates the relevant message via the stadia voiceover and video scoreboard during the match when the each team's substitute player is activated.

The 'Carlton Draught Substitute' message was further integrated in to the match-day experience via a number of mediums, including

a 30-second commercial featuring Luke Power that was broadcast in stadia before every AFL match, revised branding on each team's substitute vests and via print executions in the *AFL Record*.

The AFL and CUB will continue to work together to deliver the 'Carlton Draught Substitute' program aimed at maintaining a safe, welcoming and inclusive environment at all AFL matches.

Coca-Cola

The AFL and Coca-Cola's strong association continued in 2012 with the AFL's exclusive non-alcoholic beverage partner bringing the relationship to life via Australia's premier sports drink, Powerade.

Coca-Cola continued its important role of hydrating and improving the physical performance of elite AFL players via the Powerade Isotonic product, while also supporting football consumers via their suite of soft drinks and still products.

The Powerade Picture of Success was again strong across the industry. The continued use of the Powerade Hydration Carts during games at the MCG and Etihad Stadium was again a major highlight of the partnership in 2012.

Coca-Cola South Pacific and Coca-Cola Amatil developed a unique branding exercise, which saw the AFL Premiership Cup and the AFL's finals slogan "This is Greatness" featured on Coke, Coke Zero and Diet Coke cans. The national campaign incorporated a consumer promotion which saw a number of fans experience the 2012 Toyota AFL Grand Final.

The AFL continues to be Coca-Cola's lead sports marketing asset domestically. Coca-Cola South Pacific and Coca-Cola Amatil's continued commitment to the AFL is an asset to the game and hugely appreciated by the AFL industry.



SUCCESSFUL PARTNERSHIP: The Powerade Hydration Carts have become regular fixtures during games at the MCG and Etihad Stadium.



NEW VENUE: The Royal Exhibition Building in Melbourne hosted the Four'N Twenty All-Australian Awards dinner in 2012.

National Australia Bank

In its 11th year supporting young Australian footballers around the country, NAB maintained its partnership of some of the highest-profile and respected football programs in the country, including NAB AFL Auskick, NAB Cup, NAB AFL Under-16 and Under-18 Championships, NAB AFL Draft Combine, NAB AFL Draft and NAB AFL Rising Star Award.

With NAB's partnership and support, Auskick remains Australia's premier junior development program. 2012 saw Auskick's participation base grow by 9.62 per cent to more than 183,000 children, 2500 centres and 25,000 local volunteers involved with the program around the country. The NAB AFL Auskicker of the Year and NAB AFL Auskick Volunteer of the Year programs rewarded and recognised participant and volunteer excellence.

The NAB Cup continues to bring the AFL to communities around Australia with five new regional venues hosting matches including Mandurah, Albury-Lavington, Victor Harbor, Maroochydore and North Ballarat. Over 27,000 football supporters attended the 2012 NAB Cup Grand Final at AAMI Stadium to see the Adelaide Crows defeat the West Coast Eagles, with the Crows' Bernie Vince awarded the Michael Tuck Medal for best on ground.

The 2012 NAB AFL Rising Star Award was presented to Adelaide Crows defender Daniel Talia and NAB's Club Recognition Award saw the 22 junior clubs of all Rising Star nominees share in more than \$65,000 in cash and resources.

Following on from a successful NAB AFL Draft Combine held at Etihad Stadium in Melbourne, the Gold Coast Conference and Convention Centre played host to the 2012 NAB AFL Draft.

NAB's Stand-In campaign during the Toyota AFL Finals Series was acclaimed for its originality, humour and point of difference; all trademark characteristics of NAB brand campaigns. The initiative saw everyday Australians provided with a NAB 'stand-in' on Grand Final Day to undertake an activity they had committed to performing and therefore allowed them to attend the 2012 Toyota AFL Grand Final.

Events and Hospitality

Match-day Functions

The 2012 NAB Cup Grand Final was held at AAMI Stadium, with 230 guests hosted in the Magarey Room for the AFL official function.

Just over 2000 guests attended five AFL official functions throughout the 2012 Toyota AFL Premiership season at the MCG.

Throughout the 2012 Toyota AFL Finals Series and Grand Final, over 7800 guests were entertained in the official functions at the MCG, AAMI Stadium, Patersons Stadium and ANZ Stadium. Prime Minister Julia Gillard, various State Premiers, Rupert Murdoch, James Packer and other VIPs were among the guests who attended throughout the four weeks.

Major Events

Major events during 2012 included the Toyota AFL Premiership Season Launch in Sydney for the first time, Australian Hall of Fame

“The NAB Cup continues to bring the AFL to communities around Australia with five new regional venues hosting matches.”

Induction Dinner, Women's Industry Lunch, NAB AFL Rising Star Lunch, Four'N Twenty All-Australian Awards, the Charles Brownlow Medal count and the NAB AFL Draft.

In particular, the Four'N Twenty All-Australian Awards took on a revised format and venue in 2012. The event was held at the Royal Exhibition Building in Melbourne with acclaimed Australian chefs Shannon Bennett and Guy Grossi designing an All-Australian inspired degustation menu, including a unique take on the All-Australian Four'N Twenty pie. Fox Sports, via FOX FOOTY, broadcast the selection of the team from the venue before the final team being presented to guests at the event itself.

Grand Final Week Events

The Toyota AFL Grand Final Week Live Site at Federation Square attracted more than 256,000 fans to the site, from Monday through to Friday.

Football supporters were treated to a range of activities with AFL corporate and broadcast partner activations, including skill tests, green screen photos, a Brownlow fashion parade, live performances by Australian musicians Tim Rogers and Evermore, outside media broadcasts, an installation by two world-renowned Cuban artists for OPSM and numerous appearances by current and past players.

The Toyota AFL Grand Final Parade attracted some 80,000 people to the streets of Melbourne despite the onset of rain. The event provided an opportunity for Sydney and Hawthorn fans to see their favourite players and to show their support on the eve of the Grand Final.

The AFL's September Club hosted 1780 corporate guests on Grand Final Day in an exclusive 'village' on the steps of the MCG outside Gate 6. Guests enjoyed a full day of entertainment, including pre-match hospitality, tickets to the game and post-match hospitality and entertainment.

FINE DINING: Top Australian chef Guy Grossi at the Four'N Twenty All-Australian Awards dinner, where he helped design a special degustation menu.



Centre Square in Birrarung Marr hosted 2000 guests on the Friday preceding the Grand Final. Grand Final Day saw 2000 guests hosted pre-match and 2800 guests on hand for a range of post-match activities.

The 2012 Toyota AFL Grand Final took on a revised format in terms of entertainment with greater pre-game entertainment, a stand-alone half-time show and the launch of a new post-match fan experience at the MCG, The Premiership Party.

The year-long theme of Australia's Game was maintained throughout Grand Final Day, with one of Australia's most successful bands, The Temper Trap, headlining the half-time entertainment.

Iconic Melbourne musicians Paul Kelly and Tim Rogers continued the theme of Australian musicians as the headline acts of the pre-match program.

The Premiership Party was introduced to Grand Final day in 2012 with in excess of 15,000 people in attendance at the MCG for a free post-match fan event open to the

public following the Grand Final. This event, supported by a comprehensive marketing and media campaign, saw large numbers of supporters enjoy a free concert from the two Grand Final entertainment acts, Paul Kelly and The Temper Trap, before the 2012 AFL Premiers, the Sydney Swans, were presented to the public for the first time.

The first half of the event was broadcast on Channel 7's secondary platform, 7Mate.

AFL Premiership Club

The AFL Premiership Club continued to grow and reached record membership levels in 2012 with 624 members. Members enjoyed access to a prime viewing reserved seat at every game at the MCG and Etihad Stadium, along with new dining facilities at the MCG, as a result of the re-development of the Great Southern Stand.

During the finals, the Premiership Club moved into the new MCG match-day dining facility on level two (formerly the Legends Room), which will provide members with access to a first-class dining facility and a lounge bar for all games at the MCG in 2013.

Grand Final ticketing model

A range of changes were introduced in 2012 to the Grand Final ticketing allocation to clubs, the most significant being the re-allocation of 5000 tickets from the club corporate ticket allocation to the competing club members. As such, the total number of Grand Final tickets available to competing club members increased from 25,000 to 30,000. The AFL and clubs have worked collaboratively to develop

“The 2012 Toyota AFL Grand Final took on a revised format in terms of entertainment with greater pre-game entertainment, a stand-alone half-time show and the launch of a new post-match fan experience.”

STEPPING OUT IN
STYLE: Richmond's
Chris Newman and his
wife Lauren arrive on the
red carpet at the 2012
Brownlow Medal count.





CLOSE-UP VIEW: Collingwood defender Harry O'Brien greets excited fans after the Magpies' victory over St Kilda in round 19 at the MCG.

a centralised industry destination for customers to access Grand Final packages via the AFL Event Office, which has led to the removal of third party on-sellers. These changes have combined to elevate the customer experience on Grand Final Day and direct sales through AFL or club channels.

Any Game Anywhere

The AFL, together with its official airline partner Virgin Australia, launched a new online platform for fans to access game tickets, airfares, accommodation and local tourist attractions for every AFL game during the season. This system links into Virgin Australia's packaging system, allowing fans access to the cheapest available airfare on the preferred day of travel, along with a vast range of accommodation options to cater for a range of budgets.

The online platform is supported by a call centre and provides fans with a turn-key solution when travelling to see their team play at any venue around Australia. This program will also service our first international game for premierships points in Wellington in 2013.

Attendance

During the 2012 Toyota AFL Premiership Season, 6,238,876 spectators attended the 198 matches – a further 11 matches were played in 2012 due to the participation of the Greater Western Sydney Giants.

The average crowd per game has declined as expected, largely as a result of bringing two new start-up clubs into the competition playing in 20 per cent of games.

More matches than ever before were played in small-capacity venues as the game was expanded nationally, including fixtures in Darwin (two matches), Cairns (one),

Launceston (four), Hobart (two), Canberra (three) and the Gold Coast (10).

Redevelopment of the SCG and Simonds Stadium at Geelong also impacted attendances due to the reduced capacity at both venues.

While overall attendance across the 18 clubs was down 4.4 per cent on 2011, there were still 51 premierships season games drawing 40,000 people or more, the same as in 2011.

Across the nine matches of the Toyota AFL Finals Series, crowds were down 12.2 per cent with a total attendance of 539,948. The 2012 Toyota AFL Grand Final was attended by 99,683 supporters.

Attendance Summary, 2011-2012

	2012	2011	Variance	% Variance
NAB Challenge	0	92,002	-92,002	-100.0%
NAB Cup	298,004	256,342	41,662	16.3%
NAB Cup & NAB Challenge	298,004	348,344	-50,340	-14.5%
Premiership Season	6,238,876	6,525,071	-286,195	-4.4%
Finals Series	539,948	614,783	-74,835	-12.2%
Totals	7,374,832	7,836,542	-461,710	-5.9%

Attendance by Venue

Venue	2012 Games	Attendance	Average	2011 Games	Attendance	Average	% Variance
AAMI Stadium	22	624,139	28,370	21	594,344	28,302	0.2%
Adelaide Oval	-	-	-	1	29,340	29,340	-
ANZ Stadium	3	106,595	35,532	3	91,160	30,387	16.9%
Aurora Stadium	4	62,750	15,688	4	62,864	15,716	-0.2%
Blacktown International Sportspark	1	6875	6875	-	-	-	-
Blundstone Arena	2	25,240	12,620	-	-	-	-
Cazalys Stadium	1	10,961	10,961	1	10,832	10,832	1.2%
Etihad Stadium	47	1,484,946	31,595	48	1,575,605	32,825	-3.7%
Gabba	11	223,781	20,344	14	290,604	20,757	-2.0%
Manuka Oval	3	25,292	8431	1	10,184	10,184	-17.2%
MCG	47	2,338,886	49,764	47	2,536,695	53,972	-7.8%
Metricon Stadium	11	150,100	13,645	8	145,333	18,167	-24.9%
Patersons Stadium	22	781,357	35,516	22	790,129	35,915	-1.1%
SCG	9	206,403	22,934	8	201,603	25,200	-9.0%
Simonds Stadium	7	127,410	18,201	7	167,617	23,945	-24.0%
Skoda Stadium	6	48,703	8117	-	-	-	-
TIO Stadium	2	15,438	7719	2	18,761	9381	-17.7%
Totals	198	6,238,876	31,509	187	6,525,071	34,893	-9.7%

Home Game Attendance by Club

Venue	2012	Average	2011	Average	% Variance
Adelaide	405,122	36,829	385,221	35,020	5.2%
Brisbane Lions	223,781	20,344	225,078	20,462	-0.6%
Carlton	502,936	45,721	585,337	53,212	-14.1%
Collingwood	657,785	59,799	676,372	61,488	-2.7%
Essendon	524,680	47,698	541,932	49,267	-3.2%
Fremantle	367,248	33,386	378,331	34,394	-2.9%
Geelong Cats	346,593	31,508	389,414	35,401	-11.0%
Gold Coast Suns	150,100	13,645	210,859	19,169	-28.8%
Greater Western Sydney Giants	119,073	10,825	-	-	-
Hawthorn	375,158	34,105	399,993	36,363	-6.2%
Melbourne	315,983	28,726	341,504	31,046	-7.5%
North Melbourne	271,828	24,712	291,210	26,474	-6.7%
Port Adelaide	219,017	19,911	238,463	21,678	-8.2%
Richmond	454,507	41,319	470,624	42,784	-3.4%
St Kilda	359,670	32,697	396,938	36,085	-9.4%
Sydney Swans	274,795	24,981	292,763	26,615	-6.1%
West Coast Eagles	414,109	37,646	411,798	37,436	0.6%
Western Bulldogs	256,491	23,317	289,234	26,294	-11.3%
Totals	6,238,876	31,509	6,525,071	34,893	-9.7%

Across all AFL matches – NAB Cup, NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series – crowds totalled 7,374,832, down 5.9 per cent on the 2011 season involving 17 clubs.

Adelaide recorded the biggest increase in home game attendances, attracting 405,122 fans – a 5.2 per cent increase on 2011. The top five clubs in terms of their average attendance per home game were:

- Collingwood 59,799
- Essendon 47,695
- Carlton 45,721
- Richmond 41,319
- West Coast 37,646

The average attendance per round was 271,256 (31,509 per game).

The highlights of attendance by venue included:

- 47 Toyota AFL Premiership Season matches at the MCG attended by 2,338,886 people – an average of 49,764 per game.
- 47 Toyota AFL Premiership Season matches at Etihad Stadium attended by 1,484,946 people – an average of 31,595 per game.

Ticketing

A key objective for the AFL continues to be focused on making AFL matches affordable to fans and for the third consecutive season the AFL announced no increase in general admission prices for the Toyota AFL Premiership Season.

General admission ticket prices for the 2012 Toyota AFL Premiership season remained the same as 2009 prices: \$20 for adults, \$12 for concession and \$2.50 for juniors (all including GST). Across the competition, the AFL attracts more than 7.3 million attendees per annum, across 16 venues with multiple ticketing and membership programs.

As part of the newly established club, corporate and member ticket allocations that saw competing Grand Final clubs

received an additional 5000 tickets from the club corporate ticket allocation, a new four-tiered structure – Platinum, Gold, Silver and Bronze seating categories – was implemented.

To compensate non-competing clubs for the extra tickets being made available to members of the two Grand Final clubs, and in line with the revised seating categories and increased staging costs, a price increase for Grand Final tickets was applied in 2012:

- Standing Room \$176.50
- Bronze \$200
- Silver \$300
- Gold \$355
- Platinum \$390

All prices listed are adult tickets and are inclusive of GST.

“For the third consecutive season the AFL announced no increase in general admission prices for the Toyota AFL Premiership Season.”

AFL Club Membership

	Total Adults	Total Concs	Total Juniors	Total Access Members 31/8/2012	Total Non Access Members 31/8/2012	% Variance From 2011
Adelaide	35,036	5198	4521	44,755	350	0.08%
Brisbane Lions	13,928	2060	3098	19,086	1676	-8.21%
Carlton	30,734	3686	10,035	44,455	1345	1.52%
Collingwood	51,740	5874	11,737	69,351	3337	-2.69%
Essendon	27,967	4706	6233	38,906	8802	-8.58%
Fremantle	30,334	4011	5578	39,923	2995	-6.64%
Geelong Cats	27,072	4938	7158	39,168	1037	-0.44%
Gold Coast Suns	6118	807	1979	8904	2300	-20.08%
GWS Giants	6205	627	2264	9096	1145	
Hawthorn	38,625	5265	16,951	60,841	0	8.21%
Melbourne	26,407	2810	6234	35,451	8	-4.02%
North Melbourne	21,620	3565	7430	32,615	808	13.40%
Port Adelaide	23,488	2099	4708	30,295	5248	-7.02%
Richmond	33,263	4746	8367	46,376	6651	15.41%
St Kilda	23,575	3718	6576	33,869	1571	-13.77%
Sydney Swans	17,719	3598	4591	25,908	3965	-4.42%
West Coast Eagles	33,485	6611	3729	43,825	13,552	1.41%
Western Bulldogs	19,784	3307	4647	27,738	2269	-6.64%
Totals	467,100	67,626	115,836	650,562	57,059	0.03%

AFL Membership Club Support

	Adults	Conc	Juniors	Total	% AFL Club Support Members
Adelaide	359	27	28	414	0.8%
Brisbane Lions	401	60	60	521	1.1%
Carlton	5497	760	894	7,151	14.7%
Collingwood	9632	1229	1794	12,655	25.9%
Essendon	5267	730	620	6,617	13.6%
Fremantle	104	5	12	121	0.2%
Geelong Cats	3418	456	349	4223	8.7%
Gold Coast Suns	38	9	9	56	0.1%
GWS Giants	12	2	3	17	0.0%
Hawthorn	2872	307	402	3581	7.3%
Melbourne	1386	174	101	1661	3.4%
North Melbourne	1395	194	221	1810	3.7%
Port Adelaide	133	4	5	142	0.3%
Richmond	3275	443	605	4323	8.9%
St Kilda	2213	317	321	2851	5.8%
Sydney Swans	628	76	59	763	1.6%
West Coast Eagles	241	12	19	272	0.6%
Western Bulldogs	1250	184	173	1607	3.3%
Totals	38,121	4989	5675	48,785	

Club Membership

The introduction of the AFL's 18th team was welcomed with a record number of AFL club memberships in 2012.

A record 707,621 (including non-access memberships) people – or one in 30 Australians – were members of AFL clubs in 2012, an unprecedented level of club membership in the game. This was a clubs record for the 12th consecutive season and an increase of 0.3 per cent on 2011.

Collingwood continued to be the most-supported club in the competition, taking its total membership to 72,688 – a record for any club in the game's history – while Hawthorn, the West Coast Eagles and Richmond had in excess of 50,000 members.

AFL Membership

AFL Membership posted another record membership total in 2012, with 56,595 members. This represented overall growth of 2.5 per cent on 2011. AFL Membership again had lower than industry churn rates of 2.6 per cent (777) for Full members and 6.4 per cent (1460) for Silver members on the back of the

MCG's Great Southern Stand refurbishment which has benefited all members.

AFL Membership is made up of 29,992 Full members, 24,947 Silver members and 2656 Absentee members. With 48,795 members electing a club of support, AFL Membership accounts for 7.5 per cent of total club access members.

Consumer Products

After a major review during 2011, 2012 was the start of a new-look Consumer Products program for the AFL, with a new structure, many re-established licensing partnerships and many new licensees. While global and local consumer indexes looked bleak, the AFL's licensees and retailers were buoyed by the new approach which enabled them to deliver quality products to consumers.

2012 saw the introduction of new fan fashion designs from the AFL's major supporter apparel licensee, Playcorp, reinvigorated Collector Card programs from partners Select and Team Zone and new co-branded products with established brands such as New Era, Quicksilver and Little Miss.

A major global first was launched by the AFL and licensing partner The Promotions Factory (TPF) into all AFL clubs' online shopping environments with a sporting first fully serviced customised online shopping site – CustomAFL.

CustomAFL was launched in May comprising a selected range of key gift items, including a Sherrin football. Fans could enter their personal name and messages and see the product displayed instantly on-screen before being sent directly to their home or business.

Another first was the strategic retail relationship formed with major mass retailer Target. Target launched an adults and youth apparel fashion range into 46 of their stores in Victoria, WA and SA and supported the program with in-store marketing activations and player appearances at three key locations. With the success of 2012, planning is already underway with a view to strengthening the relationship into 2013.

Consumer Products sales achieved 6 per cent growth on 2012, with some categories reaching as high as 20 per cent growth. The foundation blocks are now in place to deliver the longer-term strategic plan for AFL consumer products.

PROUDLY BLUE AND WHITE:
A young fan lends a hand to the Kangaroos' cause in round nine at Etihad Stadium, showing the passion that attracted a record number of members to AFL clubs in 2012.



5

National & International Development

Andrew Dillon General Manager & General Counsel

The AFL has invested heavily in the future and has reaped the rewards with strong growth in participation rates domestically and overseas.

Australian Football continued to grow in 2012 through a range of game development and talent initiatives that maintain Australia's only Indigenous game at the forefront of community sport nationwide.

Participation in the game within Australia reached more than 844,000, with significant growth achieved in NAB AFL Auskick, school football and the newest version of the game, Cadbury AFL 9s.

AFL 9s is an exciting addition to our range of programs that now caters for a social market through a modified game that anyone can play.

With a growth of 9 per cent, NAB AFL Auskick remained a popular choice for young children, with 182,846 participants and their families introduced to Australia's game via what we believe is a high-quality community-based program.

Importantly, participation in international markets has led to further growth, with 120,554 people now involved in the game abroad.

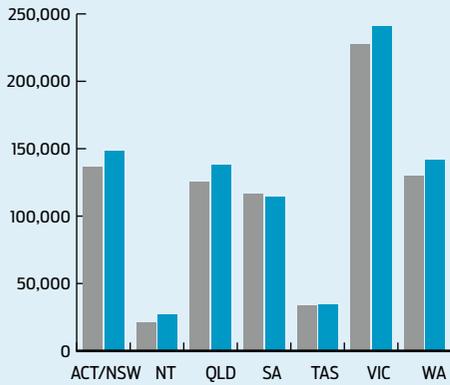
All of this is made possible by an extensive volunteer and staff network, who are great ambassadors for the game. We continue to develop coaches, umpires and administrators to ensure a quality environment exists for the benefit of current and future generations.



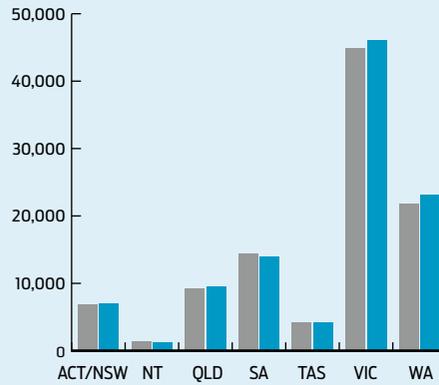
YOUNG STAR:
Lachie Whitfield
was the first player
selected in the 2012
NAB AFL Draft by
the Greater Western
Sydney Giants.

2011 2012

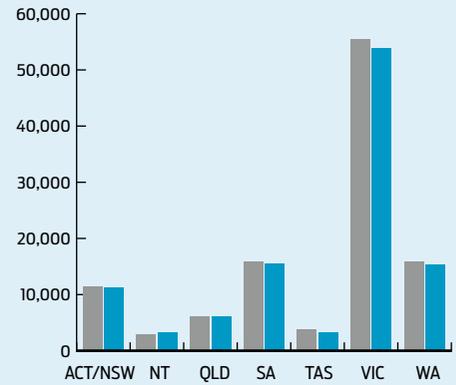
Total Participants by State



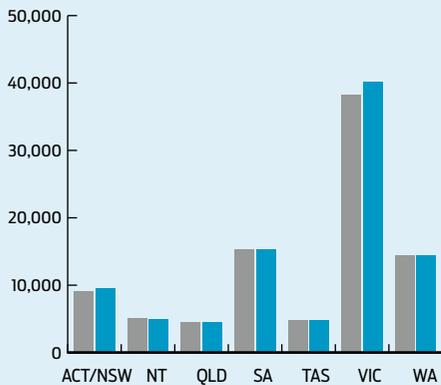
Total Junior Participants by State



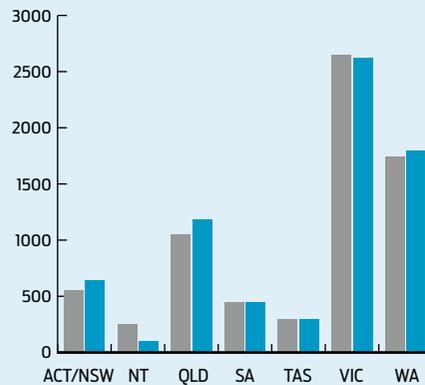
Total Youth Participants by State



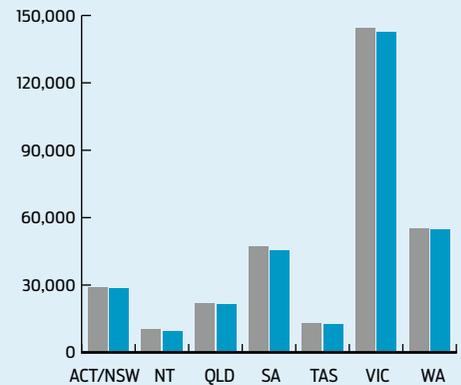
Total Senior Participants by State



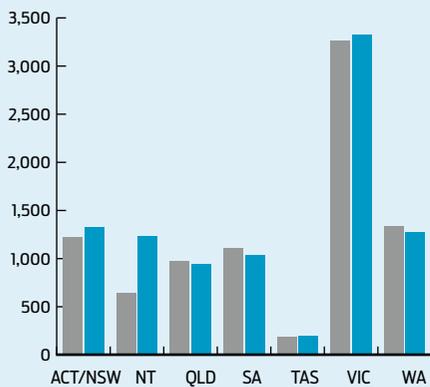
Total Veteran Participants by State



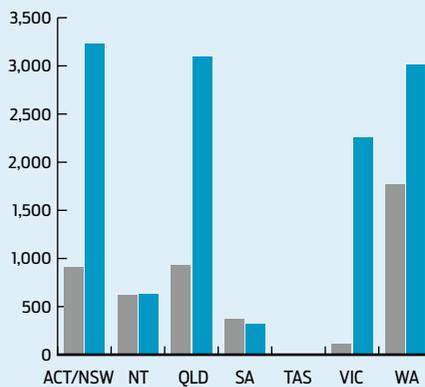
Total Club Participants



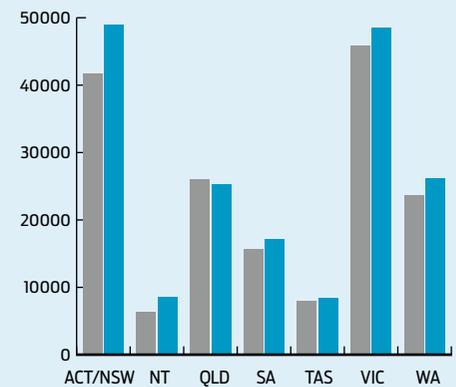
Total Dedicated Female Comp Participants



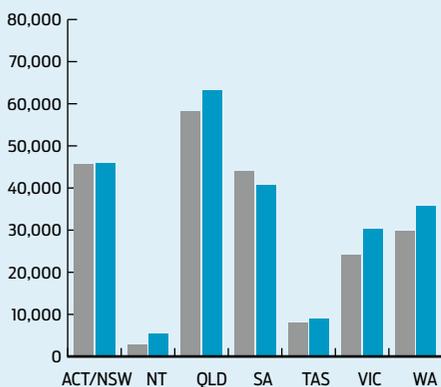
Total Social Football Participants



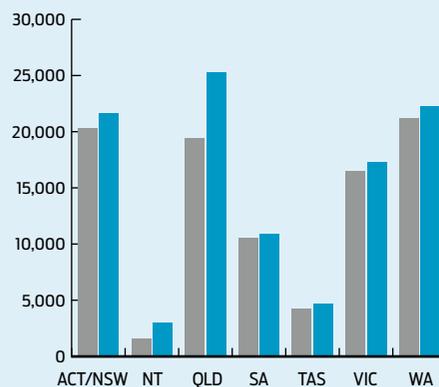
Total NAB AFL Auskick Participants



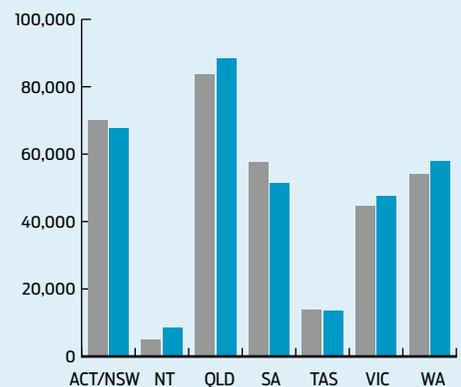
Total Primary School Participants



Total Secondary School Participants



Total School Participants



Participation summary

In 2012, the game continued to grow, with total Australian Football participation reaching 844,779 domestically (6.8 per cent increase) and 120,554 overseas (20.2 per cent increase).

While the 9 per cent growth in NAB AFL Auskick and School Football programs accounted for a significant component of overall growth, the evolution of Cadbury AFL 9s as a viable participation option was encouraging.

The program is a point of difference for the AFL given its modified nature that reduces the barriers to participation and is important to future growth aspirations.

Complementing participation growth is the fact that more than 1.5 million students were engaged through promotional, educational or practical clinics. Our development network is able to offer a program throughout our 95 development regions which will continue to drive future growth at a community level.

The Australian Football Participation Census is compiled annually and measures participants who play in a structured competition or program of greater than six weeks' duration. Highlights from 2012 include:

Total participation of 965,323 comprising:

- 844,779 in Australia (6.81 per cent increase, up 53,874 participants).
- 120,544 internationally (20.22 per cent increase, up 20,278 participants).

Total participation in the following segments:

- Auskick – 182,846 (up 9.44 per cent).
- Club football – 314,685 (up 0.56 per cent).
- School football programs – 334,712 (up 9.32 per cent).
- AFL 9s – 12,536 (up 167 per cent).

Other highlights:

- 10.04 per cent growth across Queensland.
- 27 per cent growth in the Greater Western Sydney Region.
- 43.17 per cent growth in female participants to 136,093.



HAVING A BALL:
Thirsty Auskicker James
with coach Mike Ison
at the Malvern District
Auskick centre.

PICTURE COURTESY
IMAGE EIGHT PHOTOGRAPHY



NAB AFL Auskick

NAB AFL Auskick is the development foundation for future generations of players and fans and is often the first experience with Australia's game for many families.

It introduces primary school aged boys and girls to Australian Football through a sequentially developed coaching and match program in a fun and safe family environment.

The AFL is extremely grateful to the many volunteers and community members who coordinate their local centres each week throughout the season.

Volunteer coordinators are the lifeblood of the program and each year the AFL, our program partner NAB and state football bodies recognise the outstanding achievements and contribution of coordinators who have excelled in the role through special recognition awards.

It is through their enthusiasm and dedication that NAB AFL Auskick continues to thrive.

In 2012, NAB AFL Auskick experienced growth of more than 9 per cent, with a record 182,846 children, including 32,334 girls, participating in the program in 2600 centres around the country.

In addition, more than 23,500 NAB AFL Auskick participants played at half-time of an official AFL match through the grid games program which provides an experience of a lifetime for the participants and families.

A highlight of the year was the announcement of Brownlow Medallist Shane Crawford as the new national NAB AFL Auskick Ambassador.

With four young boys, the former Hawthorn premiership player is a great fit for the program.

Outgoing Ambassador Robert 'Dipper' DiPierdomenico and Crawford adopted 'master and apprentice' roles across the year, travelling together to clinics across the country.

NAB AFL Auskick again took centre stage during Grand Final week with participants leading the parade and playing on the MCG before the 2012 Toyota AFL Grand Final.

It was a huge week for Western Australia, with Jedd Busslinger (Coolbinia Bombers) named the NAB AFL Auskicker of the Year and Amy Potter (Armada JFC) announced as the NAB AFL Auskick Volunteer of the Year.

The AFL would like to thank all the volunteers, participants and families who make the program what it is today, and also acknowledge our program partner the National Australia Bank for the tremendous support it provides.



AFL Schools

A critical component of the AFL's strategy is to enhance the presence of Australia's game in primary and secondary schools by providing opportunities for all students wanting to participate in the game.

The AFL is also committed to providing the Australian education system (teachers and students) with engaging curriculum resources that bring the game into the classroom.

The continued growth in Australian Football participation in schools is due to a variety of initiatives, programs and resources designed to improve our game's presence in the classroom and the PE/Sport program in schools.

In 2012, 334,712 students participated in primary (229,888) and secondary (104,825) school competitions and programs greater than six weeks in duration – an increase of 9.3 per cent on 2011.

Forty per cent of total participation is now generated from primary and secondary schools.

The continually evolving and expanding Coles AFL Schools program in 2012 included the following:

Inter-School Primary and Secondary School Competitions (male and female)

The AFL development staff network works in collaboration with the education system to provide opportunities for male and female students to participate in structured inter-school football competitions.

In 2012, there were 18,167 inter and intra-school teams in AFL competitions that were greater than six weeks in duration, consisting of 13,867 primary school and 5242 secondary school teams.

Intra-School Football Competitions (AFL Sport Education)

Schools are faced with many challenges to implement a sporting model due to factors such as transport costs, venue access, staffing and crowded curriculum.

To help overcome these impediments, the AFL offers schools the opportunity to participate in an AFL Sport Education program. The program enables teachers and students, with training and support from AFL development staff, to manage their own intra-school competition.

The AFL Sport Education resource is being updated and will be released in 2013.

Female School Football Competitions

To provide greater opportunities for female students wishing to participate in Australian Football, the AFL development network conducts dedicated female competitions. In 2012, 18,521 female students participated in dedicated female competitions and a further 73,670 in mixed school teams.

Carnivals and Knockout Competitions

In addition to inter and intra-school competitions, the AFL development network conducts carnivals and knockout competitions to introduce schools and students to Australian Football. In 2012, more than 170,394 students participated in these activities.

Promotional Clinics and Visits

Promotional clinics and visits are used to introduce students to the game and to promote ongoing participation opportunities. In 2012, the AFL development network conducted school visits and clinics reaching 1.054 million children.

Northern States Cup

The Northern States Cup was conducted for the first time in Brisbane in September at AFL Queensland's headquarters at Yeronga.

This competition is in its fifth year and provides an opportunity for schools that have won their state championship to participate against champion schools from other states and territories.

The under-14 school teams that participated in 2012 were Palm Beach Currumbin SHS (Queensland), Xavier High School (New South Wales), Villanova College (Queensland) and Dripstone Middle School (Northern Territory). The 2012 Cup winners were Palm Beach Currumbin SHS.

AFL Learning Management System

The AFL Learning Management System provides educators with various resources to enhance education outcomes and help engage students in unique and meaningful ways.

The system is a central repository of all AFL online resources, activities and lesson plans. New resources such as *Footy Stats* and *AFL Record* lesson plans were added to the site in 2012.

AFL Quiz

In 2012, the AFL continued to support a national online AFL-themed quiz with a focus on numeracy and literacy. Competitions were run in Years 3, 4, 5 and 6.

More than 3500 students were involved in this activity where they worked in small groups participating in a Pre-season Quiz and Qualifying Quiz rounds.

Winning teams from the following schools were the recipients of an AFL match-day experience or AFL Store vouchers: Santa Clara Primary School (WA), St John's Primary School (NSW), Glenburne Primary School (SA) and Floreat Park Primary School (WA).

Coles AFL School Ambassadors Program

The AFL provides training and offers support for teachers who strongly promote Australian Football in their schools and the community.

The AFL School Ambassador Program was established in 2007 with the aim of building an alliance between schools and the AFL development network. The Coles AFL School Ambassador program continues to grow, with more than 5800 teachers actively involved in 2012.

The following teachers were recognised as AFL School Ambassadors of the Year for their outstanding service to the game in 2012:

Teacher (AFLSA)	School	State
Danny Robinson	Victor Harbor Primary School	SA
Craig Johncock	St John's Grammar School	SA
Peter Harty	West Morley Primary School	WA
Paul Galloway	Pinjarra Senior High School	WA
Ben Lloyd	Victoria Point State High School	QLD
Kath Newman	William Ross State High School	QLD
Jill Fish	Port Dalrymple Primary School	TAS
Eric Monaghan	Immaculate Heart of Mary School	TAS
Sarah Corry	Humpty Doo Primary School	NT
Adam Heard	Casuarina Senior College	NT
Belinda King	Randwick Public School	NSW
Kim Lynch	Blackheath Public School	NSW
David Corcoran	Gordon Primary School	ACT
Jason Kenny	Mill Park Primary School	VIC
Jason Kermeen	Brauer College	VIC

AMBASSADOR: Multicultural Program Ambassador Bachar Houli with his wife Rouba after winning the inaugural award for Muslim and non-Muslim understanding, established by the University of South Australia and the Australia Day Council.

PHOTO COURTESY WAYNE LUBBEY, HERALD SUN





FUN FOR ALL: Cadbury AFL 9s was an exciting addition in 2012, with 12,000 participants Australia-wide enjoying the modified game.

Professional Development funding for school teachers

The professional development of teachers has been an integral element of the AFL Schools program with more than 300 teachers attending AFL professional development sessions.

Goal Post subsidy scheme

In 2007, the AFL introduced the AFL Goal Post subsidy scheme in conjunction with state/territory football bodies to financially assist schools to buy permanent Australian Football goal posts, which provide a visible presence at a school level while helping to grow our game's community capacity.

The scheme aims to provide a grant of at least \$1000 per school for the purchase of permanent posts, with applications assessed on the following criteria:

1. That provision of the posts will lead to increased participation.
2. That provision of the posts will lead to increased access by the local football community.

These grants are managed by each state in consultation with regional development staff and the respective schools. In 2012, 50 schools received funding under the program.

Goal post padding grants

In 2012, through funding provided to state bodies as part of the AFL Schools Grant Scheme, 20 goal post pad sets were made available to schools.

Jumper subsidy scheme

In 2012, financial subsidies were provided to schools to assist them to buy match sets of AFL jumpers. Through this program, more than 50 sets of jumpers were provided.

AFL Schools Dream Team and AFL Tipping Competition

In 2012, Dream Team and Footy Tipping competitions specifically for school students continued. The level of interest and engagement in these styles of competitions is significant, based on 50,000 competing in the Dream Team Competition and more than 7000 in the AFL Tipping competition.



Cadbury AFL 9s

The AFL 9s program expanded significantly in 2012. Cadbury was introduced as the naming rights partner, which allowed the game to be showcased during half-time at 22 AFL matches in 2012.

An increased presence in each state and territory led to more than 12,000 people participating in this social format, highlighted by shorter matches, smaller fields and modified rules.

In addition to its growing community presence, the AFL partnered with the Australian Sports Commission to develop a seven-week AFL 9s program that is suitable for eight to 12-year-olds.

The extension of this is that the game has become the match-play version of mixed football in primary and secondary PE classes, enabling the concept to gain broader awareness.



NATIONAL TITLES: Western Australia and Queensland clash in the Youth Girls Championships in Adelaide. Matches were streamed live for the first time, with many fans enjoying the action.

Female Football Program

Participation

Female footballers continued to join the game as more opportunities were provided, leading to more than 136,133 girls and women playing Australia's game in a variety of competitions in 2012.

The breakdown by segment is:

- School – 66%.
- Auskick – 24%.
- Club – 7%.
- AFL 9s – 3%.

This level of participation makes Australian Football one of the most popular sports among females of all ages.

Schools

Queensland, New South Wales, South Australia and Western Australia are excelling in providing quality inter-school and intra-school competitions. The challenge now is to direct the students to club football.

NAB AFL Auskick

Although all states displayed increased Auskick numbers from introducing all girls Auskick centres or groups, New South Wales and the Northern Territory excelled.

In New South Wales and the Australian Capital Territory, the number of girls participating in Auskick increased by 47 per cent in 2012, with 12,019 participants compared to 8131 in 2011.

In the Northern Territory, participation by girls in Auskick increased 432 per cent to 2733, from 632 in 2011.

Club Football

The Northern Territory, New South Wales and Queensland provided significant club growth due to the implementation of new youth girls competitions.

Tasmania and Victoria also experienced growth, mainly due to increased women's league numbers and new junior girls competitions respectively. South Australian and West Australian club numbers declined but both states have strategies in place to reverse the trend in 2013.

South Australia has started to implement new competitions in rural and regional areas.

Key challenges still remain in transitioning girls from school football into club environments.

Cadbury AFL 9s

Considerable interest has been shown in Cadbury AFL 9s, with this version of the game highly suited to new female participants. It offers the capacity for not only mixed but female-only competitions in an environment suited to learning the game.

As competitions evolve, we expect a marked increase in participation in this segment.

Boot Camp Trial

In light of the initial success of AFL 9s and in an effort to introduce more women to the game, a fitness group in Perth successfully trialled boot camp exercises using footballs. Swan Districts WFC will fine-tune the session plans, equipment and promotion to a larger market.

Women who prefer unstructured fitness activities rather than structured game environments represent 44 per cent of physically active Australian girls and women.

Youth Girls Championships

The implementation of the Youth Girls Championships in Adelaide again produced skilled and entertaining matches. The carnival was hosted by the SANFL and heavily supported by the SAWFL.

Victoria won the championships by four goals from Queensland. The grand final followed the Port Adelaide v North Melbourne match at AAMI Stadium.

Live streaming was implemented for the first time and resulted in 27,000 hours of viewing.

High Performance Academy

The program contained the following elements:

- Players: 45 players from the 2011 All-Australian team, the 10 best Under-18 Youth Girls and the next best ranked players from the 2011 Women's Nationals.
- Field Umpire: All-Australian field umpire.
- Level 3 coaches: two shadowed North Melbourne FC and Richmond FC for the week and at their weekend game.

The curriculum was composed and presented by AFL talent and coaching personnel.

Carlton Football Club was the main venue, with excellent support from North Melbourne Football Club for the Level 3 coaches and Melbourne Football Club for the players and we wish to thank those clubs for their support.

AFL Academies benchmark curriculum

The benchmark document that provides minimum standards for states is now integrated with female-specific information. Developed with Director of Coaching Peter Schwab, every state-based talent manager will now have stronger guidance as to what to implement in terms of developing State Academies for talented female footballers.

Social Media

One of the best ways to engage females in the game is via Facebook, Twitter and website traffic.

- Approximately 750,000 people have connected via our followers.
- Facebook has a weekly interaction of nearly 2000 viewers.
- All scores and comments from female events across Australia appear daily.
- Community portal – showcases female events.

Community Engagement – Indigenous

Flying Boomerangs Leadership Program

At the end of the annual AFL KickStart camp, 25 Indigenous players aged between 14-15 were selected to participate in the Flying Boomerangs Leadership Program.

The Boomerangs participated in the Under 16 National Championships and competed against the World Team, South Pacific and North-West WA.

Coached by Community Engagement and Talent Coordinator Andrew McLeod, the Flying Boomerangs were scheduled to travel to South Africa in January 2013 to compete in a game against South Africa and participate in clinics and cultural activities.

The tour will provide an outstanding leadership and cultural experience for the young Indigenous men. The program's focus is to provide exposure to an elite training environment and develop the leadership skills of the participants.

National KickStart Championships

The inaugural National Under 15 KickStart Championships were conducted on the Gold Coast in April. The carnival involved 150 young men (up from 50 in previous years) representing their states and territories.

Six teams competed (WA, SA, NT, Qld, Vic/Tas and NSW/ACT), with each having support staff of Indigenous umpires, doctors and coaches, including ex-AFL players Des Headland and Daniel Motlop.

Western Australia defeated South Australia in the Grand Final.

Footy Means Business

In partnership with Rio Tinto, the AFL recruits 50 young men from all over Australia each year to participate in an employment and talent program.

In addition to exposing players to the rigours of an AFL-club environment and AIS high-performance testing, the program aims to build participants' employment aspirations and provide them with skills to deliver on their aspirations.

Workshops include CV development, interviewing skills, financial literacy, team building and communication, as well as activities designed to strengthen identity and culture.

The program includes an 'Amazing Race' and site visits to Channel 7 and the Victorian Federal Police training facility.

Highlights of the May camp included performing the war cry to senior Rio Tinto and AFL executives at a Rio Tinto function and playing the curtain-raiser to the Dreamtime at the 'G game, when the South narrowly defeated the North.

Indigenous employment strategy

After four years of strategic program development the AFL industry now employs over 80 Aboriginal and Torres Strait Islander people. With Phase 1 of the strategy complete, this year we undertook a formal review to monitor our progress. We are slightly behind our target of 4 per cent, with our current Indigenous workforce at 3 per cent.

Our ongoing challenge is to demonstrate and activate the potential for Indigenous leadership in all areas of the AFL but particularly in coaching, senior management and executive and governance positions.

Phase 2 of our strategy will target AFL clubs and AFL Media.

We would like to congratulate Belinda Duarte, who last year was the first Aboriginal woman executive appointed by the Richmond Football Club. She also won the 2012 Essendon Football Woman of the Year award.

This year has also seen us grow our broader diversity competency, with diversity panels convened in Melbourne, Adelaide and Perth during Multicultural Round and a diversity audit conducted in Women's Rund to determine our levels of diversity competency within the workplace. Diversity competency training was integrated into our leadership and management training at Melbourne Business School.

AFL Club Partnership

For the fifth year running, the AFL with the support of funding from FAHCSIA, coordinated this program to support partnerships between six AFL clubs and six remote Aboriginal communities to achieve the following objectives:

- Cultural and professional development for AFL players and staff.
- Build the aspiration of local community members.
- Strong local partnerships.
- Strengthening delivery of structured football competition by the local community.

Communities include Wadeye, Tiwi Islands, Groote Eylandt and Gove, Katherine, Alice Springs and surrounds, Ceduna and APY Lands

IN FULL VOICE:
Indigenous players
perform the War Cry
at the Footy Means
Business match before
'Dreamtime at the 'G'.



Community Engagement – Multicultural

Multicultural talent camps

With the recent success of players such as Majak Daw and Nic Naitanui, the multicultural program placed a strong emphasis on identifying potential talent.

In 2012, talent camps were conducted in Victoria, New South Wales, Western Australia and South Australia, giving more than 250 participants the opportunity to enhance their development, leadership and football skills.

The state academies also provided 15 players who were nominated to represent the World XVIII in the NAB AFL Under-16 Championships. The World XVIII was coached by Xavier Clarke and featured players from Africa, the Middle East, China and America.

The team played three games against the Flying Boomerangs, North West WA and the Pacific.

With only a limited time to get to know one another, the World XVIII finished with one win and two losses. Another highlight was the selection of Duom Dawam selected in the AIS Level 1 squad.

Multicultural Schools Program

The Multicultural Schools Program continued to grow in 2012, reaching 260 schools nationally and more than 25,000 students.

The 10-week program that introduces new migrants to AFL included skills sessions, a multicultural cup competition, an AFL game visit and an umpiring session.

More than 17,000 people from migrant backgrounds attended an AFL game – many for the first time – and 300 multicultural children participated in a NAB AFL Auskick half-time game.

AFL and Australia Post Announce Multicultural Ambassadors

The AFL and Australia Post announced 10 AFL players as 2012 Multicultural Ambassadors as part of the Australia Post Community Inclusion Partnership.

As AFL Australia Post Multicultural Ambassadors, Nic Natanui, Leigh Montagna, Bachar Houli, Joel Wilkinson, David Rodan,

Harry O'Brien, Israel Folau, Karmichael Hunt, Majak Daw and Ahmed Saad represent some of the many diverse backgrounds in football and encourage individuals and groups to unite through their love of the game.

AFL/Australia Post Multicultural Ambassadors

- Nic Naitanui (Fijian) works one day per week at the Western Australian Football Commission, supporting the ongoing development of the WA multicultural strategy, talent academy and international development.
- Leigh Montagna (Italian) works one day per week at AFL House, focusing on multicultural, social and ethnic media strategies and other major events.
- Bachar Houli (Lebanese Muslim) works one day per week developing an Islamic schools program in Victoria, NSW and WA, which aims to engage more than 30,000 students.
- Joel Wilkinson (Nigerian) works one day per week with AFL Queensland focusing on the development of a community club cultural development program.
- David Rodan (Fijian) works one day per week with the SANFL supporting the ongoing development of the SA multicultural strategy, talent academy and international scholarship program.
- Harry O'Brien (Brazilian), Israel Folau (Tongan), Karmichael Hunt (Cook Island/Samoan), Majak Daw (Sudanese) and Ahmed Saad (Egyptian Muslim) had ambassadorial roles across AFL programs.

Bachar Houli wins national award

Australia Post AFL Multicultural Ambassador Bachar Houli was named an inaugural winner of the Award for Muslim and non-Muslim Understanding.

Established by the University of South Australian and the Australia Day Council, the award highlights the efforts of people around the nation who are contributing to social harmony and community cohesion.

As the first devout Muslim to play AFL, Houli has become a leading influence for many young Australian Muslims.

The Richmond defender was instrumental in the announcement of full-time prayer rooms at the MCG and Etihad Stadium.

Australia Post Multicultural Team of Champions

The AFL made the announcement during Multicultural Round that an Australia Post Multicultural Team of Champions will be chosen to recognise the achievement and contribution of players from multicultural backgrounds.

Alex Jesaulenko was named captain and Jock McHale was named coach.

The team will come from the period of 1896-2012, with the final team of 22 to be announced in 2013.

An initial squad of 50 players was named based on information and records currently available to the AFL.

To be considered for selection, players must have been born overseas or have at least one parent born overseas.

The final 50-man squad as it currently stands is: Jason Akermanis, Peter Bell, Simon Black, Percy Bowyer, Barry Breen, Dermott Brereton, Roy Cazaly, Trent Croad, Peter Daicos, Alan Didak, Robert DiPierdomenico, Andrew Embley, George Heinz, Glen Jakovich, Alex Jesaulenko (captain), Sam Kekovich, Tadhg Kennelly, Daniel Kerr, Anthony Koutoufides, Allan La Fontaine, Justin Leppitsch, Tony Liberatore, Stewart Loewe, Gary Malarkey, Alan Martello, Peter Matera, Jarrad McVeigh, Mark Mercuri, Mal Michael, Joe Misiti, Sam Mitchell, Nic Naitanui, Harry O'Brien, Simon Prestigiacomo, Peter Riccardi, Nick Riewoldt, Anthony Rocca, Saverio Rocca, Ben Rutten, Matthew Scarlett, Wayne Schwass, Michael Sexton, Sergio Silvagni, Stephen Silvagni, Ian Stewart, Jim Stynes, Andrew Swallow, Nathan van Berlo, Paul Vander Haar and John Worsfold.

Jim Stynes Scholarship

The AFL and the Reach Foundation together established the inaugural Jim Stynes scholarship fund in 2012 in honour of Jim Stynes' legacy.

As part of a partnership with the AFL, the Federal Government is providing \$3 million to establish the scholarship fund to help disadvantaged people pursue their sporting dreams and reach their potential.

A group of 11 inaugural scholarship winners were chosen to honour Jim Stynes' guernsey number.

The scholarships recognise his contribution as an outstanding footballer, administrator, philanthropist, charity worker and writer.

“As the first devout Muslim to play AFL, Houli has become a leading influence for many young Australian Muslims.”



HELPING OUT THE KIDS: Carlton's Nick Dulgan conducts an Auskick clinic with multicultural participants Jemilla and Nuradin from the Carlton commission housing area.

PHOTO COURTESY
MICHAEL DODGE, HERALD SUN

Recipients will receive funding towards football, travel and education expenses.

The winners were selected by a panel comprising the AFL, the Reach Foundation and Jim's wife, Sam Stynes, and announced during the 2012 Brownlow Medal ceremony.

Each year the program will offer up to 37 scholarships with a value of up to \$20,000. Number 37 was Stynes' original number when he joined Melbourne FC.

The 11 inaugural Jim Stynes Scholarship winners were:

- Duom Dawam (Vic)
- Nakia Cockatoo (NT)
- Isaac Heeney (NSW)
- Jake Lever (Vic)
- Jarrod Pickett (WA)
- Bohdi Walker (Vic)
- Dwayne Wilson (SA)
- Sisters Sarah, Megan and Jess Allan (SA)
- Tayla Bresland (WA)

Community Development

Community Club Football

Our game's community football infrastructure, consisting of 272 leagues, 2624 clubs, 12,922 teams and 314,685 participants, represents 37 per cent of all Australian Football participants.

Community club football is the cornerstone of the game and its substantial infrastructure is supported by the contribution of more than 91,000 volunteers. The dedication, passion and commitment of community football volunteers is a real strength of Australia's game and the AFL greatly values the contribution they make.

While club participation is steady, growing community league and club capacity remains a priority as we seek to strengthen our community foundation. The establishment of new clubs across New South Wales and Queensland is a focus as we attempt to transition a large base of school participants into club football.

Two major research projects were conducted this year with reports and recommendations due in 2013.

The first relates to the AFL Match Policy for 5-12-year-olds which has been carried out by Deakin University. It aims to test the appropriateness of the rules and regulations enforced at community level in the interests of creating a better environment for children in our participation pathway.

The second project sought to assess and analyse what influences the participation of 13-16-year-olds in the game.

The AFL would like to acknowledge the support of Telstra, which for the fifth year provided community football clubs, centres and umpiring groups from around Australia with training equipment valued at \$1000 a club and centre.

AFL Community Club website

The AFL Community Club website (aflcommunityclub.com.au) continues to educate and inform key community stakeholders through online learning and interactive media. It provides up-to-date information, training and advice for coaches, umpires, players, club administrators and volunteers.



MUTUAL RESPECT:
West Coast coach John Worsfold greets umpire Gary Fla before a clash at Patersons Stadium.

The AFL Community Club website provides:

- Distribution of fortnightly editions of the AFL Community Development Newsletter. The newsletter provides information and resources for more than 30,000 club administrators, coaches, umpire coaches and umpires.
- An opportunity to buy development resources through the AFL Online Resources Shop.
- Locator systems that allow for new players, umpires and volunteers to find a club or umpiring group in close proximity to their home.

Australia Post AFL Community Camps

There were many positive outcomes and highlights from the 2012 AFL Community Camps, which are now supported by Australia Post. Importantly, the camps make the game and its players more accessible to numerous communities, particularly in regional locations. Key outcomes from the 2012 community camps included:

- Number of primary and secondary schools visited – 415.
- School students visited – 73,782.
- Students visited at junior clubs – 4806.
- Students participating in super clinics – 4935.
- People visited in aged care/hospitals – 2905.
- People attending official functions – 3705.
- Money raised from official functions for the local community – \$45,100.

Volunteers

The State Volunteer of the Year promotion was again a feature of the AFL's volunteer program.

Among hundreds of nominations at regional and state level, seven state winners were invited to attend the 2012 Toyota AFL Grand Final, had morning tea with Shane Crawford and Robert DiPierdomenico and walked in the 2012 Toyota AFL Grand Final Parade.

In addition, the AFL Merit Awards continue to recognise two people from each state who have made outstanding contributions to the game in their local club or league.

Umpiring Development

Umpiring has had another successful year with new initiatives, new courses and further development of existing programs assisting all umpires and umpiring coaches to further develop their skills and enjoyment.

Some of the work in 2012 in umpiring has included:

National Umpire Accreditation Scheme

- a. To assist with the introduction of mandatory umpire accreditation, which was implemented in October, work continued on the development of an online AFL Level One Umpire Accreditation Course that will provide theoretical education for umpires undertaking their level one accreditation. This course will be available early in 2013 and will be a valuable resource for community umpiring groups responsible for implementing umpiring accreditation.
- b. A basic online umpiring course designed to educate club umpires was released in May.

- c. An online assessor course designed to educate and assist those responsible for assessing the competency of umpires and umpire coaches was also released in May.

All these courses provide further resources for community umpiring groups.

Umpiring is Everyone's Business Campaign

The AFL Umpiring is Everyone's Business campaign continued in 2012, focusing on educating all football participants to have a positive impact on the match-day environment to help retain umpires.

Umpiring Round was conducted throughout community football on the first weekend in May and activities included coaches and players shaking hands with umpires, league publications and websites featuring articles promoting umpiring, coaches and players umpiring matches and a strong local media response.

Other key activities to support the 'Umpiring is Everyone's Business' campaign included:

- A video featuring AFL coaches promoting the importance of umpires at all levels of the game. AFL umpires Scott Jeffery and Chelsea Roffey played a significant role in highlighting the important role that umpires play and the enjoyment umpires reap from their involvement in Australian Football.
- Auskick umpires were interviewed on the big-screen at AFL matches during round six.
- Major articles on umpiring in the *AFL Record* and metropolitan daily newspapers and Channel Seven and Fox Footy featuring umpiring throughout their match-day coverage during round six AFL matches.
- Paul Reiffel was a keynote speaker at the 2012 AFL National Coaching Conference, where he spoke of his changing perceptions of officials from his time as a Test cricketer to his role of an ICC umpire.

AFL Talented Umpire Pathway

In partnership with the Australian Sports Commission, the fourth intake of the AFL High Performance Umpiring Academy successfully completed the program in 2012.

The academy provides opportunities for young state league umpires from each state who have been identified as potential AFL umpires.

The program is overseen by seven-time AFL Grand Final umpire Brett Allen and involves development camps run in conjunction with

the ASC, AIS-AFL Academy and the AFL Umpiring Department.

AFL umpires such as Chris Donlon and Ray Chamberlain act as mentors in a program aimed at developing umpires and preparing them to trial at AFL level within two years.

From the 2012 AFL High Performance Umpiring Academy, Beau Wardman was named as an All-Australian Umpire and will tour Europe with the AIS/AFL Level 2 Academy group in 2013.

Joel Harris was named as an All-Australian Umpire and will tour New Zealand with the AIS/AFL Level 1 Academy group.

The NAB AFL Under-18 and Under-16 Championships provided an opportunity for 40 state league umpires from across Australia to participate in an intensive live-in learning program where they were exposed to coaching by AFL umpires and coaches, match communications technology, video review and presentations from key industry experts.

They also attended AFL umpires training to fast-track their development.

AFL Umpire Coach Professional Development Program

The AFL Umpire Coach Professional Development Program continues to provide support and education to umpire coaches in community football.

The program, which is recognised by the Australian Sports Commission as an industry leader in the development of officials and coaches, aims to encourage coaches to provide positive, inclusive, safe and friendly environments for all their umpires.

The 2012 AFL National Umpire Coaching Conference was conducted in February. The conference was again held in conjunction with the AFL National Coaching Conference at Allphones Arena in Sydney.

The conference was attended by 114 community-based umpire coaches from across Australia.

Umpire coaches attended keynote presentations and participated in a specific umpire coaching stream. The integration between umpire coaches and coaches of players reinforces the philosophy of the 'Umpiring is Everyone's Business' campaign.

AFL Umpire Promotional Appearances

In 2012, the continued strong relationship between the AFL Umpiring Development Department and the AFL Umpires Association resulted in 63 AFL umpires participating in more than 125 appearances, including visits to schools, umpiring groups and coaching sessions within the umpire talent pathway program.

Twenty-one AFL umpires also participated in 12 AFL umpire road shows in 25 regional towns and community centres around Australia.

AFL Green Shirt Program

AFL research suggests that the majority of umpires who leave umpiring in their first year do so because of difficulties involving the laws of the game and a lack of support in their role.

In light of this, the AFL launched the AFL Green Shirt Program in 2005 to assist first-year umpires in two ways – by providing a trained mentor and using a green shirt to indicate the umpire is still learning.

This year's program involved more than 2500 umpires and nearly 650 mentors.

Other highlights

- The AFL National Umpire Uniform Supply Program provides uniforms to umpiring groups across Australia. The program supplied more than \$290,000 worth of uniforms to more than 70 umpiring groups. This program is estimated to save the industry nearly \$60,000.
- More than \$250,000 worth of AFL Green Shirt packs, AFL Mentor Jackets and Basic Umpiring Course Packs were part of the delivery of programs aimed at assisting young people to become involved in umpiring.
- Seven first-year umpires from each state/territory were selected to participate in NAB/AFL Auskick grid games that took place at the 2012 Toyota AFL Grand Final in recognition of their commitment to umpiring.

“The academy provides opportunities for young state league umpires from each state who have been identified as potential AFL umpires.”

Coaching Development

Accreditation Courses

AFL coach accreditation continued in 2012 with 7053 coaches participating in AFL coach accreditation courses.

These included 6691 taking part in Level 1 courses and 338 in Level 2 courses. Twenty-four completed the six-day AFL High Performance Coaching Course at Etihad Stadium, in conjunction with the NAB AFL Draft Combine. In 2012, 1051 coaches were reaccredited.

Level 2 courses were conducted in every state and territory during the year and the AFL conducted the annual AFL/AFLPA Level 2 coaching course in January for 30 recently retired or experienced players nominated by the AFLPA.

A further similar course for 12 players was conducted at Collingwood FC. Graduates of this course continue to gain roles in the industry, particularly as development coaches in AFL clubs and the AFL Academies.

AFL Online Coaching Courses

The AFL Online Junior Coaching Course for AFL Auskick and Junior coaches, accessed through the AFL Community Club website, continued to attract high numbers of coaches all year round.

A similar online course to assist senior and youth coaches towards their accreditation is under development and due to be launched in 2013.

Identifying Talent Courses

The newly developed AFL Level 1 course Identifying Talent for AFL, aimed at recruiting and coaching personnel and focusing on identifying talent for regional, state and potentially AFL clubs, was conducted in Victoria (90 participants) and Queensland (50), with courses planned for other states in early 2013.

AFL National Coaching Conference

The 10th AFL National Coaching Conference was held at Allphones Arena in Sydney Olympic Park, from February 17-19, linked to the first round of the 2012 NAB Cup played at Blacktown International Sports Park.

The conference program was strongly supported by GWS and Sydney Swans with eventual 2012 AFL premiership coach John Longmire, Kevin Sheedy, Mark Williams and Western Bulldogs coach Brendan McCartney delivering keynote addresses.

More than 500 coaches attended the conference, including community coaches from all states in Australia and representatives from most AFL clubs. The opening session included addresses from Leigh Matthews and Paul Reiffel, who provided a focus for the umpire coaches in attendance.

Coaching Resources

A number of new resources were completed and released during 2012, including:

- *The AFL Kicking Guide for Players* and *The AFL Kicking Guide for Coaches* DVDs – both narrated by Garry Lyon and Matthew Lloyd.
- *The AFL Skills Guide* DVD – the skills required in Australian Football presented and demonstrated by some of the stars of the AFL and narrated by Garry Lyon and Matthew Lloyd.
- *Team Rules* DVD – narrated by Tom Harley, who presents 25 common team rules which coaches can incorporate into their own specific set of team rules.
- A series of coach interviews around the topics of coaching, umpiring and specific technical coaching areas, involving Guy McKenna, Brad Scott, Chris Scott, Scott Watters and John Worsfold, were produced for the AFL Community club website and for use in coaching courses.
- A 'Footy First' Coaches DVD and manual for a program designed to prevent injuries in community Australian Football. It is currently only available for those clubs participating in the associated research program being conducted by the AFL Research Board. In the longer term, following the completion of the research project, the final version will be released to the broader football community.
- The *G.A.P.S. Australian Football* animated drills and games e-resource, produced in partnership with Tacklesport, was released early in 2012. This electronic resource (program and app) contains 250 animated activities for planning training sessions.

- Further improvements to the AFL community club website were made in 2012 and 18 fortnightly AFL Community Development Newsletters, including coaching content, were produced and delivered.

Club Coaching Coordinator Program

The major priority for coaching development, agreed by the AFL and the state coaching managers during 2012, was the development and implementation of a club coaching coordinator program to provide increased support for coaches at community league and club level. The development of a club coaching coordinator program, including a resource manual and a training course, started in the latter half of the year and will be implemented in 2013.

Other Highlights:

→ AFL Coaching Ambassadors

Stan Alves and David Parkin, long-term AFL Coaching Ambassadors, along with AFL Director of Coaching Peter Schwab, AFL Coaches Association (AFLCA) CEO Danny Frawley and Operations Manager Paul Armstrong and coaching consultant David Wheadon presented at Level 2 coaching courses around Australia and continued to play important roles in AFL coaching and development activities across the year. Schwab's regular writings for the AFL Community Club website were eagerly followed throughout the season.

→ Coach Recognition Awards

Australian Football Coaches Association (AFCA) awards functions were held in Queensland, South Australia, Victoria (25th edition) and Western Australia.

→ AFL Coaches Association

– Appearances Program

The partnership between the AFL and the AFL Coaches Association in respect of game development consolidated further in 2012, particularly through the coach appearance program. Overall, AFL senior and assistant coaches participated in development activities and appearances in all states and territories, including most regions around the country. Assistant coaches performed more than 700 appearances to help grow the game.

“Graduates of this course continue to gain roles in the industry, particularly as development coaches.”



ROYAL SUPPORT: Prince Charles is presented with a football by AFL International Development Manager Tony Woods in London before the Royal tour of Papua New Guinea, Australia and New Zealand last year.

International

First International Premiership Game Announced

A historic partnership between the AFL, St Kilda Football Club and the City of Wellington to play on Anzac Day, 2013, at Westpac Stadium in Wellington, New Zealand, was announced in September.

It will be the first match to be played for premiership points outside Australia. St Kilda will take on the reigning premiers the Sydney Swans in round five under lights.

Exhibition Game at The Oval in London

After a six-year absence, AFL returned to the UK to support the AFL's regional affiliate AFL Europe and the continued growth of AFL in the region. Port Adelaide defeated the Western Bulldogs by one point in a spirited contest before a crowd of nearly 10,000.

Both clubs used the game as a key part of their 2013 pre-season and player development

with Port Adelaide combining the game with a training camp at the AIS facility in Varese, Italy, while the Western Bulldogs visited and trained at a variety of professional English sporting clubs.

International Combines

International Combines were conducted for the first time in priority development regions – Ireland, the United States of America, New Zealand and China – with more than 100 players tested.

Ten players were selected from these testing sessions to attend the NAB AFL Draft Combine; four Pacific players, two Irish, three US and one Chinese. It was the first time international players have attended.

After the Combine, Papua New Guinea's Gideon Simon was contracted as an international scholarship holder by the Richmond Football Club, while the USA's Eric Wallace was invited to trial with North Melbourne FC.



HIGH FLYER: Shao Liang Chen jumped 86cm at the AFL International Combine in Guangzhou, China, in July.



NAB AFL Rising Stars Program

The NAB AFL Rising Star program identifies and recognises young players by providing a pathway to the AFL and other senior competitions with the following elements:

- NAB AFL Rising Star.
- NAB AFL Draft.
- NAB AFL Combine.
- NAB AFL Under-18 Championships.
- AIS-AFL Academy.
- NAB AFL Under-16 Championships.

NAB AFL Draft

The 2012 NAB AFL Draft returned to the Gold Coast Convention and Exhibition Centre. Fox Sports, 3AW, SEN and FIVEaa broadcast the event.

Victorian Lachie Whitfield from the Dandenong Stingrays/Mount Martha Junior Football Club was the number one selection.

2012 NAB AFL Drafts – origin of players:

	National & pre-season	Rookie	Total	%
Victoria	49	12	61	46.2
South Australia	21	3	24	18.2
Western Australia	18	2	20	15.2
Queensland	2	3	5	3.8
NSW/ACT	2	8	10	7.6
Tasmania	5	-	5	3.8
Northern Territory	3	-	3	2.3
International/Alternative Talent	-	4	4	3.0
Total	100	32	132	

NAB AFL Rising Star Award

Daniel Talia of the Adelaide Crows won the 2012 NAB AFL Rising Star award with 43 votes, followed by Greater Western Sydney Giants' Jeremy Cameron (35 votes) and Western Bulldogs' Mitch Wallis (19 votes).

The 20-year-old defender from the Greenvale Junior Football Club and Calder Cannons is the first player from the Adelaide FC to win the award. Daniel was presented with the Ron Evans Medal, a \$20,000 NAB Private Wealth investment portfolio and access to a dedicated personal banker, courtesy of the National Australia Bank.

2012 NAB AFL Rising Star Nominees

Round	Player	Club
1	Claye Beams	Brisbane Lions
2	Jeremy Cameron	GWS Giants
3	Dylan Grimes	Richmond
4	Mitch Wallis	Western Bulldogs
5	Tomas Bugg	GWS Giants
6	Steven Motlop	Geelong
7	Stephen Coniglio	GWS Giants
8	Mitch Golby	Brisbane Lions
9	Jake Carlisle	Essendon
10	Dylan Shiel	GWS Giants
11	Ben Sinclair	Collingwood
12	Daniel Talia	Adelaide
13	Tom McDonald	Melbourne
14	Toby Greene	GWS Giants
15	Arryn Siposs	St Kilda
16	Josh Caddy	Gold Coast
17	Brandon Ellis	Richmond
18	Adam Treloar	GWS Giants
19	Devon Smith	GWS Giants
20	Sam Blease	Melbourne
21	Sam Shaw	Adelaide
22	Chad Wingard	Port Adelaide
23	Dom Tyson	GWS Giants

AIS-AFL Academy

The AIS-AFL Academy is a joint initiative of the AFL and the Australian Institute of Sport, designed to develop players for the challenges of AFL football.

In 2011, the Academy was expanded into two tiers to allow players to receive specific high-performance training and guidance as they prepare for the prospect of joining an AFL list.

In 2012, the 15th intake involved 62 of the nation's best young footballers, who took part in a 12-month non-residential program.

Level one was coached by AFL Engagement and Talent Coordinator Chris Johnson and the squad of 30, chosen from the NAB AFL Under-16 Championships, toured New Zealand in January.

Managed by AIS-AFL Academy High Performance Coach Michael O'Loughlin, the level two squad returned to Europe in April 2012 and played two exhibition matches in London against the European Legion and historically in France against the European Titans.

The squad also trained at the AIS facility in Varese and visited the War Memorial in Villers-Bretonneux, France, in the lead-up to Anzac Day.

Former champion players Brad Johnson, Matthew Lloyd, Glen Jakovich and Tadhg Kennelly are academy assistant coaches/mentors.

NAB AFL Under-18 Championships

The 2012 NAB AFL Under-18 Championships were conducted throughout Australia during a seven-week period between June 2 and July 5.

Vic Metro won the Division One title and the Northern Territory won Division Two.

Lachie Whitfield from Vic Country won the Larke Medal, presented to the Division One best and fairest, while Jake Neade from the Northern Territory won the Harrison Medal, presented to the Division Two best and fairest.

“In 2012, the 15th intake involved 62 of the nation's best young footballers, who took part in a 12-month non-residential program.”

CREAM OF THE CROP: The top 10 selections in the 2012 NAB AFL Draft (from left) Lachie Whitfield, Jono O'Rourke, Lachie Plowman, Jimmy Toumpas, Jake Stringer, Jack Macrae, Oliver Wines, Sam Mayes, Nick Vlastuin and Joe Daniher.



2012 NAB AFL Draft Selections (First Round)

No.	Player	League	Club	Selected by
1	Lachie Whitfield	TAC Cup	Dandenong Stingrays/Mount Martha Junior FC	GWS Giants
2	Jono O'Rourke	TAC Cup	Calder Cannons/Gisborne Rookies	GWS Giants
3	Lachie Plowman	TAC Cup	Calder Cannons/Macedon	GWS Giants
4	Jimmy Toumpas	SANFL	Woodville West Torrens/Flinders Park	Melbourne
5	Jake Stringer	TAC Cup	Bendigo Pioneers/Eaglehawk JFC	Western Bulldogs
6	Jack Macrae	TAC Cup	Oakleigh Chargers/Kew Rovers	Western Bulldogs
7	Oliver Wines	TAC Cup	Bendigo Pioneers/Echuca Junior	Port Adelaide
8	Sam Mayes	SANFL	North Adelaide/Port JFC	Brisbane Lions
9	Nick Vlastuin	TAC Cup	Northern Knights/Eltham	Richmond
10	Joe Daniher	TAC Cup	Calder Cannons/Aberfeldie JFC	Essendon (Father-Son)
11	Troy Menzel	SANFL	Central District/Golden Grove FC	Carlton
12	Kristian Jaksch	TAC Cup	Oakleigh Chargers/Kew Rovers	GWS Giants
13	Jesse Lonergan	TSL	Launceston/Launceston Juniors	Gold Coast Suns
14	Aidan Corr	TAC Cup	Northern Knights/Macleod	GWS Giants
15	Taylor Garner	TAC Cup	Dandenong Stingrays/Rowville	North Melbourne
16	Jackson Thurlow	TSL	Launceston/Launceston Juniors	Geelong Cats
17	Josh Simpson	WAFL	East Fremantle/Mullewa	Fremantle
18	Brodie Grundy	SANFL	Sturt/Unley Jets	Collingwood
19	Ben Kennedy	SANFL	Glenelg/Brighton District	Collingwood
20	Tim Broomhead	SANFL	Port Adelaide (SANFL)/Port District	Collingwood
21	Nathan Hrovat	TAC Cup	Northern Knights/Mill Park FC	Western Bulldogs
22	Dean Towers	VFL	North Ballarat/Otway Districts	Sydney Swans
23	Marco Paparone	WAFL	East Fremantle/Palmyra JFC	Brisbane Lions



Visit to Villers-Bretonneux

It was an unforgettable experience for our AIS-AFL Academy group to visit the town of Villers-Bretonneux in Northern France, the scene of a fierce battle on Anzac Day 1918, when Australian soldiers helped the French reclaim their town and push back on the Germans.

A total of 1200 Australians lost their lives in the battle but the townsfolk have never forgotten the bravery of the Australian soldiers and to this day express their gratitude on the role the Australians played in saving their town.

We visited the local school in Villers-Bretonneux, named Victoria after one of our states, and conducted an Auskick clinic for over 300 kids, with 'Dipper' showing us the way.

The kids loved it and we loved it! We had the best time introducing them to AFL. We then visited the school with the famous words written in the playground "Do not forget Australia".

It was a special moment. It makes you appreciate the unbelievable bravery of our forefathers on the Western Front.

We also visited the War Memorial at Villers-Bretonneux, just outside of town, and saw the headstones of rows and rows of unnamed Australian soldiers, some only 18 years old.

They lost their lives in the Anzac attack described by a British General as "perhaps the greatest individual feat of the war".

It was the absolute highlight of our trip to Europe. We will never forget it.

Michael O'Loughlin

NAB AFL Combine

The 2012 NAB AFL Combine was conducted at Etihad Stadium from October 2-5 and included a new goalkicking test that was developed by AIS-AFL Academy assistant coach Brad Johnson and AFL Academies Development Manager Michael Ablett.

The Combine included 10 international players for the first time, from the United States of America, Ireland, New Zealand, Papua New Guinea, Nauru and China.

The Combine was well supported by Fox Sports and *AFL.com.au*. State Combines were conducted in Melbourne, Adelaide and Perth.

Second-tier Competitions



Foxtel Cup

The second season of the Foxtel Cup in 2012 continued to showcase emerging talent, to find the best state league team in Australia while providing national exposure to competing clubs consistent with the AFL's development objective to enhance second-tier competitions around Australia.

The competition was played in conjunction with existing second-tier competitions with 16 teams in the 15-match knock-out format.

Matches were played in six states and territories, with many of them as curtain-raisers to AFL matches.

The competition included three teams from the VFL, SANFL and WAFL, two from Queensland and Tasmania, and one from each of New South Wales, ACT and Northern Territory. All matches were shown live on the Fox Footy Channel.

Of the 25 mature-age players added to AFL lists in the off-season, seven played in the Foxtel Cup.

The season culminated in the Grand Final between Werribee and last year's runner-up Claremont at Patersons Stadium.

After a tight contest early, Claremont eventually got on top and won by 44 points to win the Foxtel Cup. Claremont continued its strong form for the remainder of the season to also win the WAFL premiership.

We thank Foxtel, Fox Sports, the Fox Footy Channel, Coles and Burley Sekem for their continued support of this competition.

NAB AFL Under-16 Championships

The 2012 NAB AFL Under-16 Championships were played in Sydney between July 7-14. The championships were expanded to 12 teams with the inclusion of the AFL's Indigenous Youth side, the Flying Boomerangs, and the Western Australia North-West team. They joined the World XVIII and South Pacific teams to create a third division.

Western Australia won Division One, Queensland won Division Two and Western Australia North-West won the inaugural Division Three title.

The Division One Kevin Sheehan Medallist was Brad Walsh from Western Australia, the Division Two Alan McLean Medallist was Lachlan Weller from Queensland and the first recipient of the Division Three Mark Browning Medal was Hugh Curnow from the World XVIII.



North East Australian Football League

The North East Australian Football League (NEAFL) competition was introduced to improve the standard and profile of second-tier football across the Australian Capital Territory, New South Wales, Queensland and the Northern Territory. 2012 was the second season of the competition.

This year, two new Sydney-based clubs, Hills Eagles and Sydney University, joined the competition to bring the number of teams to 19 across two conferences.

There were 10 teams in the Northern Conference (Qld and NT) and nine teams in the Eastern Conference (NSW and ACT).

The Northern Conference included the reserves teams from the Brisbane Lions and Gold Coast Suns and the Eastern Conference included the Sydney Swans and GWS Giants reserves.

Key features/highlights of 2012 included:

- 171 home and away matches, plus 13 finals.
- 24 as curtain-raisers to AFL matches.
- 14 cross-conference matches.
- Appointment of new full-time umpire coaches, one for each conference.
- Introduction of a standard umpires contract and coaching manual.
- Live streaming of the match of the round.
- A weekly online TV show for the Eastern Conference.
- Introduction of Champion Data statistics for all matches.

Both conferences had exciting and well-attended finals series. In the Eastern Conference Grand Final, Queanbeyan defeated the Sydney Swans after winning only four matches in 2011.

The Northern Conference premiership was won by the Brisbane Lions after they comfortably defeated NT Thunder in the Grand Final.

The following week, the Brisbane Lions became NEAFL Champions after they were too strong for Queanbeyan at Manuka Oval.

Message from the Australian Sports Commission

The Australian Sports Commission (ASC) has two core goals – ensuring Australian athletes excel in the international sporting arena and increasing Australians' participation in sport.

These two clear objectives are mutually reinforcing – international success inspires Australians to participate in sport, and greater participation helps nurture our future champions. Sport not only inspires and unites, it also promotes community involvement, cohesion and active lifestyles.

Australians are inspired by success on the world sporting stage – it is central to who we are as a nation.

The 2012 London Olympics showed the standards required for elite international success keep increasing relentlessly.

Traditional competitors keep getting better, and rising countries have become forces to be reckoned with in many of our stronghold sports.

If we want to continue to enjoy the success we expect, we need to respond to this new environment in circumstances where Government funding for high-performance sport is likely to be constrained at current levels.

This means we need to raise the bar ourselves in everything we do in high performance sport – our talent identification and development, coaching, sports science, use of technology and innovation, and the management and administration structures that support our athletes.

It is fundamental to success that we set the same standards of excellence and accountability in all of these areas that we expect of our athletes on competition day. The ASC, which is investing a record \$170 million this year in high performance programs, has the responsibility to ensure that we have high performance support structures in place to enable high performance sporting success.

We have significant work to do on these fronts. Our partner sports can expect much sharper focus by the ASC in future on best practice governance and administration, intellectual property ownership, athlete management and support structures and general accountabilities by the sports.



Despite recent events that have impacted upon the integrity of sport, it is important to emphasise that our commitment to elite international sporting success will never compromise our commitment to integrity in sport.

Our belief in, and requirement for sports to uphold, the values of fair and honest competition is inviolable.

Importantly, the ASC is investing \$120 million this year to promote grassroots participation in sport throughout Australia and to continue a suite of successful national programs such as the Active After-school Communities program.

Increased community sport participation has a profound long-term dividend, and remains a vital objective of the ASC, notwithstanding the challenges in high performance sport.

The ASC looks forward to working in collaboration with the sport sector to encourage more people into sport and to drive Australia's continued sporting success.

Mr John Wylie AM

Chairman, Board of the Australian Sports Commission



Australian Government
Australian Sports Commission

Around the regions

A snapshot of the 2012 programs and initiatives in each state and territory and internationally.



NSW/ACT

- AFL NSW/ACT reached a record high in participation numbers in 2012, with 148,230 players across the region for the year, a growth of 8.64 per cent. Participation in the NAB AFL Auskick program increased by 7339 participants to a total of 48,965, the highest total for any state or territory in 2012. Regions which lead this growth included Sydney South, where participation was up 137.8 per cent, and Greater Western Sydney, up 43.4 per cent.
- Multicultural initiatives continue to flourish, with more than 900 students from Intensive English Centres participating in AFL programs in 2012. Meanwhile, the AFL Indigenous Academies program, which aims to encourage indigenous youth to finish secondary schooling while learning AFL skills, had 247 participants.
- AFL NSW/ACT reaffirmed its commitment to expanding opportunities for school students to participate in AFL. This year, 20 new sets of goal posts were installed in schools across the region, bringing the total number of sets installed over the past six years to in excess of 120. AFL NSW/ACT will launch an Independent Schools Competition in 2013.
- Seven umpires from NSW/ACT were listed on the AFL Umpiring Panel, with Nathan Elsworthy making his debut in 2012. Scott Gordon and Dale Puren have recently been named on the panel for season 2013, taking the total to 10 (Brent Pawley trialling in 2013), while Canberra umpire Gavin Whitehouse has made history as ACT's first participant in the AFL High Performance Umpiring Academy for 2013.
- Female participation grew across key markets in NSW/ACT. The Sydney Harbour and Sydney South regions established Youth Girls competitions, with approximately 80 girls participating across the two competitions. The AFL Sydney Women's competition welcomed a new team to its competition and in 2013 will add another for a total of 12 teams. In the first year of representative football, the ACT Women's team beat NSW three-nil in their state of origin series.
- The talent programs in NSW/ACT have been strengthened by a strong collaborative approach between Club Academy programs and the Talented Player Program across all regions. Former Essendon player Mark McVeigh returned to his home state to take up the role of Talent Manager for the Sydney North region.
- Eight NSW/ACT players made their debut in the AFL in 2012, and four younger players were selected in the AIS-AFL Academy program for 2012-2013 – Lloyd Perris (St George), Isaac Heeney (Cardiff Hawks), Liam Griffiths (Ainslie) and Nicholas Coughlan (Albury).
- Heeney was named as one of 11 Jim Stynes Scholarship recipients in 2012, while Lloyd Perris was rewarded for his first year in the AIS-AFL Academy with the inaugural Cameron Ling Medal for most professional player.
- NSW/ACT was well represented in the 2012 Toyota AFL Grand Final, with seven players and two coaches across the two teams.
- Two NSW AFL Scholarship holders were rookie-listed to AFL clubs in the 2012 rookie draft and two players (Harry Cunningham and Dean Terlich) were primary-listed in the 2012 draft.

“NSW/ACT was well represented in the 2012 Toyota AFL Grand Final with seven players and two coaches across the two teams.”



TRIPLE THE FUN:
Triplets Jeremy, Zane and Zachary joined the Beenleigh Auskick centre in Queensland.



Northern Territory

- AFLNT secured \$15 million in funding for the Michael Long NT Thunder Learning and Leadership Centre from Regional Development Australia, AFL, NT Government, and Aboriginal Benefit Account.
- Participation increased by 29 per cent.
- Female participation increased by 70 per cent.
- All AFLNT clubs now have a club development manager on staff.
- Tiwi Bombers win their first TIO NTFL Grand Final with more than 10,000 people attending the match.
- Hosted two successful Toyota AFL Premiership matches, along with a NAB Cup match in Alice Springs.
- NT Thunder made second consecutive NEAFL Northern Conference Grand Finals.
- Three players drafted under GWS zone concessions (Jed Anderson, Dom Barry and Jake Neade).
- Central Australian Redtails successful four-game trial in the NTFL.
- Indigenous remote projects have increased from six to nine.



Queensland

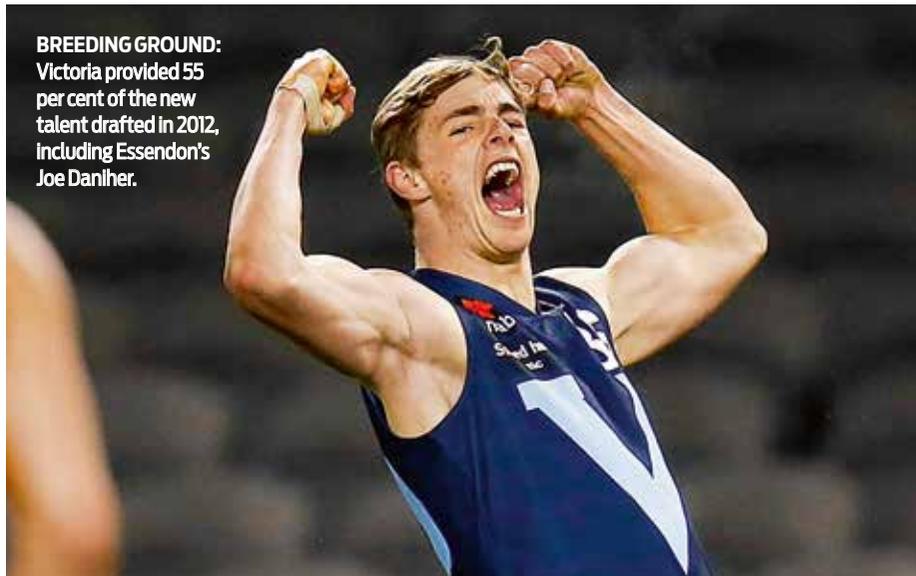
- Total participation reached 137,989 – up 10 per cent on 2011.
- Queensland again recorded the largest AFL school participation in Australia with 88,292 primary and secondary school students – an increase of almost 5000.
- Michael Conlan started as AFL Queensland CEO.
- Maroochydore, on the Sunshine Coast, hosted a sell-out NAB Cup match between the Brisbane Lions and Carlton.
- The Queensland Young Scorpions won Division 2 of the NAB AFL Under-16 Championships.
- 40,009 female participants – an increase of more than 300 per cent on 2011.
- The Gold Coast took centre stage for NAB AFL Draft week, with a week-long program of events involving more than 800 participants.
- In season 2012, there were 51 Queenslanders on AFL Club lists.
- AFL Queensland hosted the national launch of Indigenous Round and the second Under-15 National KickStart Championships.
- More than \$5 million worth of funding secured for state-wide facilities development.
- Construction started on the \$5 million AFL Cape York House, an education and boarding facility for Indigenous youth.
- In the second season of the North East Australian Football League (NEAFL), the Brisbane Lions reserves were named cross-conference champions with a 69-point win over Queanbeyan.
- Cairns hosted the sell-out Richmond v GC SUNS match, in which the GC SUNS' Karmichael Hunt kicked the match-winning goal after the final siren.
- The Multicultural Schools Program was launched in Brisbane and the Gold Coast.
- AFL Queensland partnered with the AFL and Gold Coast SUNS to employ a full-time Multicultural Programs Officer at the club and a part-time AFL Multicultural Ambassador.
- Queensland Independent schools competition developed a stand-alone GPS division.
- In a partnership between AFL Queensland and the Cathy Freeman Foundation, the NAB AFL Auskick program was delivered on Palm Island for the first time in almost five years.
- An under-six competition was piloted with 56 teams across Brisbane.



Western Australia

- The State Government progressed planning for a new major stadium at Burswood in Perth.
- Herb Screaigh, John O'Connell, Barry White, Grant Vernon, Ben Allan and Ashley McIntosh were inducted into the WA Football Hall of Fame.
- Overall participation in WA increased by 9.02 per cent to 141,835.
- WA AFL Auskick participation grew by 10.8 per cent to 26,156.
- Female participation in school programs more than tripled to 9625.
- More than 38,000 participants played junior and youth football.
- The WAFL recorded its fourth highest attendance since 1994 with a total of 187,455. Another 31,376 attended the WAFL finals.
- Claremont won back-to-back WAFL premierships and also won the Foxtel Cup Grand Final (below).
- Claremont's Kane Mitchell won the 2012 Sandover Medal.
- WA remained undefeated in Division 1 and 3 of the NAB AFL Under-16 Championships to claim both titles in the first year the state was represented across two divisions.
- Jesse Hogan, Jack Martin and Dayle Garlett were named in the NAB AFL Under-18 All-Australian team.
- 12 WA players were selected in the NAB AFL Draft and six rookies were elevated to senior lists.
- WA's Jesse Hogan and Jack Martin were selected in the GWS mini-draft.
- 12 WA players were offered places in the elite AIS/AFL Academy program for 2013.

BREEDING GROUND: Victoria provided 55 per cent of the new talent drafted in 2012, including Essendon's Joe Daniher.



Victoria

- Total participation numbers reached 240,878, compared to 227,849 in 2011, a 6 per cent increase.
- 55 per cent of the new talent drafted to AFL club lists from the 2012 NAB AFL Draft were from Victoria (33 from the TAC Cup and three from the VFL), including No. 1 selection Lachie Whitfield from Dandenong Stingrays.
- Recommendations from *Review of Football in Country Victoria* led to the integration of AFL Victoria and the Victoria Country Football League, and the development of Region Commissions in country Victoria.
- AFL Victoria established a VFL Academy, providing a platform to observe and monitor a select group of players exposed to elements of the AFL Victoria Academy structure, philosophy and resources.
- Vic Metro won the NAB AFL Under-18 Championships for the second year in a row.
- The Peter Jackson VFL and TAC Cup Grand Finals were played at Etihad Stadium, with Geelong winning the VFL Grand Final and the Oakleigh Chargers winning their second TAC Cup title. The VFL Grand Final received a peak ABC TV audience of nearly 300,000.
- Victoria completed an undefeated run at the National Youth Girls Under-18 Championships to win their third title in a row.
- Victorian Australian Football Coaches Association (AFCA) recognised David Parkin, Stan Alves, Allan Jeans, Gerard FitzGerald, Peta Searle and Ray Allsopp for their contribution to coaching with the various categories of the Coach of the Year Awards being named after them.
- The AFL/AFL Victoria facility development fund provided just over \$700,000 to 12 facility projects with a total project value of nearly \$16 million.
- More than \$1.5 million in funding provided to 21 projects worth more than \$7.5 million through the Country Football Netball Program, a partnership with the Victorian State Government (SRV) and Netball Victoria.
- Western and North West Future Directions project initiated to provide recommendations on the best structure for competitions in the region to support sustainable clubs, increase participation and maximise population growth opportunities.
- AFL Victoria and the VCFL supported 10 clubs severely affected by 2012 flooding across north-east and far-east Victoria, bringing to a total of 40 clubs since 2011 supported with grants and professional assistance by the football industry.
- South West Border Review conducted across 83 organisations in collaboration with the South Australian Country Football League.
- Victoria Country, coached by Peter Knights, won the Australian Country Football Championships held in Wagga Wagga in July.
- The Peter Jackson VFL defeated the Tasmanian State League by 108 points in May, with Port Melbourne captain John Baird awarded the Frank Johnson Medal (best on ground).



KEEN COMPETITION: South Australia hosted the National Under-18 Youth Girls Championships.



South Australia

- 260,000 South Australians supported the SANFL home and away season, while a further 29,661 spectators attended the SANFL Grand Final between Norwood and West Adelaide.
- SA's Talent Development programs saw 21 South Australians upgraded or drafted in the AFL National Draft, comprising more than 20 per cent of the 2012 Australian talent pool.
- SA hosted the National Under-18 AFL Youth Girls Championships and introduced its inaugural female under-18 competition and two additional senior women's clubs.
- A 5.2 per cent increase in attendance at AFL matches at AAMI Stadium.
- The SANFL continued its work with the Stadium Management Authority and South Australian Cricket Association to move AFL football to Adelaide Oval in 2014.



Tasmania

- North Melbourne successfully began its venture into Tasmania, starting with two home games played in Hobart at Blundstone Arena, including one sellout against the West Coast Eagles in early July.
- The North Melbourne games in Hobart complement the four Hawthorn games being played at Aurora Stadium in Launceston. 2012 was the first year of the new four-game, five-year package of Hawthorn games being sponsored by the Tasmanian Government. By the end of the agreement, Hawthorn would have played for 16 consecutive years in Launceston.
- After a slight decline in 2011, participation growth was again achieved in 2012, i.e. from 33,295 in 2011 to 34,896 in 2012.
- 2012 was the fourth year of the Tasmanian State League and AFL Tasmania continues to be encouraged with the progress of the competition and its 10 member clubs. The Burnie Dockers, from the North-West region, won their first state-wide premiership under the leadership of coach Brent Plant and former AFL players Jason Laycock and Luke Shackleton.
- Bruce Carter and Brent Crosswell were inducted as the 11th and 12th Icons of the Tasmanian Football Hall of Fame.
- Encompassed in the community football section of the Tasmanian Football Hall of Fame in 2012 was the special category induction of the King Island Football Association, the nation's smallest community football competition (three teams).
- In 2012, AFL Tasmania and Cricket Tasmania signed a Heads of Agreement whereby Tasmania's two largest and most popular sports will eventually be co-located at Blundstone Arena and will explore a range of partnership opportunities.
- In 2012, AFL Tasmania determined that the Hobart and North Hobart football clubs will need to come together to operate the one new Hobart City state league licence, initially under a joint venture arrangement, and that a new state league licence will be issued to the Kingborough community.
- Total football participation reached 114,226 and included a 9.4 per cent increase in Auskick participation.



International

- Canadian rugby player Mike Pyke played a key role in the Sydney Swans premiership and featured in the Swans' best players after transitioning to the AFL only four years ago.
- The Level 2 AIS-AFL Academy toured Europe for the second time in April. The tour included training at the AIS facility in Varese, Italy, a match against an Under-21 European Legion side in London and visiting the Villers-Bretonneux War Memorial before playing against an open-age European team in Chantilly, France.
- First AFL football match between Australia and New Zealand played on Australia Day at Westpac Stadium in New Zealand between the Level 1 AIS-AFL Academy side and the New Zealand Hawks during the Level 1 tour of New Zealand in January.
- The South Pacific and World XVIII teams participated for the third time in the NAB AFL Under-16 Championships in July.
- Sydney Swans champion Tadhg Kennelly appointed to role as International Talent Coordinator to assist in identifying and transitioning international athletes to the AFL.
- Successful launch of Geminder Academy program in South Africa that featured three talent camps, South African National Youth Championships (U18) and World XVIII selection. Carlton's Marc Murphy is the program ambassador.
- The PNG Taskforce established by the AFL and Federal Government finalised a report on the development of AFL in PNG, paving the way for increased government funding into grassroots and AFL community programs in PNG.
- China Academy program supported by the Australia China Council was piloted successfully in Guangzhou, resulting in Chen Shao Ling being selected to participate in the NAB AFL Draft Combine.

Community Partnerships



AFL SportsReady

AFL SportsReady continued its development as a national education and employment company, with a year of growth and action targeted to support more than 600 trainees nationally.

AFL SportsReady not only provides education and training to assist AFL players to prepare for a career or trade after football, it also delivers traineeships, education and careers for young people across the country in fields such as sport and recreation, banking and finance, business administration, education and horticulture.

In 2012, AFL SportsReady became a registered training organisation, SportsReady Education, accredited to deliver formal education in both Sport and Recreation and Business, with additional courses to follow in 2013.

It has also entered into a new partnership with the AFL developing an Executive Certificate in AFL Management for senior people in the AFL industry.

The not-for-profit company enjoyed a successful re-launch, with a new website, logo and the appointment of specialist staff. The AFL SportsReady Alumni was developed, providing a range of benefits to graduate trainees, including an ability to connect with fellow graduates and employers and access to the extensive AFL SportsReady network.

AFL SportsReady was proud to announce the appointment of Andrew Demetriou, Kevin Sheedy, the Hon. Fred Chaney AO, Bill Kelly AC, Lindsay Fox, Ken Wyatt AM, MP, Commissioner John Lewin and Sam Mostyn as AFL SportsReady Patrons, leading Australians who support the work of AFL SportsReady to deliver career pathways for young Australians.

AFL SportsReady's work to strengthen the football industry was demonstrated by its delivery of 110 traineeships for AFL clubs, state league affiliates, under-18 players and state league clubs.

Its focus on increasing the AFL footprint outside Victoria saw the placement of an additional 15 trainees with AFL NSW and support for the AFL SportsReady Cup in WA and NSW.

The Barrowan program, a partnership funded and supported by the Collingwood Football Club Foundation, saw the first 15 Indigenous trainees start in the program in 2012, working in a variety of organisations across Victoria.



SCHOLARSHIP WINNER: Duom Dawam (centre) with Ben McEvoy and Glen Jakovich.

In 2012, more than 130 AFL players participated in career-transition programs developed and delivered by AFL SportsReady in partnership with the AFL Players Association.

Players accessed a variety of career and personal development programs, including the Football Apprenticeship Program, Next Goal and Next Coach programs that will aid their transition both in and out of the game.

The formation of traineeship partnerships with organisations such as Australia Post, the Victorian Government and the ANZ, Commonwealth and NAB banks saw a 15 per cent growth in AFL SportsReady's business, with a commensurate growth in the delivery of career outcomes for Australia's young people.

AFL SportsReady's strong focus on delivering career outcomes for Indigenous young people resulted in a 90 per cent increase in the number of Indigenous trainees supported by the company, which now numbers over 200.

The work of AFL SportsReady in 2012 has laid the groundwork for the company to continue its growth in 2013 and beyond as it helps to grow the AFL footprint across Australia.

Ladder

The AFL industry has a long-standing reputation as a force for change. In the past year we have continued to support Ladder – the AFL players' charity established in 2007 to tackle youth homelessness.

Every player participating in an AFL match donates part of his match fee to Ladder.

Each year these donations amount to around \$150,000, which is matched by the AFL, resulting in a total contribution of \$300,000.

The AFL and AFL Players Association are founding partners of Ladder, which supports young people and aims to break the cycle of youth homelessness.

In 2012, the partnership was expanded when Ladder became the Official Charity of the 2012 Toyota AFL Finals Series.

The AFL 'Greatness' advertising campaign for the finals and sales of the official Premiership Cup memorabilia pin helped to raise significant awareness and funds for Ladder.

Ladder has a vision to operate in every region that hosts an AFL team by 2020.

It costs Ladder just under \$40 a day to support a young person who is striving for a better future.

This provides around 100 hours of support a year, including health, wellbeing and fitness sessions, skills training and one-on-one support.

Past and present AFL footballers are directly involved as volunteers, ambassadors and mentors. This is critical for young people to provide them with guidance, support and encouragement to find a way out of the debilitating cycle of homelessness.

Breast Cancer Network Australia

The AFL has continued its association with Breast Cancer Network Australia, which has included staging the Field of Women promotion three times, involving up to 14,000 people forming the "pink lady" symbol of the



INTER-CITY BATTLE: Rival captains Luke Power and Adam Goodes with the White Ribbon Trophy.

Breast Cancer Network on the ground before an AFL match.

The 14,000 represents the number of women in Australia diagnosed with breast cancer each year.

Planning started in 2012 to repeat this event in 2013. The 2010 event raised \$850,000 to support the work of the Breast Cancer Network.

Balls4Life

The partnership between the AFL and its 18 clubs with the Balls4Life Foundation continued in 2012 to raise awareness and funding for men's health.

During each week of the Toyota AFL Premiership Season, the players from the winning teams autograph a match ball which is then auction via the Ball4Life website.

Net proceeds of money raised from auction sales are used to build awareness for men's health, primarily prostate cancer awareness and support services.

Balls4Life is in partnership with the AFL, all 18 AFL clubs, the AFL Players Association, Cricket Australia, PGA of Australia, as well as media, advertising and supporting partners.

The Balls4Life Foundation is a registered charity and to date has donated funds to The Prostate Cancer Foundation of Australia, as well as the Reach Foundation as a tribute to Jim Stynes.

White Ribbon campaign

The AFL competition's support for the White Ribbon Campaign to eliminate violence against women expanded in 2012 when the Greater Western Sydney Giants and Sydney Swans introduced the White Ribbon Trophy for matches between the two clubs.

White Ribbon is an international organisation that is working to prevent male violence towards women. One in three Australian women over the age of 15 has reported experiencing physical or sexual violence at some time in their lives.

The AFL and White Ribbon have had a long partnership which has primarily focused on working with players and teams to raise awareness for men's violence against women.

The partnership is linked to the AFL's respect and responsibility policy, which aims to create a safe and inclusive environment for women at all levels of the game.

Several members of the AFL executive, including Chief Executive Officer Andrew Demetriou, are ambassadors for the White Ribbon Campaign, as is Sydney Swans co-captain Adam Goodes and several current and former players as well as executives from AFL clubs.

The White Ribbon campaign is also promoted annually through the Brownlow Medal dinner.

Corporate Affairs & Communications

Passion for football continues to grow and with it the community's appetite for stories about the game and those who play it.

Media coverage of Australia's Game across the nation has increased in line with the competition's expansion and the growth in popularity of online media channels that enable fans to get their news in more ways whenever they want.

As demonstrated by the early success of AFL Media across several platforms, there is unprecedented demand from club members and supporters for news and analysis about all aspects of the game and its personalities. To cater for that demand, journalists and commentators are scrutinising on-field and off-field happenings more than ever before.

The Corporate Affairs Department seeks to facilitate that coverage and generate interest in the code's many positive initiatives while also managing issues as they arise to safeguard football's standing in the community.

The number of AFL-accredited media, incorporating reporters, broadcasters, cameramen, match-day production crews and other staff responsible for covering AFL football, has now reached more than 2000, and includes continuing growth in the online sector. An electronic media accreditation system was successfully introduced this year to provide greater security and efficiency.

With the invaluable support of club media departments and, in turn their respective coaching, football and administrative personnel, the Corporate Affairs team works to create access to players and coaches, and to respond to broadcast requirements, as well as other requests for information and vision opportunities.

In addition, over at least the past 14 years, the AFL has issued a weekly news list for up to 32 weeks each year to all accredited media that highlights upcoming milestones and issues of interest in our code. Not only does this assist many reporters but it also helps to set the agenda and is an initiative that other sports are starting to adopt.

Another focus, as per every season, was on communicating decisions related to the Match Review Panel, the Tribunal, competition integrity and the Laws of the Game in an effort to achieve clarity and greater public understanding of these often-contentious issues.

The AFL Corporate Affairs team produced more than 840 media releases during the year,

prepared briefings and made arrangements for countless interviews, media conferences and vision opportunities across the country and produced dozens of speeches for the AFL Commission and senior executives.

The department also devoted much of its time promoting AFL programs, initiatives and events, such as the appointment of the Australia Post AFL Multicultural Ambassadors, the NAB AFL Rising Star program, a revamped Grand Final ticketing package, the NAB AFL Draft Combine and National Draft, the Hall of Fame awards dinner, the 100 millionth footy fan at the MCG, the Brownlow Medal function and a revitalised Grand Final entertainment format.

Community-related programs and announcements that received the department's support included the Australia Post AFL Community Camps, the Jim Stynes Community Leadership Award, NAB AFL Auskick and themed rounds celebrating the contribution to football by women and also Indigenous and multicultural people.

In addition, promotional support was provided for overseas activities, including the Oceania Championships in Fiji, the AIS-AFL Academy tour of Europe, talent combines held in the US and China and the end-of-season exhibition game in London.

Media and issues management advice was also provided to various AFL clubs, players, coaches, state leagues and governments as required, including to the Port Adelaide Football Club and the family of player John McCarthy following his tragic death in Las Vegas at the end of the season.

AFL Captains Day

Bringing the captains of the 18 clubs together to kick off the Toyota AFL Premiership Season has become an annual tradition and attracts strong reporter attendance from across Australia, keen to capture vision and discuss the season ahead with the club figureheads.

This year it was held in Sydney to coincide with the Season Launch at the Sydney Town Hall and to celebrate the impending debut of the Greater Western Sydney Giants. The day generated significant media coverage around the country, dominated by images of the AFL captains against a backdrop of Sydney Harbour and the Opera House.



READY FOR BATTLE:
The 18 captains gather in Sydney to launch the 2012 Toyota AFL Premiership Season.

AIS-AFL Academy tour

The AIS-AFL Academy is a joint player development initiative of the AFL and the Australian Institute of Sport. Operating under a two-tier model, the Level Two squad led by AIS-AFL Academy High Performance Coach Michael O'Loughlin travelled to Europe in April 2012 and played two exhibition matches, one in London against the European Legion and another in France against the European Titans.

Corporate Affairs accompanied the squad to Europe and assisted with generating extensive coverage in Australia and overseas of the program in both mainstream and multicultural media, including in the lead-up to Anzac Day with the squad making an emotional visit to the War Memorial in Villers-Bretonneux, France.

Brownlow Medal Arrivals

An objective this year was to enhance arrangements for media covering the arrivals to the 2012 Brownlow Medal count – an element of the coverage that has become an event in itself. Corporate Affairs worked closely with the AFL Events team, the broadcasters and the media and took lessons from the Logies arrivals.

The arrivals space was dramatically extended, designated zones were created for photographers, broadcasters, radio/print and non-broadcaster TV cameras and accreditation was introduced for the first time. These efforts resulted in a much-improved and controlled presentation – to the benefit of both the media and those attending this gala event.

London Exhibition Match

Australian Football returned to London in November 2012 with an exhibition match at The Oval between the Western Bulldogs and Port Adelaide football clubs. The game was

well attended and Corporate Affairs assisted on the ground in generating television, print, radio and online coverage for Australia's Game on BBC1 and 2, Sky Sports News and in the Evening Standard, as well as across several Australian media outlets.

Human Resources

The AFL continues to celebrate diversity and inclusion as well as taking an industry approach to building the capacity of key off-field talent.

Throughout the 2012 season, the AFL Industry again celebrated diversity and inclusion during Indigenous, Multicultural and Women's rounds.

This year the theme for Women's round was "leadership", which was explored in detail during the AFL's Women's Leadership Forum held in partnership with VECCL. About 150 female leaders from across the industry (many of whom have participated in the AFL Women's Mentoring program) gathered together to discuss the enhancement of women's leadership opportunities.

The Women's Leadership Forum and AFL Women's Luncheon provided an opportunity for women to share their experiences while hearing inspirational stories from people such as Professor Fiona Wood, who delivered the inaugural Jill Lindsay Oration which focused on her belief that there was an "opportunity for leadership and role models everywhere we look".

Dr Wood is head of the Royal Perth Hospital's burns unit and director of the Western Australia Burns Service and was named Australian of the Year in 2005.

The AFL continues to take an industry approach to building the capacity of key

off-field talent through the AFL Leadership and Management Development Program delivered in partnership with the Melbourne Business School. Keynote speakers for the 2012 program included Collingwood CEO Gary Pert, Gold Coast Suns CEO Travis Auld and AFL Chief Financial Officer Ian Anderson.

As part of the AFL's cultural and education strategy, plans were finalised in 2012 for the AFL to introduce an executive management program for the football side of the business.

The idea in part was to offer an alternative career to players when they retired who did not want to coach but wanted to pursue a career in football administration.

The executive certificate program in AFL management will launch in 2013 with three components:

- Professional certificate A – football operations, list management, football academy.
- Professional certificate B – AFL management.
- Professional certificate C – leadership.

Upon successful completion of the Executive Certificate in AFL Management, participants will be eligible for credits towards a Masters at LaTrobe University.

The successful integration of AFL Media into the AFL also occurred in 2012. To support this process, 15 members of the department participated over a six-week period in a new program designed to challenge leadership theories and to bring about new ways of working together.

A compulsory staff education program was delivered to all AFL employees covering the AFL Codes and Policies. With the changing policy landscape across the industry, it was seen as essential that all staff have a clear understanding of their responsibilities under the AFL codes and policies.

The staff education program complemented the AFL industry approach to education, which sees the delivery of programs to a range of stakeholders across the elite, state league and community levels of the game.

In February, Glenda Megson retired after 26 years of wonderful service as the VFL/AFL receptionist. Glenda saw a number of AFL CEOs come and go, including Jack Hamilton, Ross Oakley, Wayne Jackson and Andrew Demetriou. For each of these CEOs, Glenda kept a scrapbook of all of their major announcements and achievements, which she has presented to them when they have retired from the AFL. The AFL thanks Glenda for all of her 26 years of service and wish her all the very best for the future.



CONTRIBUTION RECOGNISED : Hayley Robinson from the AFL Umpires Association (left) received the Jill Lindsay Scholarship and the Graeme Samuel Scholarship went to Western Bulldogs CEO Simon Garlick.

Jill Lindsay Scholarship

Hayley Robinson, Administration Co-ordinator of the AFL Umpires Association, was awarded the 2012 Jill Lindsay Scholarship.

Jill Lindsay was the AFL's longest-serving employee, having completed 41 years at the AFL in various roles including VFL Park match-day manager and VFL membership manager before being appointed grounds operations manager in 1991. On February 7, 2011, Jill passed away after losing her battle with cancer.

In recognition of her outstanding service, the AFL Commission created the annual Jill Lindsay Scholarship to be awarded to the female graduate with the most potential to come through the AFL SportsReady program. The scholarship provides \$20,000 to assist further education.

Hayley has held her position with the AFLUA since completing her AFL SportsReady traineeship in 2008. For the past three years, she has managed day-to-day office operations, general correspondence, the AFLUA member benefits program and co-ordinated events.

AFL SportsReady provides a laptop computer to assist Hayley with her study while leading Australian women's fashion brand Perri Cutten has kindly made available a voucher to the value of \$750.

Andi Pert, a HR consultant specialising in leadership development and executive coaching, will mentor Hayley for 12 months. Andi is the wife of Collingwood FC Chief Executive Officer Gary Pert and played softball in teams coached by Jill Lindsay.

Carlton Football Club Membership Operations Manager Nicole Rowlings was awarded the inaugural Jill Lindsay scholarship last year.

Graeme Samuel Scholarship

Western Bulldogs chief executive Simon Garlick was awarded the 2012 Graeme Samuel Scholarship.

The Graeme Samuel Scholarship provides \$20,000 to support further study for a senior manager within the football industry who is working specifically in business or administration.

Simon Garlick played 44 games for the Sydney Swans (1994-97) and 137 games for the Western Bulldogs (1998-2004).

After his retirement from playing, he held various management roles with LeasePlan Australia. He joined the Bulldogs' board as football director in 2007 before accepting the role of chief commercial officer in 2009 and was appointed club chief executive in late 2010.

The scholarship is awarded by the AFL Commission to recognise Graeme Samuel's contribution to the game.

Samuel was one of the original AFL Commissioners when it was formed in 1984. He resigned from the AFL Commission in 2003 to take up the position of Chairman of the Australian Consumer and Competition Commission.

Previous recipients of the Graeme Samuel Scholarship include:

- Trevor Nisbett, CEO, West Coast Eagles FC.
- Steven Trigg, CEO, Adelaide FC.
- Geoff Walsh, then CEO of North Melbourne FC and now Director of Football, Collingwood FC.
- Rob Threlfall, General Manager, Finance and Administration, Geelong FC.
- Justin Reeves, Director, Commercial Operations, Collingwood FC.

6

Awards, Results & Farewells

In a classic encounter, the John Longmire-coached Sydney Swans claimed their fifth AFL/VFL premiership after defeating Hawthorn.

The Sydney Swans capped a thrilling finale to a memorable 2012 season when Nick Malceski's goal in the last minute of play sealed a 10-point win. The victory gave John Longmire his first premiership as coach, in only his second season since taking over from his mentor, 2005 premiership coach Paul Roos.

Longmire's key move on Grand Final day was to play Ryan O'Keefe on Hawk playmaker Sam Mitchell and it worked perfectly as O'Keefe collected a game-high 15 tackles and 28 possessions to win the Norm Smith Medal.

While Adelaide fell agonisingly short of a Grand Final berth, Daniel Talia confirmed the club's future was bright when he became the first Crow to win the NAB AFL Rising Star award.

Essendon missed out on the finals, but its captain Jobe Watson provided some consolation by becoming the first Bomber to win the Brownlow Medal since his coach James Hird was a co-winner in 1996.

After a tight battle, Richmond's Jack Riewoldt secured his second Coleman Medal, booting 65 goals to win by three from Cat Tom Hawkins and Dockers captain Matthew Pavlich.

Melbourne high-flyer Jeremy Howe's spectacular grab over Heath Grundy in round eight at the SCG won him the Lifebroker Mark of the Year award. Carlton defender Chris Yarran won the Origin Goal of the Year award with his brilliant running goal from the boundary line in round one at the MCG.

The game farewelled two triple premiership players – Geelong full-back Matthew Scarlett and Greater Western Sydney co-captain Luke Power, who was a key member of the Brisbane Lions' three flags between 2001-03.

Football mourned the loss of two influential figures – the captain-coach of Footscray's only premiership side in 1954, Charlie Sutton, and Melbourne's inspirational Brownlow Medallist and Club Chairman Jim Stynes after a long battle with cancer.



SHARING THE SPOILS:

Jarrad McVeigh,
John Longmire and
Adam Goodes wave
to the Swans supporters
in the streets of Sydney
to celebrate their
2012 premiership.



The Premiers



Hawthorn had finished on top of the ladder at the end of the Toyota AFL Premiership Season, but the Sydney Swans proved too good when it counted.

With under a minute remaining, the 2012 Toyota AFL Grand Final was hanging in the balance. In an enthralling encounter, the Sydney Swans were desperately holding on to a four-point advantage. Enter Nick Malceski.

After a stoppage close to goal, the Swans took possession and a handball from Daniel Hannebery ended with Malceski, who snapped truly to give his side a match-winning lead.

Malceski's second goal for the match, only his 54th in 126 games, provided an extraordinary end to a match in which the momentum shifted wildly in the windy conditions. After Hawthorn made the early running to lead by 19 points at quarter-time, Sydney wrested back the initiative to take a 28-point lead early in the third term.

Inspired by some Lance Franklin brilliance, the Hawks came back in the third quarter and led by 12 points early in the final term.

Then it was the Swans' turn again as goals from Hannebery, Kieren Jack and co-captain Adam Goodes handed them a seven-point advantage with seven minutes to go.

Hawthorn forward Jack Gunston reduced the margin to a goal when his set shot from 30m hit the post. Midfielder Brad Sewell brought the difference back to four points when his two snap shots within two minutes missed, before Malceski sealed the match.

The 10-point win in front of 99,683 fans gave the Swans only their fifth AFL/VFL premiership and their second in seven years. Norm Smith medallist Ryan O'Keefe picked up 28 touches and, just as significantly, laid 15 tackles to restrict the influence of Hawthorn's Sam Mitchell.

It was a devastating defeat for Hawthorn after finishing on top of the ladder at the end of the home and away season. The Hawks won the inside-50 count (61-43) and the clearances (58-35), but lost where it counted most – the scoreboard.

Toyota AFL Grand Final

Sydney Swans	1.4	7.4	10.5	14.7 (91)
Hawthorn	4.5	4.6	9.10	11.15 (81)

Best: Sydney Swans – O'Keefe, Hannebery, Kennedy, McVeigh, Jetta, Goodes.
Hawthorn – Franklin, Sewell, Burgoyne, Mitchell, Breust, Hale.

Goals: Sydney Swans – Jack 2, Kennedy 2, Malceski 2, McVeigh 2, Morton 2, Goodes, Hannebery, Reid, Roberts-Thomson. **Hawthorn** – Franklin 3, Breust 2, Gunston 2, Hale 2, Ellis, Smith.

Umpires: B. Rosebury, M. Stevic, S. Meredith

Crowd: 99,683 at the MCG

Teams as selected – Sydney Swans v Hawthorn

F	L. Roberts-Thomson	A. Goodes (c)	M. Pyke
B	S. Burgoyne	B. Stratton	J. Gibson
HF	C. Bird	S. Reid	L. Jetta
HB	G. Birchall	R. Schoenmakers	L. Hodge (c)
C	R. O'Keefe	J. McVeigh (c*)	N. Smith
C	C. Rioli	S. Mitchell	I. Smith
HB	A. Johnson	H. Grundy	J. Bolton
HF	M. Suckling	L. Franklin	L. Breust
B	R. Shaw	T. Richards	M. Mattner
F	J. Gunston	J. Roughead	P. Puopolo
R	S. Mumford	J. Kennedy	K. Jack
R	D. Hale	J. Lewis	B. Sewell
IC	D. Hannebery, N. Malceski, M. Morton, L. Parker (s)		
Em	T. Dennis-Lane, T. Armstrong, T. Walsh		
Coach	John Longmire		
IC	X. Ellis, C. Young, L. Shiels, S. Savage (s)		
Em	T. Murphy, M. Bailey, K. Cheney		
Coach	Alastair Clarkson		

(c*) captain on the day



Norm Smith Medal



Ryan O'Keefe was assigned the tough task of restricting Hawthorn playmaker Sam Mitchell and performed with aplomb.

Ryan O'Keefe almost left the Sydney Swans to return to Victoria at the end of the 2008 season. How glad he is that he stayed. O'Keefe had asked to be traded to be closer to family and friends, but no deal could be arranged and he remained with the Swans.

Four years later, in front of almost 100,000 at the MCG, O'Keefe played such a pivotal role in Sydney's 10-point win over Hawthorn in the Grand Final that he became the Swans' first Norm Smith medallist.

O'Keefe's role has changed since he was a hard-running lead-up forward in Sydney's drought-breaking 2005 premiership. The rugged left-footer has been reinvented as an inside midfielder and credits coach John Longmire for the successful transformation.

Among his impressive statistics in the Grand Final, one stood out – a game-high 15 tackles.

O'Keefe's influence was immense throughout the game, as illustrated by his 28 possessions (15 kicks, 13 handballs), 12 of which were contested. Importantly, he restricted the effect of Hawthorn star Sam Mitchell. Although Mitchell won plenty of the ball (24 possessions and 10 clearances), O'Keefe applied great pressure.

Norm Smith Medal voting

R. O'Keefe	Sydney Swans	12 (2,3,3,3,1)
B. Sewell	Hawthorn	7 (3,2,2)
D. Hannebery	Sydney Swans	5 (1,1,3)
L. Franklin	Hawthorn	5 (1,2,2)
J. McVeigh	Sydney Swans	1 (1)

Judges: Brett Ratten (chairman), Mick Malthouse (Channel 7), Drew Morphet (ABC), Neil Cordy (*Daily Telegraph*), Tim McGrath (K-Rock)



Jock McHale Medal



John Longmire enjoyed the ultimate success in only his second season as the Swans' senior coach.

There were no guarantees when John Longmire took over as coach from Paul Roos at the start of the 2011 season. That such a seamless transition has occurred is a credit to Roos and Longmire.

In 2005, the Swans had broken a 72-year premiership drought under Roos, and Longmire had been his loyal senior assistant, being groomed for the top job.

Under Roos, Sydney was regarded as dour and honest. The key elements of its game – hard tackling, contested ball and disciplined defence – have remained under Longmire, with the Swans playing with the same fierce resolve and fanatical attack on the ball.

Longmire has added to that mix with an injection of flair and pace, provided mainly by Lewis Jetta. With the outside run complementing their band of seasoned inside midfielders, Longmire encouraged the Swans to produce exhilarating football, making them one of the most watchable teams in the competition. It also proved to be the perfect formula for winning many games, particularly in September.

Despite their encouraging finish to 2011, the Swans were not considered by most to be top-four material in 2012. But they improved from 12 wins and a draw to 16 victories, being on top of the ladder between rounds 15-21.

For that, Longmire deserves plenty of credit. Beneath his affable veneer, there is a steely determination to succeed.

Last year, he handled the pressure superbly, never better than in the premiership decider. Most of his moves came off, notably his decision to play Ryan O'Keefe on key Hawthorn playmaker Sam Mitchell.



Brownlow Medal



Jobe Watson became the first Bomber to win the Brownlow in 16 years since his coach James Hird tied with Michael Voss.

At the end of 2005, Jobe Watson's AFL career was at the crossroads. Watson had managed only 13 senior games in three seasons, so his father Tim felt it was time to tell his son a few home truths.

"Dad said, 'You don't have to do this if you don't want to but at the moment you are not doing much. If you do want to do it, pull your finger out because it does not last long,'" Watson said.

After his initial anger and resentment about his father's advice, Watson has knuckled down and finally achieved something his father, a triple premiership star and former Bombers skipper, could not in his 17-season career – win the game's biggest individual award.

The Channel Seven commentator and radio personality and his wife Susie attended the count at Melbourne's Crown Palladium and watched on with pride as their son became a Brownlow medallist.

The Essendon captain polled 30 votes, four ahead of Hawthorn midfielder Sam Mitchell and Richmond's Trent Cotchin, both on 26.

Watson became the first Bomber to win the award since his coach James Hird tied for the medal with Michael Voss in 1996.

Watson became the first player since Hawk Shane Crawford in 1999 to win the medal in a season in which his club missed the finals.

Brownlow Medal

Jobe Watson (Ess)	30	Gary Ablett (GCS)	24
Sam Mitchell (Haw)	26	Patrick Dangerfield (Adel)	23
Trent Cotchin (Rich)	26	Dayne Beams (Coll)	19
Scott Thompson (Adel)	25	Lenny Hayes (St K)	19
Dane Swan (Coll)	25	Josh Kennedy (Syd)	19



NAB AFL Rising Star



Daniel Talia became the Crows' first winner of the NAB AFL Rising Star award.

For a defender who had played only nine games before last season, Adelaide put plenty of faith in youngster Daniel Talia.

The Crows had been searching for a replacement for Nathan Bock, who joined the Gold Coast Suns at the start of 2011, and Phil Davis, who left for another expansion club, Greater Western Sydney, at the start of 2012.

Talia fitted the role perfectly. Importantly, he got his body right after injuring his achilles in 2011, playing every game during the home and away season.

While his luck ran out in his first finals appearance against the Sydney Swans at AAMI Stadium when he broke his arm, Talia's consistency was recognised when he became the Crows' first NAB AFL Rising Star winner.

Coach Brenton Sanderson showed confidence in the defender and he repaid the coach's faith, conceding only 23 goals against some of the AFL's premier key forwards. He reads the game well and takes pride in his ability to spoil his rivals, even when caught in an awkward position.

The Crow polled 43 votes from a panel of nine judges, eight ahead of Greater Western Sydney forward Jeremy Cameron (35), with Western Bulldogs midfielder Mitch Wallis (19) third.

Talia, 21, has a fine football pedigree, being a grandson of Footscray's 1954 premiership ruckman Harvey Stevens. His brother Michael played four games for the Bulldogs last season.

NAB AFL Rising Star

Daniel Talia (Adel)	43	Steven Motlop (Geel)	11
Jeremy Cameron (GWS)	35	Tom McDonald (Melb)	7
Mitch Wallis (WB)	19	Josh Caddy (GCS)	3
Adam Treloar (GWS)	15	Stephen Coniglio (GWS)	2



Coleman Medal



Richmond's Jack Riewoldt secured the John Coleman Medal for the second time.

Despite the leading goalkickers' comparatively modest totals, the contest for the Coleman Medal was one of the tightest and most enthralling for many years.

Going into the final home and away round, six were in contention for the medal, with only five goals separating the leader, Fremantle skipper Matthew Pavlich, from the sixth-placed goalkicker, North Melbourne's Drew Petrie.

Pavlich took his total to 62 with 2.3 in round 23 against Melbourne at Patersons Stadium. Geelong's Tom Hawkins drew level with Pavlich after kicking four goals in the Cats' 34-point win over the Sydney Swans.

Hawthorn's Lance Franklin booted four goals against the West Coast Eagles to move to 59, Petrie two against the Greater Western Sydney Giants to go to 57 and St Kilda veteran Stephen Milne one against Carlton to move to 56, leaving Richmond's Jack Riewoldt as the best chance of taking out the medal for the second time.

Riewoldt, who was level with Franklin before the start of the Tigers' last game on 59, passed Pavlich and Hawkins with his fourth goal late in the third quarter against Port Adelaide at the MCG.

Riewoldt kicked two more goals to finish the season with 65, the lowest tally by a leading goalkicker since 1975 when Hawthorn champion Leigh Matthews kicked 67.

Leading Goalkickers

	HOME AND AWAY			INCLUDING FINALS				Gms
	G	B	Gms	G	B	%	Av.	
Jack Riewoldt (Rich)	65	48	22	65	48	57.5	2.9	22
Tom Hawkins (Geel)	62	36	21	62	36	62	2.8	22
Matthew Pavlich (Frem)	62	32	22	69	32	68.3	3	23
Lance Franklin (Haw)	59	52	16	69	64	51.9	3.6	19
Drew Petrie (NM)	57	18	22	57	18	76.3	2.5	23

Mark and Goal of the Year



Two young players stood out with spectacular efforts to win the mark and goal of the year awards in 2012.

In his two seasons with the Demons, Jeremy Howe has earned the reputation of being one of the game's most spectacular high-flyers.

His feats were recognised in 2012 when he won the Lifebroker Mark of the Year for his soaring mark against the Sydney Swans, which is featured earlier in this report. Carlton defender Chris Yarran's effort in scoring a brilliant goal against Richmond was just as spectacular, winning him the Origin Goal of the Year.

After a long kick out of defence by Demon teammate James Frawley, Howe flew high above Swan Heath Grundy to take a spectacular mark during the third quarter in round eight at the SCG.

This was one of the young Demon's eight nominations for the Lifebroker Mark of the Year, with two of his marks adjudged to be in the top three. Howe received the Alex Jesaulenko Medal and won \$20,000 credit from Toyota for the purchase of a car.

The medal recognises the Australian Football Hall of Fame Legend who took one of the game's most memorable marks in Carlton's 1970 Grand Final win over Collingwood.

Recruited from Tasmanian club Hobart, Howe has played 35 games and kicked 37 goals since making his debut in round 11, 2011. He played all 22 games in 2012 and kicked 19 goals.

In round one at the MCG, Yarran took possession of the ball after a handpass from teammate Chris Judd just outside the 50m arc, evaded several Richmond players and slotted a 35m goal from near the boundary line in the final quarter at the MCG.

Yarran received the Phil Manassa Medal and won \$10,000 and an Origin "energy efficient pack".

Manassa, a Collingwood defender, booted a superb running goal in the 1977 Grand Final Replay against North Melbourne, taking four bounces as he burst from half-back to kick truly from about 40m out.



Four'N Twenty All-Australian team



PRIDE OF THE WEST: The West Coast Eagles produced four players in the All-Australian team, including first-time captain Darren Glass (middle). He was joined on the night by Nic Naitanui and Dean Cox, while Beau Waters was absent.

There were 15 newcomers, including Brownlow medallist Jobe Watson, to the 2012 Four'N Twenty All-Australian team.

Eleven clubs provided players for the 2012 All-Australian team, but representatives from three – West Coast, Hawthorn and Collingwood – made up almost half of them.

Premier Sydney had two players in the team, centre half-back Ted Richards and midfielder Josh Kennedy. Both started their careers at other clubs – Richards at Essendon and Kennedy at Hawthorn – but have flourished since moving to the Swans.

Richards more than held his own against the AFL's best key forwards, including Lance Franklin, and Kennedy spearheaded a rapidly improving midfield, amassing impressive numbers in disposals and clearances.

The Eagles produced the All-Australian captain for the first time, with their skipper Darren Glass gaining the nod. Gold Coast Suns captain Gary Ablett, a six-time All-Australian, was named Glass' deputy.

Glass became a four-time All-Australian and was joined by three teammates – Dean Cox, Nic Naitanui and Beau Waters. Cox is a six-time representative and Naitanui, in for the first time as the No. 1 ruckman, formed the most potent big-man combination in the AFL.

Franklin, Grant Birchall and Cyril Rioli were the Hawks' three representatives.

Midfielders Scott Pendlebury, Dayne Beams and Dane Swan were Collingwood's representatives. Swan made the All-Australian team for a fourth time and Pendlebury for the third occasion.

Ablett, Cox, Franklin, Glass, Pendlebury, Swan and Stephen Milne, who were All-Australians in 2011, retained their places.

Fifteen players made the team for the first time, including Beams, Waters, Richmond's Trent Cotchin, Essendon captain Jobe Watson and Adelaide midfield duo Scott Thompson and Patrick Dangerfield.

During its run of three premierships in five years, Geelong dominated the All-Australian team but Tom Hawkins was the only Cat included last season.

The strong-marking Hawkins, who kicked 62 goals, including a match-winner after the siren in round 19 against Hawthorn, was selected at full-forward ahead of Richmond's Jack Riewoldt, who won the Coleman Medal for a second time with 65 goals.

Saint Sean Dempster, who continued his development as a top defender in the past two seasons, filled a back pocket alongside Fremantle's Luke McPharlin, with Glass in the other back pocket.

Four'N Twenty All-Australian team

B	Sean Dempster St Kilda	Luke McPharlin Fremantle	Darren Glass (c) West Coast Eagles	
HB	Beau Waters West Coast Eagles	Ted Richards Sydney Swans	Grant Birchall Hawthorn	
C	Trent Cotchin Richmond	Jobe Watson Essendon	Dayne Beams Collingwood	
HF	Patrick Dangerfield Adelaide	Lance Franklin Hawthorn	Cyril Rioli Hawthorn	
F	Stephen Milne St Kilda	Tom Hawkins Geelong Cats	Dean Cox West Coast Eagles	
R	Nic Naitanui West Coast Eagles	Scott Thompson Adelaide	Gary Ablett (vc) Gold Coast Suns	
IC	Brett Deledio Richmond	Josh Kennedy Sydney Swans	Scott Pendlebury Collingwood	Dane Swan Collingwood
Coach	John Longmire			
Umpire	Matt Stevic			



NAB Cup



The Crows signalled early that they would be a force to be reckoned with in 2012 when they won their second pre-season premiership.

Adelaide's rise under new coach Brenton Sanderson began early in the year, winning its second pre-season premiership and its first since 2003.

Midfielder Bernie Vince was the star of the Crows' 2.10.17 (95) to 2.5.13 (61) victory over the West Coast Eagles in the NAB Cup Grand Final at AAMI Stadium, collecting 29 possessions and eight inside 50s to win the Michael Tuck Medal.

Scott Thompson (27 disposals, 11 tackles) and Patrick Dangerfield (25 touches, seven clearances) were also instrumental in the win.

Taylor Walker was the Crows' most effective forward, kicking three goals and taking eight marks.

The Eagles started well with nine-pointers to Mark Nicoski and Josh Hill, but suffered an early blow when Nicoski hurt his hamstring while lunging to tackle Crows defender Brent Reilly.

Walker ignited the home side in the second quarter, swooping on a loose ball to score the Crows' first nine-pointer.

He gave Adelaide a three-point lead in time-on when he marked and goaled from a clever pass by Ian Callinan.

Walker notched his third goal in the first 90 seconds of the third quarter before a superb nine-pointer to substitute Matthew Jaensch after a West Coast turnover extended Adelaide's lead to 19 points.

Walker unselfishly gave up the opportunity to slot his fourth goal when he chipped to Kurt Tippett, who marked and converted from close range.

Adelaide made the most of its opportunities and its pressure on the ball carrier was intense, but the Eagles refused to lie down. They mounted a fierce final-term charge, but were unable to make many of their opportunities count. Hill had eight shots, but could convert only two, finishing with 1.1.6 for the game.

Early in the last quarter, Eagle Gerrick Weedon marked and goaled to reduce the margin to just 12 points, before the Crows steadied again with goals to Jason Porplyzia, Jared Petrenko and Sam Jacobs.

Crows coach Brenton Sanderson praised Vince's display in the midfield. "He was outstanding," Sanderson said. "You could tell he was wound up."

Sanderson said the NAB Cup was a "nice reward" for the Crows' perfect pre-season of five wins from five matches.

"We have a very young group so there are going to be some ups and downs," he said.

"But what this gives is a bit of confidence that we can match it with the better sides."

In the round robin qualifying games, Adelaide defeated Port Adelaide, Carlton, Brisbane Lions and Collingwood. The West Coast Eagles triumphed over Essendon, Fremantle, Port Adelaide and St Kilda.

NAB Cup Grand Final

Adelaide Crows	0.2.2	1.3.6	2.6.13	2.10.17 (95)
West Coast Eagles	2.0.2	2.1.6	2.4.7	2.5.13 (61)

Best: Adelaide Crows – Vince, Thompson, Dangerfield, Walker, Reilly, Mackay.
West Coast Eagles – Priddis, S. Selwood, Butler, Hill, Waters.

Nine-point goals: Adelaide Crows – Jaensch, Walker. **West Coast Eagles** – Hill, Nicoski.

Goals: Adelaide Crows – Walker 2, Callinan, Jacobs, Mackay, Petrenko, Porplyzia, Thompson, Tippett, Vince. **West Coast Eagles** – Darling, Hams, Hill, Priddis, Weedon.

Umpires: S. McBurney, S. McInerney, J. Mollison, J. Dalgleish.

Crowd: 27,376 at AAMI Stadium.

Michael Tuck Medal: Bernie Vince (Adel).



Toyota AFL Premiership Season

Hawthorn earned top spot with strong performances to win the McClelland Trophy.

For the first time since its premiership season in 1989, Hawthorn finished on top of the ladder at the end of the home and away rounds.

The Hawks made a shaky start to 2012, losing three of their first five games before finishing the season strongly to win 12 of the last 13. Their only defeat in this period was to Geelong by two points with a goal after the siren by key forward Tom Hawkins.

The winning streak started with a 115-point thrashing of North Melbourne at Aurora Stadium in early June when Lance Franklin starred, booting 13 goals.

Eight of the 12 wins were by 10 goals or more. These included victories over the Brisbane Lions (65 points in round 12), Greater Western Sydney (162 points in round 15), Western Bulldogs (72 points in round 16), Essendon (94 points in round 18), Port Adelaide (72 points in round 20) and the Gold Coast Suns (64 points in round 21).

Collingwood, the McClelland Trophy winner for the previous two seasons, finished a game behind the Hawks and the Crows with a 16-6 record. The Magpies finished fourth behind the Swans, who finished in the top four for the first time since 2006.

After occupying one of the top two spots for much of the season, the Swans slipped to third after losing their final two games, to the Hawks and the Cats.

Under new coach Brenton Sanderson, Adelaide made a steep rise up the ladder, climbing from 14th place in 2011 to finish just behind Hawthorn on percentage with a 17-5 record.

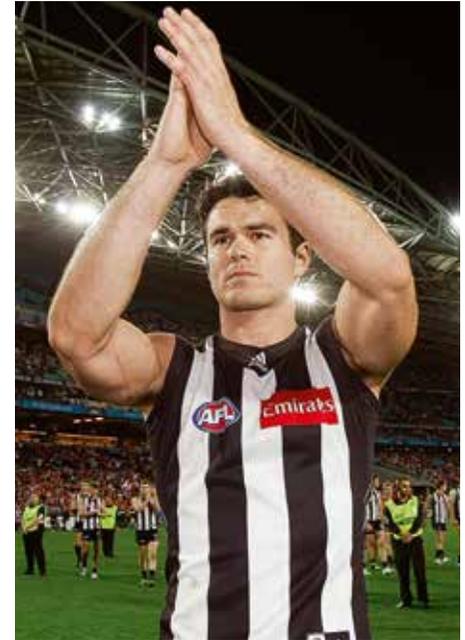
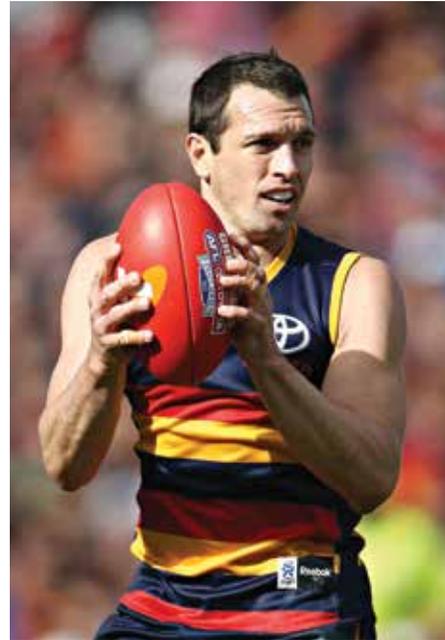


HIGH-FLYING HAWKS: Lance Franklin and Liam Shiels were all smiles as Hawthorn finished on top of the ladder in 2012 for the first time since 1989.

After winning the NAB Cup, the Crows proved most consistent, with their standout performers Scott Thompson and Patrick Dangerfield earning All-Australian honours for the first time.

	P W L D				For			Against			%	Mch pts	Home		Away		Strks W/L	Scores		Av margin		W < 7pts	L < 7pts	Pls used	Rnd 23 2011	1st Yr Players	Qtrs Won	4th Qtrs W
	Gls	Beh	Pts	Gls	Beh	Pts	W	L	W	L			High	Low	W	L												
1 Hawthorn	22	17	5	0	391	333	2679	251	227	1733	154.59	68	9	2	8	3	4W	193	46	62	21	0	3	34	3	1	61	15
2 Adelaide Crows	22	17	5	0	357	286	2428	265	243	1833	132.46	68	10	1	7	4	2W	178	49	43	30	3	0	38	14	6	56	13
3 Sydney Swans	22	16	6	0	338	262	2290	234	225	1629	140.58	64	8	3	8	3	2L	167	62	48	18	2	1	31	7	2	56	10
4 Collingwood	22	16	6	0	305	293	2123	257	281	1823	116.46	64	8	3	8	3	1W	174	58	33	38	3	0	37	1	7	48	9
5 West Coast Eagles	22	15	7	0	327	282	2244	264	223	1807	124.18	60	10	1	5	6	1L	175	48	46	36	3	2	34	4	3	54	16
6 Geelong Cats	22	15	7	0	322	277	2209	274	242	1886	117.13	60	10	1	5	6	3W	134	72	29	17	2	3	38	2	10	52	17
7 Fremantle	22	14	8	0	286	240	1956	244	227	1691	115.67	56	8	3	6	5	3W	132	36	35	29	1	0	38	10	5	52	15
8 North Melbourne	22	14	8	0	351	253	2359	305	267	2097	112.49	56	7	4	7	4	1W	183	59	36	31	1	3	34	9	3	55	12
9 St Kilda	22	12	10	0	345	277	2347	276	247	1903	123.33	48	7	4	5	6	2W	163	76	54	20	0	3	34	6	5	52	13
10 Carlton	22	11	11	0	299	285	2079	278	257	1925	108.00	44	5	6	6	5	2L	156	45	45	31	1	0	41	5	7	41	12
11 Essendon	22	11	11	0	299	297	2091	305	260	2090	100.05	44	5	6	6	5	7L	140	52	40	40	1	4	39	8	6	37	10
12 Richmond	22	10	11	1	311	303	2169	284	239	1943	111.63	42	5	5	5	6	1D	150	64	39	15	0	3	37	11	5	44	11
13 Brisbane Lions	22	10	12	0	279	230	1904	304	268	2092	91.01	40	6	5	4	7	3W	132	35	41	50	1	0	38	15	5	42	11
14 Port Adelaide	22	5	16	1	243	233	1691	314	260	2144	78.87	22	3	8	2	8	1D	118	47	27	36	2	0	36	17	4	34	6
15 Western Bulldogs	22	5	17	0	218	234	1542	341	255	2301	67.01	20	2	9	3	8	11L	104	40	31	53	0	0	39	13	8	24	6
16 Melbourne	22	4	18	0	224	236	1580	339	307	2341	67.49	16	2	9	2	9	2L	135	37	37	50	1	0	38	12	3	25	4
17 Gold Coast Suns	22	3	19	0	215	219	1509	357	339	2481	60.82	12	2	9	1	10	1L	109	34	14	53	1	0	44	16	6	27	6
18 GWS Giants	22	2	20	0	182	178	1270	400	351	2751	46.17	8	2	9	0	11	4L	107	31	30	77	0	0	46	-	36	13	6

Retirees



CALLING IT QUILTS: (from left) James McDonald, Michael Doughty and Chris Tarrant hung up their boots at the end of the 2012 season.

Triple premiership players Luke Power and Matthew Scarlett headed the list of players who retired at the end of the 2012 season.

With not much left in their collective playing tanks, a total of 18 players boasting more than 100 games' experience called it a day during or after the 2012 season. Heading the group with 302 career games was former Brisbane Lions star Luke Power, who squeezed one more season out of his ageing body with Greater Western Sydney in 2012.

Power was a triple premiership player with the Lions (2001-03) and a driving force in the club's golden era. He was a playing assistant coach with GWS in 2012 and will continue with the Giants as a non-playing assistant this season.

Another triple premiership player – Geelong's Matthew Scarlett – also retired after the Cats bowed out of the finals race in a shock loss to Fremantle in the elimination final.

Scarlett was regarded as one of the best full-backs the game has seen, and was a key player in the Cats' premiership years of 2007, 2009 and 2011. He was also a six-time All-Australian.

He was joined in retirement by speedy teammate David Wojcinski, who also played in those three premiership teams.

Other premiership players to bow it were Chance Bateman, who played in Hawthorn's 2008 flag-winning side, and Amon Buchanan, who was part of the Sydney Swans' historic win in 2005. He joined the Brisbane Lions in 2010.

Two players who returned to their original AFL clubs also retired in 2012.

Chris Tarrant played for Collingwood from 1998-2006 before heading to Fremantle for four seasons (2007-10) and then making his way back to the Magpies in 2011.

Adam McPhee's career ran a similar course – he started with Fremantle in 2001, joined Essendon in 2003 and returned to the Dockers in 2010.

Other loyal servants to leave the game included Bulldog pair Lindsay Gilbee and Ryan Hargrave, former Demons Brad Green, Cameron Bruce, who finished his career at Hawthorn, and James McDonald, who did likewise at GWS, Fremantle's Antoni Grover, Adelaide's Michael Doughty and former No. 1 draft pick Josh Fraser (Collingwood and Gold Coast).

Departing players (more than 100 games)

Player	Club	Games	Goals
Clint Bartram	Melbourne	103	17
Chance Bateman	Hawthorn	177	67
Cameron Bruce	Melbourne/Hawthorn	234	211
Amon Buchanan	Sydney Swans/Brisbane Lions	134	66
Michael Doughty	Adelaide	231	46
Josh Fraser	Collingwood/Gold Coast Suns	218	168
Lindsay Gilbee	Western Bulldogs	206	119
Brad Green	Melbourne	254	350
Antoni Grover	Fremantle	202	27
Ryan Hargrave	Western Bulldogs	203	37
James McDonald	Melbourne/GWS Giants	264	60
Adam McPhee	Fremantle/Essendon/Fremantle	223	112
Mark McVeigh	Essendon	232	107
Brad Miller	Melbourne/Richmond	157	120
Luke Power	Brisbane Lions/GWS Giants	302	226
Matthew Scarlett	Geelong	284	17
Chris Tarrant	Collingwood/Fremantle/Collingwood	268	367
David Wojcinski	Geelong	203	66



Hall of Fame

THE CLASS OF

2012: Australian Football Hall of Fame inductees (standing from left) Robert Harvey, Glenn Archer, Chris Grant and Shane Crawford. Seated from left are Graham Cornes, Barry Cable and Nola Johnson, wife of Bob Johnson (deceased).



Glenn Archer

Born: March 24, 1973

Played: 311 games, 143 goals (North Melbourne 1992-2007)

Archer was renowned for his fearless attack on the ball and his ability to play small or tall and switch from defence to attack. Credits former North Melbourne coach Denis Pagan for turning his career around after resisting overtures from the Roos' then under-19s coach to come to Arden St. Archer relented, changed his lifestyle off the field and became one of the key figures during North's successful era in the 1990s under Pagan. He played in the 1996 and 1999 premiership teams, winning the Norm Smith Medal as best afield in 1996. Made the All-Australian team in 1996, 1998 and 2002 and was named in North Melbourne's Team of the Century in 2001. The highest honour bestowed on Archer came in 2005 when he was named Shinboner of the Century.

Graham Cornes

Born: March 31, 1948

Played: 364 games, 391 goals (Glenelg 1967-82: 312, 339; North Melbourne 1979: 5, 10; South Adelaide 1983-84: 47, 42)

Coached: South Adelaide 1983-84 (46 games, 25 wins, 21 losses); Glenelg 1985-90 (149 games, 94 wins, 54 losses, 1 draw); Adelaide 1991-94 (89 games, 43 wins, 45 losses, 1 draw)

A genuine star in South Australia when the SANFL was at its strongest. Cornes won Glenelg's best and fairest in 1968, 1972 and 1974 and played in the Bays' premiership team in 1973. He captained Glenelg in 1978 and was the club's leading goalkicker in 1977. Didn't enjoy a great VFL career with North Melbourne but returned to SA where he resumed with Glenelg and played his final two seasons with South Adelaide. Became a highly successful coach, guiding Glenelg to premierships in 1985-86 and was Adelaide's inaugural coach (1991-94) in the AFL. Was South Australian coach from 1986-99 and is the most successful coach in State of Origin history. Cornes was named All-Australian coach in 1987-88 and in recent years has watched his sons Chad (Port Adelaide and Greater Western Sydney) and Kane (Port Adelaide) carve out outstanding AFL careers.

Shane Crawford

Born: September 9, 1974

Played: 305 games, 224 goals (Hawthorn 1993-2008)

Supremely talented rover who had the athletic ability to run all day. Originally from Finlay on the NSW/Victoria border, Crawford was a schoolboy star with Assumption College and made his debut for Hawthorn in round one, 1993, aged 18. He looked a star from day one and his long list of playing honours is

testament to that. Individually, he achieved it all, winning the 1999 Brownlow Medal, four club best and fairest awards (1998, 1999, 2002, 2003) and was named in the All-Australian team on four occasions. Crawford captained Hawthorn from 1999-2004 and ended his career on a perfect note in 2008 when he played in a premiership team in his 305th and last game.

Robert Harvey

Born: August 21, 1971

Played: 383 games, 215 goals (St Kilda 1988-2008)

A running machine who was admired by all for his skill and sense of fair play. The only player in AFL/VFL history to play 21 seasons at senior level, Harvey won back-to-back Brownlow medals in 1997-98. He also won four best and fairest awards (1992, 1994, 1997, 1998) and was an eight-time All-Australian. Captained St Kilda in 2001-02 and is a member of the Saints' Team of the Century. A product of local club Seaford, Harvey was fanatical in his approach to training and match-day preparation. His 383 games places him third on the all-time list of games played. After retiring at the end of 2008, Harvey has worked as an assistant coach at Carlton and St Kilda and is now part of Collingwood's coaching panel.

Chris Grant

Born: December 13, 1972

Played: 341 games, 554 goals
(Western Bulldogs 1990-2007)

Grant arrived at the Whitten Oval from Daylesford in country Victoria as a skinny teenager and blossomed into one of the finest players the Bulldogs have produced. Kicked 50 goals in his first season as a 17-year-old in 1990 and as he matured physically he matched it with the best. Grant stayed loyal to the Bulldogs despite a tempting offer to join Port Adelaide in 1997, his decision helped when a young fan sent him a 20-cent coin in the mail urging him to stay. Polled the most votes in the 1997 Brownlow Medal but was ruled ineligible because of a controversial suspension incurred during that season. Was third in the 1996 Brownlow Medal, club best and fairest in 1994 and 1996, club leading goalkicker in 1990 and 1994 and club captain from 2001-04. Was All-Australian in 1997, 1998 and 1999 and is a member of the Bulldogs' Team of the Century.

Bob Johnson

Born: June 3, 1935

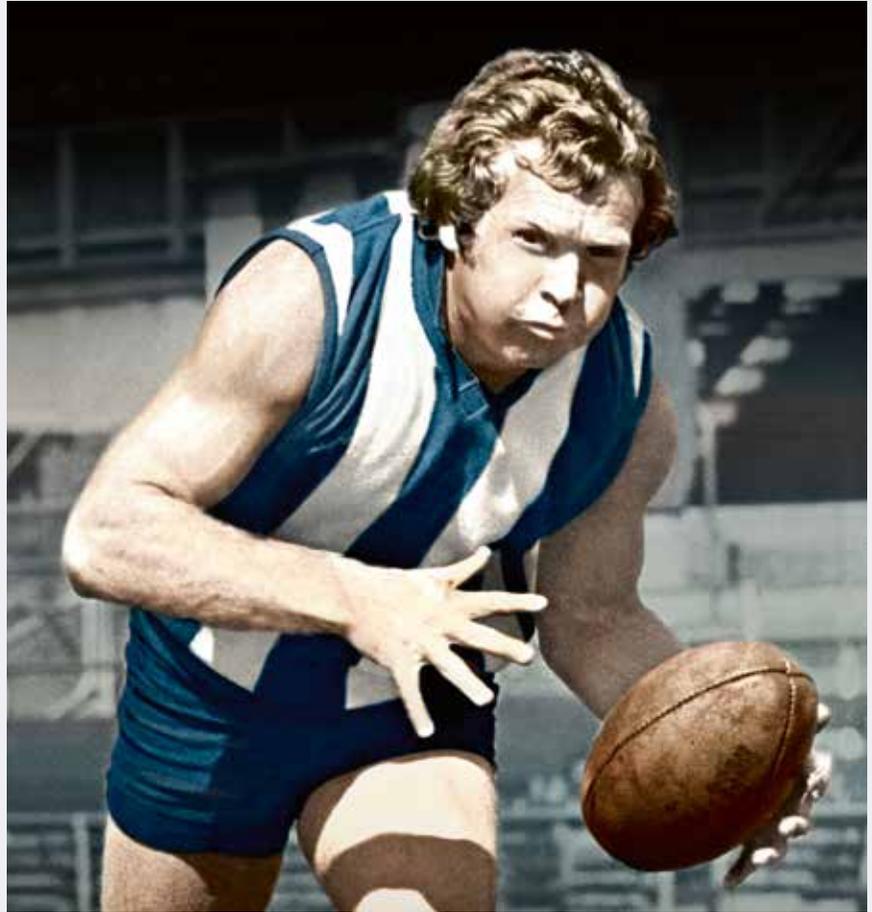
Died: May 21, 2001

Played: 305 games, 824 goals
(Melbourne 1954-61: 140, 267; East Fremantle 1962-66: 106, 359; Subiaco 1967: 19, 34; Oakleigh 1970-73: 40, 164)

Coached: East Fremantle 1962-66
(116 games, 70 wins, 44 losses, 2 draws);
Oakleigh 1971-74, 1976

Big, powerful key forward who developed a cult following wherever he played. Was part of Melbourne's golden era in the 1950s, playing in the club's premiership sides in 1955, 1956, 1957, 1959 and 1960. Known as 'Big Bob', he was Melbourne's leading goalkicker in 1956 and 1961 before heading to Western Australia where he enjoyed great success at East Fremantle. As captain-coach, he guided the Sharks to the 1965 premiership, won their best and fairest in 1962 and was the leading goalkicker in the WAFL in 1966. After a year with Subiaco in 1967, he returned to Victoria and in his mid-late 30s, was a massive drawcard with Oakleigh in the VFA. Was playing coach when Oakleigh won the first division premiership in 1972.

Legend



Barry Cable

Born: September 22, 1943

Played: 382 games, 508 goals (Perth 1962-69, 1971-73: 225, 325; North Melbourne 1970, 1974-77: 115, 133; East Perth 1978-79: 42, 50)

Coached: North Melbourne 1981-84 (76 games, 40 wins, 36 losses); Perth 1972-73 (44 games, 19 wins, 25 losses); East Perth 1978-80 (74 games, 42 wins, 32 losses); WA (7 games, 4 wins, 3 losses)

Regarded as one of the game's finest small men, Cable was a star in Western Australia before moving to Victoria where he shone in two stints with North Melbourne. Could hit targets with his deadly left foot and was a brilliant exponent of handball. Won the Sandover Medal in 1964 – in just his third year of senior football – and collected the prestigious award again in 1968. Arrived in Victoria in 1970

when he won North Melbourne's best and fairest. Returned to Perth in 1971 and took out the Sandover Medal for a third time in 1973. Played in Perth's premiership hat-trick from 1966-68 – he was awarded the Simpson Medal for best-on-ground in all three Grand Finals – and won the club best and fairest seven times. In his second stint with North Melbourne (1974-77), he played in the Roos' historic first premiership in 1975 and was part of the 1977 premiership combination. The following year he played in East Perth's premiership side. A tractor accident at the end of 1979 ended his playing career. Cable was named playing coach of the Indigenous Team of the Century and is a member of the Perth and North Melbourne Teams of the Century. He was an inaugural inductee in the Australian Hall of Fame in 1996 and is a Legend in the WA Hall of Fame. Also played 20 games and kicked 35 goals for WA.

AFL Life Members



DYNAMIC DOCKER: Matthew Pavlich has been a superb performer since joining Fremantle in 2000.



Damien Hardwick

A tough, uncompromising small defender who provided attack from half-back and rarely

took a backward step. Originally from Upwey-Tecoma, Hardwick had to battle his way to the top playing at the lower level with North Melbourne reserves and Springvale in the VFA. After two seasons in Essendon's reserves (1992-93), he made his AFL debut for the Bombers in round five, 1995, and played 153 games in the red and black. Played in Essendon's 2000 premiership team before finishing his career with Port Adelaide where he played in the Power's historic first AFL flag in 2004. After his playing career, Hardwick spent time as an assistant coach with Hawthorn before being appointed Richmond senior coach for 2010.



Ross Lyon

Following a successful career as a livewire forward with Fitzroy (127 games, 1985-94) then a brief career with Brisbane (two games

in 1995), Lyon became an assistant coach at Richmond in 1996 before moving to Carlton in 2000. Was appointed midfield coach of the Sydney Swans in 2004 and had great success working under Paul Roos, playing a key role in the Swans' 2005 premiership. Replaced Grant Thomas as senior coach at St Kilda in 2007 and took the Saints to regular finals appearances, including a narrow Grand Final loss to Geelong in 2009 and a drawn Grand Final against Collingwood in 2010. After his much-publicised defection to Fremantle in 2012, Lyon's coaching reputation grew when he guided the Dockers to the finals in his first year.



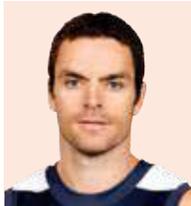
Guy McKenna

A brilliant rebounding defender from Claremont, McKenna was one of the West Coast Eagles' greats. He played in West Coast's first

Grand Final in 1991 and was a key performer when the Eagles won the 1992 and 1994 flags. Played 267 games (1988-2000), won the best and fairest in 1989 and 1999 and captained the Eagles in 1999 and 2000. A three-time All-Australian, McKenna coached Claremont in the WAFL in 2003 and later became an assistant coach at West Coast and Collingwood, where he served under former Eagles coach Mick Malthouse. Was appointed inaugural coach of the Gold Coast Suns in 2010 and led the Suns in their first two years in the AFL (2011-12). He is a member of the Australian Football Hall of Fame and the WA Hall of Fame.

Matthew Pavlich

Fremantle's greatest player, Pavlich has been a superb performer for the Dockers since he joined the club from Woodville-West Torrens in 2000. Started his career in the midfield and defence but later imposed himself as a key forward of the highest calibre. To the end of 2012, Pavlich had played 279 senior games and 25 pre-season games to qualify for AFL life membership. Is Fremantle's most decorated player – six best and fairest awards, eight times leading goalkicker (for 558 career goals) and six-time All-Australian – are testament to that. Has captained the Dockers since 2007 and even at the age of 31, is still the club's most influential player.



Matthew Scarlett

The finest defender of the modern era and, according to many, one of the greatest full-backs

the game has seen. Scarlett joined the Cats under the father-son rule in 1998 and made his debut in the last game of that season. It was a tough initiation on then Essendon star Matthew Lloyd but he grew in stature and confidence. Scarlett was a key player during the Cats' golden era in the late 2000s, playing in the 2007, 2009 and 2011 premiership teams. He was a competitive beast who was rarely beaten one-on-one and had the ability to find space and zone off opponents. Retired at the end of 2012 with 284 premiership games and was a six-time All-Australian.



Kevin Rose

The Rose name is revered at Collingwood and Kevin Rose, like brothers Bob, Bill and Ralph, served the Magpies with distinction. He played 159 games between 1958-67 after being recruited from Nyah West on the Murray River in country Victoria. A member of the Magpies' 1958 premiership team, Rose was vice-captain in 1965 and represented Victoria in 1961. He spent three years overseeing the club as president (1996-98) and served on the board from 1999-2007. Was inducted into Collingwood's Hall of Fame in 2007 and is a life member of the club. Rose was also senior coach of Fitzroy from 1975-77 and was captain-coach of Prahran in the VFA from 1968-72.



Michael Green

Green was a versatile big man for Richmond and later served his club and the AFL/VFL in several roles. Played 146 games for the Tigers from

1966-71 and 1973-75 and was a member of the 1967, 1969, 1973 and 1974 premiership teams. He was a board member of Richmond in 1977-78 and 1988-91, chaired the match committee and was assistant coach and reserves coach in 1982-83. Inducted into the Richmond Hall of Fame and is a member of the Tigers' Team of the Century. Was a member of the AFL Tribunal from 1995-98, has been a member of the AFL Appeals Board since 1998 and was a board member of AFL SportsReady from 1995-2008. Green coached Old Xaverians in the VAFA in 1980-81, including the B Grade premiership in 1980 and the A Grade premiership in 1981.



Trevor Nisbett

Nisbett is one of the game's most respected club executives and has overseen West Coast's development from AFL newcomer to

heavyweight of the competition. After playing junior football in Bunbury, Nisbett was recruited by East Perth and played senior football in the WAFL before pursuing a career in football administration with East Perth and Subiaco. Joined the Eagles as general manager-football operations in 1989 and formed a strong working relationship with senior coach Mick Malthouse. The Eagles reached the finals in 10 consecutive seasons, winning premierships in 1992 and 1994. Appointed chief executive officer in 1999. The Eagles won another premiership in 2006 and for the next two seasons, with senior coach John Worsfold, he led a major cultural change at the club. Is a life member of West Coast and Subiaco.

Jack Titus Award



Alf Trebilcock was named the winner of the Jack Titus Award in 2012. Trebilcock has been a bootstuder at Port Adelaide since 1968 – and 2013 will be the 45th consecutive season he has served the club in the SANFL and AFL. From 1968-96, he worked as a volunteer while running his butcher's shop at Adelaide Central Markets, which meant working at night to make sure the players' boots were ready for training and matches. In 1997 when Port Adelaide entered the AFL competition, he retired as a butcher and continued in his role as a volunteer. He regularly commits more than 40 hours a week. His role covers all training sessions and matches and includes all team travel.

The late Jack Titus was a champion Richmond forward who kicked 970 goals from 1926-43. He played 294 games and for many years held the League's consecutive games record of 202. Titus was also a committeeman and senior coach at Richmond. The award is presented annually in recognition of outstanding service in football.

Obituaries

Merv Neagle

Essendon premiership wingman Merv Neagle died on August 23, 2012, in a truck accident near Griffith, NSW. He was 54 and still coaching NSW country club Walla Walla. Recruited from Dimboola, in Victoria's Wimmera, Neagle played 147 games for the Bombers from 1977-85, including the 1984 premiership and the 1983 losing Grand Final. Runner-up in the 1980 Brownlow Medal, he played 56 games with the Sydney Swans from 1986-90.

Bob McKenzie

One of Melbourne's greatest half-forwards, Bob McKenzie, died on January 4, 2012, aged 83. A member of the 1948 and 1955 premiership sides, McKenzie played 125 games and kicked 254 goals from 1948-55.

Harry Kernahan

Harry Kernahan, one of the great names in South Australian football, died on January 12, 2012, aged 74. Kernahan, father of Carlton president Stephen Kernahan, was a powerful figure with Glenelg as a ruckman and later as general manager. He played 176 games from 1959-65 and 1969-71, was captain from 1964-65 and played 10 games for South Australia. He was a member of the Glenelg FC Hall of Fame. Stephen and David, two of Harry's sons, went from Glenelg to play for Carlton.

Dick Wearmouth

Dick Wearmouth, a prominent wingman with Footscray in the 1940s and '50s, died on April 5, 2012, aged 85. Wearmouth, father of former Collingwood rover Ronnie Wearmouth, played 100 games from 1944 and 1946-52.

Col Saddington

Col Saddington, a back pocket for Richmond, died on April 18, 2012, aged 74. Saddington played 102 games from 1956-62 and was awarded Life Membership at Richmond.

Bruce Morrison

Bruce Morrison, full-back in the 1951-52 Geelong premiership sides, died on April 12, 2012, aged 88. Morrison formed a close partnership with Brownlow medallist back pocket Bernie Smith, playing 138 games from 1948-54 and winning the Best and Fairest in 1948.

Les Mogg

The survivors from North Melbourne's first VFL Grand Final team dwindled further with the death of Les Mogg, aged 82, on May 2, 2012. Mogg was on the wing on that historic Grand Final day in 1950, when North lost to Essendon. Mogg played 75 games from 1949-54.

Rodger Head

Rodger Head, one of St Kilda's historic 20 who landed the club's only premiership in 1966, died on July 8, 2012, aged 74. He was a back pocket specialist who played 93 games from 1959-67.

Bob Hank

One of the greats of South Australian football, Bob Hank, died on June 14, 2012, aged 88. The West Torrens legend played 224 games and kicked 61 goals from 1945-58. A member of the Australian and South Australian halls of fame, he won Magarey Medals in 1946-47, was captain from 1947-55, captain-coach in 1951, and a winner of nine Best and Fairests. He played in two premierships, captained SA during his 27 State games and was an All-Australian in 1953.

Peter Bennett

Peter Bennett, a leading St Kilda full-forward in the 1940s and '50s, died on July 4, 2012, aged 85. He played 103 games and kicked 259 goals for the Saints from 1944 and 1947-54 and headed the club list five times. He also represented Victoria.

Dr Brian Sando

Dr Brian Sando, Chief Medical Officer for the Adelaide Crows in their first 18 years in the AFL, died of cancer on August 3, 2012, aged 75. The Crows Life Member was also involved in other sports at a national and international level, including eight Olympic Games. He was awarded the Medal of the Order of Australia in 1995 for his services to Sports Medicine and was inducted into the Sport Australia Hall of Fame in 2001.

Ray Jordon

Ray Jordon, one of football's most colourful characters and a highly successful coach in junior ranks, died on August 13, 2012, aged 75, after a short battle with cancer. Jordon landed premierships with the Richmond under-19s (5), North Melbourne under-19s (1), North Melbourne Reserves (2), Melbourne under-19s (2) and the Melbourne Reserves

(1). A prominent rover with Coburg in the VFA, he was also a leading Victorian Sheffield Shield cricketer and toured overseas with the Australian Test squad as the reserve wicketkeeper without playing in a Test.

Les Kaine

Les 'Killer' Kaine, who died on August 18, 2012, aged 75, was one of Hawthorn's finals pioneers, playing in the club's first finals game in the VFL (under John Kennedy's captaincy) in 1957 and at full-back in the Hawks' first premiership side (under Kennedy's coaching) in 1961. He was a straight-ahead defender who played 103 games until his last season in 1962.

Bert Worner

Bert Worner, part of Geelong's golden era in the early 1950s, died on September 2, 2012, aged 82. Worner, a half-back/centreline player, was a member of the Cats' 1951 and 1952 premiership sides and played in the losing 1953 Grand Final against Collingwood.

Alan Stretton AO, CBE

Maj.-Gen. Alan Stretton, who died at Batemans Bay, NSW, on October 26, 2012, aged 90, played the last of his 16 games for St Kilda in 1947, but he gained bigger public prominence as the man who led the recovery operation after Cyclone Tracy smashed Darwin in 1974.

Jack Finck

Jack Finck, a country goalkicker who went on to make his name as a premiership full-back for Collingwood, died on October 31, aged 82. Finck, who hailed from Heathmere, near Portland, in Victoria's far south-west, played in Collingwood's 1953 premiership side and the losing Grand Final team in 1952. He played 53 games from 1951-54.

Peter O'Donohue

Peter O'Donohue, a Hawthorn captain and coach, died on November 4, 2012, aged 89. O'Donohue played 109 games in defence and the centre in the Hawks' tough days of 1942-43 and 1946-52. His career was broken by service in the Navy during World War II. He was captain in 1950-52 and coach in 1966. More recently he was on Hawthorn's Hall of Fame selection committee and was a Life Member of the Victorian Amateur Football Association.

Brian Sampson

Brian Sampson, who played 100 games for Essendon from 1959-66, died on December 15, 2012, aged 71. Sampson played in the 1962 and 1965 premierships sides (both coached by John Coleman) and was a member of the losing 1959 Grand Final against Melbourne.

Neil Doolan

Top North Melbourne midfielder Neil Doolan died on December 22, 2012, aged 79. Doolan played 103 games from 1951-60, including the 1958 preliminary final.

Les Gardiner

Les Gardiner, who played in a powerful Essendon era in the 1940s and early 1950s, died on December 26, 2012, aged 89. Gardiner, a back pocket and half-back, played in premierships sides in 1946, 1949 and 1950 and was a member of the losing 1951 Grand Final side. Gardiner played 166 games from 1945-53 and appeared in 15 finals.

Fred Flanagan

One of Geelong's greats, Fred Flanagan, died on January 14, 2013, aged 88. The star centre half-forward captained the Cats to the 1951-52 premierships and is also remembered for his striking presence off the field, for his war-time service in New Guinea and Bougainville and later his wonderful work for Legacy. Recruited from Swan Hill in country Victoria, Flanagan played 163 games between 1946-55. Nicknamed 'Troubles', he kicked 182 goals, was captain from 1951-53, won the Best and Fairest in 1949, captained Victoria in 1952 and was centre half-forward in Geelong's Team of the Century. A member of the Australian Football Hall of Fame, he was runner-up in the 1950 Brownlow Medal.

Tony Charlton AM, OAM

One of Australia's most outstanding and enduring commentators, Tony Charlton, died on December 17, 2012, aged 83. Charlton started his career in radio in 1949 and worked at 3AW, 3UZ and 3AK and also on television with Channels 7 and 9. He was involved in the first live telecast of the game on Channel 7 on April 20, 1957, and hosted the Tony Charlton Football Show on Channel 9. A member of the Australian Football Hall of Fame, he also commented on golf as well as Olympic and Commonwealth Games. He was awarded an OAM in 1990 and the AM in 2003.

Charlie Sutton was a Bulldog through and through

I knew I was seeing the great Charlie Sutton for the last time 10 days ago. There he was, confined to a wheelchair on stage at Crown at the Western Bulldogs' 2012 Hall of Fame induction ceremony – a frail, almost pitiable shell of the most ferocious on-field figure in the history of the Footscray Football Club.

It was one of those unforgettable moments when you cherish the sight of a genuine hero, yet watch in stunned silence, staring discreetly at the sum total of the ravages of time and poor health in a man almost 90.

Stephen Phillips interviewed him. Gently, fondly, Phillips knew the reverence in the room for the club's only premierships coach.

Sutton had agreed to speak about Hall of Fame inductee Joe Ryan, a friend and teammate and a man who commanded Charlie's respect and admiration.

Sutton knew what he wanted to say, but his faculties were failing and he was tired. It was as if the will to live was draining away.

This wasn't the Sutton I had known for the best part of 50 years. I loved his zest for life, his enthusiasm for the next moment, his optimism; his penchant for cliches and his own quaint sayings.

His favourite was "shop early". He used it in his pre-match address in the '54 Grand Final.

The message was simple: "Get in first." Read into that what you will.

That was the way of the men from the Western Oval all those years ago. Nothing fancy, just hard at the ball ... and harder at the bloke in the opposition colours when he had the ball.

Charlie told his men on the big day in '54 to leave the rough stuff to him and concentrate on the footy. He kicked three goals (on a dodgy hamstring) in a runaway win.

He was 30 and the king of the west. He was a local hero in every sense of the word, recruited from Spotswood Citizens, a human wrecking ball at 169cm and 87kg.

He was to be a player, captain, coach, club champion and president at the club he loved.

He was an inaugural member of the Australian Football Hall of Fame and coach of the Western Bulldogs' team of the century.



The club's best and fairest award carries his name. He and Ted Whitten were named club legends at the inaugural Hall of Fame in 2010.

There was universal respect and affection for Charlie, Chas. Not bad after a lifetime in such a demanding, uncompromising, highly scrutinised industry.

Why? Because he was successful, because he was the symbol of the west, because he didn't take himself too seriously.

He liked being the father figure at the Western/Whitten Oval, but he didn't flaunt his status.

He also had the endearing habit of bugging up the language.

My favourite was a welcome address to the football media at a function at the club during his presidency 30 years ago.

The Bulldogs were struggling for success and for exposure, and decided to put on a few beers and bikkies and cheese for the journos.

In his welcome speech, Charlie scanned the room, smiled warmly and said: "We want to get youse boys offside."

Yet it was as warm as any welcome I can remember at a club function. Charlie knew what he meant and so did we.

It was a little like the sign in his Yarraville pub that declared: "Singletons must be worn."

I was extremely fond of Charlie. He was genuine.

Current club president David Smorgon rightly invoked the essence of the club's theme song in his tribute, saying: "There is no doubt Charlie Sutton is the best example of a 'Bulldog through and through!'"

That's exactly what he was. That's why he and Whitten became official club legends on the same night two years ago.

By Mike Sheahan

From *Herald Sun*, June 6, 2012

Article republished courtesy *Herald Sun*.

7

Financial Report

Ian Anderson Chief Financial Officer

The AFL's revenue grew by \$82 million in 2012, up 24 per cent, as a result of increases from media and commercial operations.

AFL Financial Results Summary

In 2012, the AFL's new five-year financial plan commenced. This financial plan is driven around the new Broadcasting Rights Agreement, which runs between 2012 and 2016. The significant increase in broadcasting rights revenues, together with the additional revenues from the Commercial Operations side of the business, resulted in the AFL's revenues growing by \$82 million in 2012. This increase in revenue enabled the AFL to increase the funding across a number of areas of the business, including the following:

- Payments to clubs increased by \$41 million to \$200.2 million.
- Payment to state football bodies increased by \$6 million to \$36.5 million.

AFL State Football Bodies' Financial Results

The AFL-controlled state subsidiaries include AFL Victoria, AFL NSW/ACT, AFL Queensland and AFL Northern Territory. All of these subsidiaries operated in accordance with their operational budgets and recorded an operating surplus for the year.

AFL Clubs' Financial Results

The AFL established a new funding arrangement with clubs in 2012 entitled The Club Future Fund. This new fund was designed around a number of the key funding needs of clubs, including minimum standards of personnel, debt reduction programs as well as capital funding requirements for new training and administration facilities. The Club Future Fund provided both equal and disequal distributions to all of the 18 AFL clubs.





GIANT STEPS:

The establishment of the Greater Western Sydney Giants, who made their debut in 2012 under Callan Ward, is part of the AFL's long-term strategy.

The financial results of the AFL clubs in 2012 were:

- Five clubs recorded an operating profit of more than \$1 million.
- Seven clubs recorded an operating profit of less than \$1 million.
- Six clubs recorded an operating loss.

AFL Future Fund

Over the previous five years, from 2007 to 2011, the AFL had established a Financial Future Fund. This Future Fund had a balance of \$89.4 million at the end of the 2011 financial year. The same balance remains at the end of the 2012 financial year, with no additional funds added or any funds spent from this fund during the year.

National Insurance and Risk Management Program

In 2012, the AFL undertook a major review of its insurance programs and decided to consolidate the AFL Clubs Collective Program with the AFL Community Football Program. This resulted in the tendering of our insurance broking services, which was awarded to JLT. The resulting negotiations with our insurers on the consolidated cover resulted in significant savings to the football industry.

The AFL also continued to undertake a lot of work with AFL clubs on their risk management initiatives. Pleasingly, the AFL clubs have embraced this initiative and have been able to raise their standards with all of the original 16 clubs continuing to meet the minimum standards that we set.

With regard to the Community Football Program, a thorough review was undertaken on the levels of cover available for personal accident insurance. This follows the very unfortunate and serious accidents to two players during the year. As a result of this review, the minimum level of cover was increased from \$100,000 to \$200,000 for a serious injury. Clubs do have the ability to increase this cover to \$1 million and this has been communicated to all AFL Community Clubs.

Payments to clubs

Club	Base (\$)	Club Future Fund (\$)	Other (\$)	Total (\$)
Adelaide	6,756,876	1,000,000	2,513,530	10,270,406
Brisbane	6,756,876	1,865,000	2,161,125	10,783,001
Carlton	6,756,876	1,000,000	3,113,134	10,870,010
Collingwood	6,756,876	2,975,000	2,803,313	12,535,189
Essendon	6,756,876	1,425,000	3,798,273	11,980,149
Fremantle	6,756,876	600,000	1,980,538	9,337,414
Geelong	6,756,876	2,112,500	2,265,958	11,135,334
Gold Coast	6,756,876	500,000	2,095,241	9,352,117
Greater Western Sydney	6,756,876	500,000	2,086,636	9,343,512
Hawthorn	6,756,876	500,000	3,379,856	10,636,732
Melbourne	6,756,876	2,840,000	3,053,856	12,650,732
North Melbourne	6,756,876	2,900,000	2,663,064	12,319,940
Port Adelaide	6,756,876	2,100,000	2,282,067	11,138,943
Richmond	6,756,876	2,340,000	2,448,444	11,545,320
St Kilda	6,756,876	2,615,000	3,130,400	12,502,276
Sydney	6,756,876	1,911,163	3,247,999	11,916,038
West Coast	6,756,876	500,000	1,972,647	9,229,523
Western Bulldogs	6,756,876	2,870,000	3,077,759	12,704,635
Total	121,623,768	30,553,663	48,073,839	200,251,270

Information Technology

The AFL IT department was involved in a number of significant projects during the year, including the following:

- The design and fit-out of all of the IT infrastructure relating to the AFL Media business which started in January 2012.
- The ongoing implementation of the player database system, which is due to be rolled out to all AFL clubs in January 2013.
- Continuing the roll-out of IT support services to AFL state football bodies including AFL Queensland.

Shared Services

The AFL is constantly looking at ways to add value by centralising support services across the industry. In 2012, the following additional work was undertaken:

- The provision of accounting services to the Victorian Country Football League as a result of its merger with AFL Victoria.
- A further increase in the provision of accounting services to the Greater Western Sydney Football Club arising from its launch into the AFL competition.
- The provision of accounting services to the new AFL Media business unit.

Payments to clubs

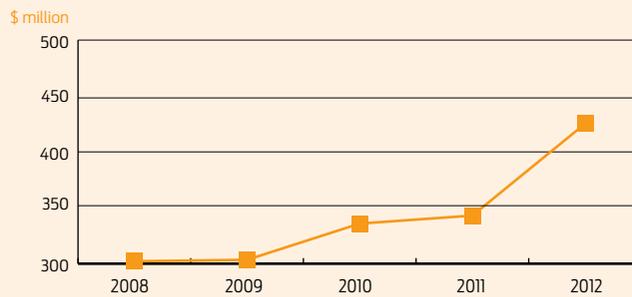
The AFL makes a number of different distributions and payments to AFL clubs. These payments included the following in 2012:

- A base distribution to all clubs which totalled \$121.6 million, an increase of \$16.5 million.
- A bonus distribution of \$1.2 million to all clubs from the broadcast rights proceeds.
- The AFL distributed equal and unequal payments totalling \$30.6 million to all clubs in 2012 from the Club Future Fund.
- Other payments to clubs included amounts for ground buyout agreements, distribution of the AFL's signage rights at Etihad Stadium, prizemoney, travel subsidies and promotional funding to help clubs develop the game around Australia.

Key Financial Indicators

Revenue

↑ **24%**
to \$425 million

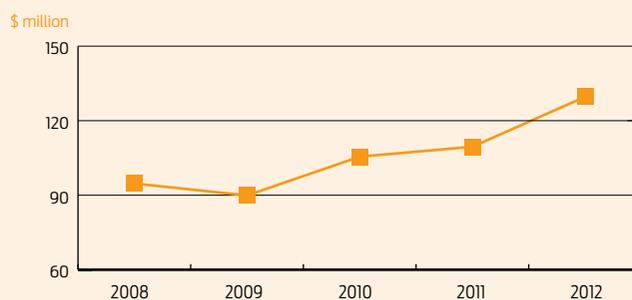


Revenue increased by \$82 million with the major increases comprising:

- Media Revenues up \$62 million.
- Commercial Operations Revenues up \$20 million.

Expenditure

↑ **18%**
to \$130 million



Expenditure increased by \$20 million due primarily to the introduction of the AFL Media business and increases in Commercial Operations Expenditure.

Operating Profit

↑ **27%**
to \$296 million



The AFL's Operating Surplus increased by \$62 million to \$296 million. This increase enabled greater distributions to all stakeholders.

Distributions

↑ **12%**
to \$289 million



Distributions increased by \$32 million in the following areas:

- Payments to clubs up \$42 million.
- Grants to State Football Bodies up \$6 million.
- Reduction in direct expansion funding for the Gold Coast and Greater Western Sydney teams, down \$17 million.

Net Surplus

↑ **\$6.7m**



The AFL's Net Profit increased by \$30 million in 2012. This was mainly due to the increased Broadcast and Media Revenues as detailed above.

The AFL 2003-12

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Profit & Loss (\$ mill)										
Revenue	170.912	186.260	203.695	215.220	284.794	302.139	303.450	335.862	343.017	425.194
Operating Expenses	52.453	58.112	69.430	72.141	81.047	94.666	89.885	105.479	109.479	129.559
Interest Expense	3.757	4.138	3.861	2.982	1.272	0.028	0.022	-	-	-
Operating Surplus	114.702	124.010	130.404	140.097	202.475	207.445	213.543	230.383	233.538	295.635
Payments to Clubs	79.635	89.563	91.964	96.559	125.488	131.752	135.808	141.978	158.866	200.251
Payments to AFLPA	7.656	7.653	7.767	8.701	12.131	12.518	13.897	14.491	21.992	21.986
Game Development Grants	16.505	18.492	18.997	21.495	25.852	25.871	27.305	29.129	30.750	36.520
Ground Improvements	6.241	5.110	5.148	5.591	4.951	5.095	5.014	4.547	5.065	6.025
AFL Foundation	-	-	-	0.200	0.231	0.255	0.300	0.300	0.161	0.150
Facilities Development					4.665	8.655	13.735	9.524	6.720	7.731
Strategic Partnership					1.198	0.877	1.502	1.848	1.915	1.645
New Markets					1.618	2.967	13.349	23.738	31.683	14.594
Net Profit/(Loss) before Transfers (to)/from Reserves	4.665	3.192	6.528	7.551	26.341	19.455	2.633	4.828	(23.614)	6.733
Facilities Development Reserve	-	(1.500)	(3.000)	(3.600)	(4.535)	0.314	6.333	2.123	(0.682)	1.731
Strategic Partnership Reserve	-	-	(1.800)	(1.800)	0.198	(0.123)	0.502	0.848	0.915	-
New Markets Reserve	-	-	-	-	(0.382)	(0.033)	0.415	-	-	-
Future Fund Reserve	-	-	-	-	(16.400)	(17.245)	(17.409)	(18.431)	(19.874)	-
Net Surplus/(Deficit)	4.665	1.692	1.728	2.151	5.222	2.368	(7.526)	(10.632)	(43.255)	8.464
Balance Sheet (\$ mill)										
Total Assets	162.798	146.649	142.353	110.094	124.581	152.073	151.640	155.967	185.294	136.217
Total Liabilities	119.781	100.440	89.617	52.179	40.325	48.361	45.295	44.798	97.741	41.930
Net Assets	43.017	46.209	52.736	57.915	84.256	103.712	106.345	111.169	87.553	94.287
TPP & Club Distribution Statistics (\$ mill)										
Total Player Payments (TPP)	95.000	97.850	100.813	103.565	111.100	118.900	123.100	127.200	139.613	158.173
TPP per Club	5.938	6.116	6.301	6.473	6.944	7.431	7.694	7.950	8.213	8.787
Base Distribution per Club	3.907	4.084	4.270	4.442	4.913	5.411	5.673	5.930	6.182	6.757
Base Distribution as a % of TPP	63.5%	66.8%	67.8%	68.6%	70.8%	72.8%	73.7%	74.6%	75.3%	76.9%
Attendance Statistics (mill)										
Home & Away Season Attendance	5.873	5.910	6.284	6.204	6.476	6.511	6.371	6.496	6.525	6.239
Finals Series Attendance	0.478	0.458	0.480	0.532	0.574	0.572	0.615	0.651	0.615	0.540
Total Premiership Season Attendance	6.352	6.368	6.764	6.736	7.050	7.083	6.986	7.147	7.140	6.779
Pre-Season Attendance	0.266	0.259	0.307	0.235	0.244	0.240	0.283	0.227	0.256	0.298
Total Attendance	6.618	6.627	7.071	6.971	7.294	7.323	7.269	7.375	7.396	7.077
Membership Statistics										
Total of Club Members *	463,171	494,311	506,509	519,126	532,697	574,091	586,748	614,251	650,373	650,562
No. of Clubs in the AFL	16	16	16	16	16	16	16	16	17	18
Average No. of Members per Club	28,948	30,894	31,657	32,445	33,294	35,881	36,672	38,391	38,257	36,142
Total AFL Members	45,174	45,129	44,866	44,726	46,871	49,150	51,013	53,959	55,216	56,595

* Includes AFL Club Support Members

2003 Profit and Loss figures exclude amounts related to the sale of Waverley Park

All revenue figures exclude contra advertising received from TV broadcasters

Concise Financial Report

Australian Football League and its Controlled Entities Year ending 31 October 2012

Directors' Report

The Directors present their report together with the concise financial report of the Australian Football League ("the Company") and consolidated entity, being the Company and its controlled entities, for the year ended October 31, 2012, and the auditor's report thereon.

Directors

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

Mr M C Fitzpatrick

Chairman – Appointed Commissioner 2003, Chairman from March 2007; Chairman of Remuneration Committee

Qualifications: Bachelor of Engineering (Hons.) (University of Western Australia), Bachelor of Arts (Hons.) (Oxford University, UK)
Experience: Director, The Walter and Eliza Hall Institute of Medical Research; Chairman, Treasury Group Limited; Director, Rio Tinto Limited/Plc; Chairman, Infrastructure Capital Group Pty Ltd; Player, Carlton Football Club 1975-1983; Director, Carlton Football Club 1989-1995; Chairman, Australian Sports Commission 1995-1998; Player, Subiaco Football Club 1970-1974; Founder and Managing Director, Hastings Fund Management Ltd, 1994-2005

Mr A Demetriou

Chief Executive Officer – Appointed 2003

Qualifications: Bachelor of Arts (LaTrobe University); Diploma of Education (LaTrobe University)

Experience: Player, North Melbourne (Kangaroos) Football Club 1981-1987; Player, Hawthorn Football Club 1988-1989; Director, Ruthinium Group; Chief Executive Officer, AFL Players' Association 1998-2000; Board Member, Robert Rose Foundation; Public Appeal Chairman, Olivia Newton-John Cancer Centre; Director, AFL (NSW/ACT) Commission; Director, NAB Community Advisory Council; Director, Australian Multicultural Advisory Council

Mr C Lynch

Non-Executive Commissioner – Appointed 2008, Chairman of the Audit Committee

Qualifications: Bachelor of Commerce (Deakin University); Master of Business Administration (Deakin University)

Experience: Director, Rio Tinto Ltd/Plc; Former CEO, Transurban Group; Former Executive Director, BHP Billiton Ltd/Plc

Mr W J Kelty

Non-Executive Commissioner – Appointed 1998

Qualifications: Bachelor of Economics (LaTrobe University)

Experience: Director, Linfox Group; Chairman, Virtual Communities Pty Ltd; Member of McGuire Media Advisory Board; Former Secretary, ACTU; Former Director, Reserve Bank of Australia; Chairman, Evans & Partners Advisory Committee; Chairman, Ministerial Advisory Committee on Regional Development; Council Member, La Trobe University

Mr C D Langford

Non-Executive Commissioner – Appointed 1999,
Member of Audit Committee

Qualifications: Bachelor of Architecture (University of Melbourne)

Experience: Director, Newmark Property Group Pty Ltd; Former CEO Retail Projects, Mirvac Group; Player, Hawthorn Football Club 1980-1997; Member, AFL (NSW/ACT) Commission 1998-2004

Mr G T John, AO

Non-Executive Commissioner – Retired January 2012

Qualifications: Fellow of Chartered Institute of Transport

Experience: Director, QR National Ltd; Director, Racing Victoria; Director, Seven West Media Ltd; Former Trustee, Melbourne Cricket Ground Trust; Player, East Perth Football Club 1959-1963; Player, South Melbourne Football Club 1964-1969; All-Australian Player 1966; Coach, South Melbourne Football Club 1973-1975; President, South Melbourne Football Club 1978-1980

Ms S J Mostyn

Non-Executive Commissioner – Appointed 2005,
Member of Remuneration Committee

Qualifications: Bachelor of Arts (Australian University), Bachelor of Law (Australian University)

Experience: Director, Virgin Blue Holdings Ltd; Director, Sydney Theatre Company; Director, Australian Volunteer International; Director, Transurban Holdings Ltd; Director, Citi Australia Ltd; Commissioner, Australian Mental Health Commission

Justice L Dessau, AM

Non-Executive Commissioner – Appointed 2008

Qualifications: Bachelor of Laws (Hons.) (University of Melbourne)

Experience: Justice of the Family Court of Australia; Children's Court Magistrate, Coroner and Magistrate 1987-1995; Director, Bangeta Pty Ltd; Director, Winston Churchill Memorial Trust; Director, AFL SportsReady

Mr R Goyder

Non-Executive Commissioner – Appointed November 2011

Qualifications: Bachelor of Commerce (University of Western Australia)

Experience: Director, Wesfarmers Limited; Director, Gresham Partners Holdings Limited; Director, Business Council of Australia; Former Director, Fremantle Football Club

Mr P Bassat

Non-Executive Commissioner – Appointed February 2012

Qualifications: Bachelor of Laws, Bachelor of Commerce (University of Melbourne)

Experience: Co-founder and former CEO and Joint CEO, SEEK Limited 1997-2011; Director, Victoria Capital Pty Ltd; Director, Square Peg Ventures Pty Ltd; Director, Peter MacCallum Cancer Foundation; Director, Wesfarmers Limited; Advisory Board Member, Faculty of Business and Economics, The University of Melbourne; Executive Member, Mount Scopus College Foundation

Directors' Meetings

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

Director	Directors' Meetings		Audit Committee Meetings		Remuneration Committee Meetings	
	No. of meetings attended	No. of meetings held*	No. of meetings attended	No. of meetings held*	No. of meetings attended	No. of meetings held*
Mr MC Fitzpatrick	10	10			2	2
Mr A Demetriou	9	10				
Mr W J Kelty	9	10				
Mr CD Langford	10	10	2	2		
Mr G T John	2	2				
Ms S J Mostyn	10	10			2	2
Mr C Lynch	9	10	2	2	2	2
Justice L Dessau	10	10				
Mr P Bassat	8	8				
Mr R Goyder	9	10	2	2		

* Reflects the number of meetings held during the time the Director held office during the year.

The role of the Audit Committee is to give the Board of Directors additional assurance regarding the quality and reliability of financial information prepared for use by the Board in determining policies or determining items for inclusion in the financial statements.

The role of the Remuneration Committee is to review the remuneration packages and policies applicable to senior executives of the Company.

As well as the above meetings, the Directors also attended numerous other meetings including meetings with the Presidents of all AFL Clubs.

Principal Activities

The principal activities of the consolidated entity during the course of the financial year have been to promote, control, manage and encourage Australian Football.

There were no significant changes in the nature of the activities of the consolidated entity during the year.

Objectives

The major objectives of the company include the following:

- i. To manage the AFL competition to ensure that it remains the most exciting in Australian sport.
- ii. To build a stronger relationship with the supporters at all levels of the game.
- iii. To help ensure that Clubs are financially secure and competitive.
- iv. To provide the best possible benefits for AFL players and to drive the next generation of elite athletes to choose our game.

Strategy and Performance

The Company's strategy is to promote the AFL brand throughout Australia and to a limited extent outside Australia. This includes the introduction of new AFL teams on the Gold Coast and Greater Western Sydney. Key Performance Indicators such as attendances at AFL games, television ratings and participant numbers are used to measure the Company's performance against this strategy.

Review and Results of Operations

The operating profit of the AFL and its controlled entities amounted to \$8.4 million, compared with an operating loss of \$21.1 million in 2011.

State of Affairs

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

Events Subsequent to Balance Date

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

Likely Developments

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

Insurance Premiums

Since the end of the previous financial year, the Company has paid insurance premiums in respect of Directors' and Officers' liability and legal expenses, insurance contracts, which include cover for current officers, including executive officers of the Company. The insurance premiums in respect of the officers of the Company relate to:

- Costs and expenses that may be incurred by the relevant officers in defending proceedings, whether civil or criminal and whatever their outcome.
- Other liabilities that may arise from their position, with the exception of conduct involving a wilful breach of duty or improper use of information or position to gain a personal advantage.

Directors' Benefits

Since the end of the previous financial year, no Director of the Company has received or become entitled to receive any benefit (other than the fixed salary of a full-time employee of the Company or of a related body corporate) by reason of a contract made by the Company, its controlled entities, or a related body corporate with a Director or with a firm of which a Director is a member, or with an entity in which a Director has a substantial interest other than as disclosed in notes 20 and 21 of the annual financial report.

Lead Auditor's Independence Declaration under Section 307C of The Corporations Act 2001

The Lead Auditor's Independence Declaration is set out on Page 122 and forms part of the Directors' report for the year ended October 31, 2012.

Rounding Off

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998, and in accordance with that Class Order, amounts in the concise financial report and Directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Dated at Melbourne this 17th day of December 2012.

Signed in accordance with a resolution of the Directors:



Mr M C Fitzpatrick
Chairman



Mr A Demetriou
Director

Lead Auditor's Independence Declaration under Section 307C of The Corporations Act 2001

To: the directors of Australian Football League.

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 31 October 2012 there has been:

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

KPMG

KPMG



D M Waters

Partner

Melbourne, 17th December 2012

Statements of Changes in Equity

For the year ended October 31 2012

	Consolidated		The Company	
	2011 \$'000	2010 \$'000	2011 \$'000	2010 \$'000
Total equity at the beginning of the year	97,102	116,744	87,553	111,169
Other Member Contributions	(145)	36	-	-
AFL Victoria Opening Equity Acquired	-	1,379	-	-
Total comprehensive income for the year	8,428	(21,057)	6,734	(23,616)
Total equity at the end of the year	105,385	97,102	94,287	87,553
Equity attributable to:				
Owners of the Company	104,574	97,102	94,287	87,553
Non-controlling interests	811	-	-	-
Total equity at the end of the year	105,385	97,102	94,287	87,553

The statements of changes in equity are to be read in conjunction with the notes to the financial statements set out on pages 124 to 125.

Statements of Comprehensive Income

For the year ended October 31 2012

	Note	Consolidated		The Company	
		2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Revenue	3	471,493	382,175	437,853	359,501
Net financing income		518	1,182	446	1,041
Expenses from operating activities		(463,583)	(404,414)	(431,565)	(384,158)
Profit/(loss) from operating activities before related income tax expense		8,428	(21,057)	6,734	(23,616)
Income tax expense relating to operating activities		-	-	-	-
Profit/(loss) for the year		8,428	(21,057)	6,734	(23,616)
Total comprehensive income for the year		8,428	21,057	6,734	(23,616)
Profit/(loss) attributable to:					
Owners of the Company		7,617	(21,057)	6,734	(23,616)
Non-controlling interests		811	-	-	-
Profit/(loss) for the year		8,428	(21,057)	6,734	(23,616)
Total comprehensive income attributable to:					
Owners of the Company		7,617	(21,057)	6,734	(23,616)
Non-controlling interests		811	-	-	-
Total comprehensive income for the year		8,428	(21,057)	6,734	(23,616)

The statements of comprehensive income are to be read in conjunction with the discussion and analysis below and the notes to the financial statements set out on pages 124 to 125.

Discussion and analysis of the Income Statements

Consolidated revenue increased by \$89.3 million to \$471.5 million. There were six main areas of revenue which contributed to this movement:

- An increase in annual television, radio and internet rights fees totalling \$53.2 million.
- An increase in sponsorship revenue totalling \$10.0 million.
- An increase in AFL Media revenue totalling \$5.1 million.
- An increase in corporate hospitality revenue totalling \$5.8 million.
- An increase in finals ticketing revenue totalling \$5.2 million.
- An increase in subsidiaries' consolidated revenue totalling \$10.9 million.

The consolidated operating profit was \$8.4 million which compared with an operating loss of \$21.1 million in 2011.

There were five main areas of expenditure which contributed to this result:

- An increase in distributions to clubs totalling \$48.8 million.
- An increase in marketing expenditure totalling \$11.5 million.
- An increase in AFL Media expenditure totalling \$11.0 million.
- An increase in subsidiaries' consolidated expenditure totalling \$11.8 million.
- A decrease in new markets expenditure totalling \$24.5 million.

Balance Sheets

As at October 31 2012

	Consolidated		The Company	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Assets				
Cash and cash equivalents	48,597	107,445	46,567	102,224
Trade and other receivables	32,075	34,530	30,180	35,531
Inventories	88	88	-	-
Other	5829	2,495	1,925	1,891
Total current assets	86,589	144,558	78,672	139,646
Trade and other receivables	5,500	2,000	5,500	2,000
Property, plant and equipment	25,181	20,142	19,327	13,648
Goodwill	638	-	-	-
Other	32,080	32,000	32,718	32,000
Total non-current assets	63,399	54,142	57,545	45,648
Total assets	149,988	198,700	136,217	185,294
Liabilities				
Trade and other payables	37,245	39,704	37,165	38,319
Interest-bearing loans and borrowings	27	64	-	-
Provisions	6,203	5,747	4,089	3,772
Total current liabilities	43,475	45,515	41,254	42,091
Interest-bearing loans and borrowings	11	55,039	-	55,000
Provisions	1117	1,044	676	650
Total non-current liabilities	1,128	56,083	676	55,650
Total liabilities	44,603	101,598	41,930	97,741
Net assets	105,385	97,102	94,287	87,553
Equity				
Member Contributions	44	96	-	-
Reserves	91,064	92,795	91,064	92,795
Retained earnings	13,466	4,211	3,223	(5,242)
Total equity attributable to equity holders of the Company	104,574	97,102	94,287	87,553
Non-controlling interest	811	-	-	-
Total equity	105,385	97,102	94,287	87,553

The balance sheets are to be read in conjunction with the discussion and analysis below and the notes to the financial statements set out on pages 124 to 125.

Discussion and analysis of the Balance Sheet

The consolidated entity's total assets decreased by \$48.7 million to \$150.0 million. The movement in total assets principally comprised:

- A decrease in cash and cash equivalents of \$58.8 million.
- A decrease in current trade and other receivables totalling \$2.5 million.
- An increase in property, plant and equipment totalling \$5.0 million.
- An increase in non-current trade and other receivables totalling \$3.5 million.
- An increase in other current and non-current assets totalling \$4.1 million.

The consolidated entity's total liabilities decreased by \$57.0 million to \$44.6 million over the year. The movement in total liabilities principally comprised:

- A decrease in interest bearing loans and borrowings totalling \$55.0 million.
- A decrease in trade and other payables totalling \$2.0 million.

Statements of Cash Flows

For the year ended October 31 2012

	Consolidated		The Company	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Cash flows from operating activities				
Cash receipts in the course of operations	475,076	395,265	451,152	372,140
Cash payments in the course of operations	(468,558)	(407,186)	(443,461)	(385,269)
Net cash provided by / (used in) operating activities	6,518	(11,921)	(7,691)	(13,129)
Cash flows from investing activities				
Interest received	3,954	1,330	3,875	1,172
(Payments)/Proceeds from Business Combinations	(500)	1,491	(500)	-
Payments for property, plant and equipment	(10,318)	(2,967)	(8,294)	(1,703)
Net cash provided by / (used in) investing activities	(6,864)	(146)	(4,919)	(531)
Cash flows from financing activities				
Interest paid	(3,436)	(148)	(3,429)	(131)
Payment of finance lease liabilities	(66)	(108)	-	-
Proceeds/(Repayments) from borrowings	(55,000)	55,000	(55,000)	55,000
Segregated Cash Invested	(3,000)	-	(3,000)	-
Net cash provided by / (used in) financing activities	(61,502)	54,744	(61,429)	54,869
Net increase/(decrease) in cash held	(61,848)	42,677	(58,657)	41,209
Cash at the beginning of the financial year	107,445	64,768	102,224	61,015
Cash at the end of the financial year	45,597	107,445	43,567	102,224

The statements of cash flows are to be read in conjunction with the discussion and analysis below and the notes to the financial statements set out on pages 124 to 125.

Discussion and analysis of the Statements of Cash Flows

There was a net decrease in cash holdings of the consolidated entity, during the year, totalling \$61.8 million.

The major movements in cash during the year included the following:

- Funds provided by the operating activities for the year totalling \$6.5 million.
- Purchases of property, plant and equipment totalling \$10.3 million.
- Repayment of borrowings totalling \$55.0 million.
- Funds relating to the Jim Stynes Scholarship Fund held in trust totalling \$3.0 million.

Notes to the Concise Financial Statements

For the year ended October 31 2012

1. Basis of preparation of the concise financial report

The concise financial report has been prepared in accordance with the Corporations Act 2001 and Accounting Standard AASB 1039 Concise Financial Reports. The financial statements and specific disclosures required by AASB 1039 have been derived from the consolidated entity's full financial report for the financial year. Other information included in the concise financial report is consistent with the consolidated entity's full financial report. The concise financial report does not, and cannot be expected to, provide as full an understanding of the financial performance, financial position and financing and investing activities of the consolidated entity as the full financial report.

It has been prepared on the basis of historical costs and except where stated, does not take into account changing money values or fair values of non-current assets.

The accounting policies have been consistently applied by each entity in the consolidated entity and, except where there is a change in accounting policy, are consistent with those of the previous year.

Where necessary, comparative information has been reclassified to achieve consistency in disclosure with current financial year amounts and other disclosures.

A full description of the accounting policies adopted by the consolidated entity may be found in the consolidated entity's full financial report.

The concise financial report is presented in Australian dollars.

2. Segment reporting

The Company's activities are entirely the administration and promotion of Australian Football and are confined to Australia except for the sale of television rights to various overseas countries and conduct of exhibition matches overseas from time to time, in support of television rights in overseas countries.

3. Revenue

	Consolidated		The Company	
	2012 \$'000	2011 \$'000	2012 \$'000	2011 \$'000
Revenue from operating activities				
Broadcasting and AFL Media	225,577	167,250	225,577	167,250
Commercial operations	159,744	146,608	159,744	146,608
Football operations	8,632	10,560	8,632	10,560
Game development	8,542	8,998	8,542	8,998
Other revenue	42,998	31,259	9,358	8,585
Contra advertising revenue	26,000	17,500	26,000	17,500
	471,493	382,175	437,853	359,501

4. Contingent Liabilities

- i. The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2011 whereby the Company has an obligation to assume liability for all amounts due to players of a Club where the Club has lost its licence to compete in the AFL Competition and is suspended from or loses its right to representation in the League. The amounts payable in these circumstances will be offset by any amounts payable to the players in respect of future employment as a player.
- ii. The Company has entered into an agreement with the AFL Players' Association Inc. for a period of five years commencing on 1 November 2011 whereby the Company has an obligation to share the net revenues of the AFL above the original five-year forecasts.
- iii. The Company has entered into an agreement with Australia and New Zealand Banking Group Limited ("ANZ Bank") where the Company guarantees the obligations of Sports Facilities Management Limited ("Sports") to the ANZ Bank with respect to Sports borrowings of \$5.0 million in relation to the reconfiguration of Stadium Australia.
- iv. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Carlton Football Club Limited to Westpac to a maximum of \$6.5 million. The guarantee expired on 31 October 2012. A new annual guarantee was entered into on 1 November 2012 for \$5.5 million.
- v. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Melbourne Football Club Limited to Westpac to a maximum of \$2.8 million. The guarantee expired on 31 October 2012. A new annual guarantee was entered into on 1 November 2012 for \$3.3 million.
- vi. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the North Melbourne Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2012. A new annual guarantee was entered into on 1 November 2012 for \$4.6 million.
- vii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the St Kilda Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2012. A new annual guarantee was entered into on 1 November 2012 for \$4.75 million.
- viii. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Richmond Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2012. A new annual guarantee was entered into on 1 November 2012 for \$3.0 million.
- ix. The Company has entered into an agreement with Westpac whereby the Company annually guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2012. A new annual guarantee was entered into on 1 November 2012 for \$4.55 million.
- x. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Brisbane Bears-Fitzroy Football Club Limited to Westpac to a maximum of \$5.0 million. The guarantee expired on 31 October 2012. A new guarantee was entered into on 1 November 2012 for \$5.0 million.

- xi. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Australian Football League (Victoria) Limited to National Australia Bank to a maximum of \$0.35 million. This guarantee expires on 31 May 2013.
- xii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the Western Sydney Football Club Limited to National Australia Bank to a maximum of \$0.66 million. This guarantee expires on 31 May 2013.
- xiii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of GCFC Limited to National Australia Bank to a maximum of \$0.98 million. This guarantee expires on 31 May 2013.
- xiv. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligation of AFL Queensland Limited to National Australia Bank to a maximum of \$0.1 million. This guarantee expires on 31 May 2013.
- xv. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of AFL (NSW/ACT) Commission Limited to National Australia Bank to a maximum of \$0.15 million. This guarantee expires on 31 July 2013.

5. Events Subsequent to Balance Date

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

Directors' Declaration

In the opinion of the directors of the Australian Football League, the accompanying concise financial report of the Consolidated Entity, comprising the Australian Football League and its controlled entities for the year ended 31 October 2012, set out on pages 9 to 18:

- a. Has been derived from or is consistent with the full financial report for the financial year; and
- b. Complies with Accounting Standard AASB 1039 Concise Financial Reports.

Dated at Melbourne this 17th day of December 2012.

Signed in accordance with a resolution of the Directors:



Mr M C Fitzpatrick

Chairman



Mr A Demetriou

Director

Independent Auditor's Report

Report on the Concise Financial Report

The accompanying concise financial report of the Consolidated Entity comprising Australian Football League ("the Company") and its controlled entities comprises the statements of financial position as at 31 October 2012, the statements of comprehensive income, statements of changes in equity and statements of cash flows for the year then ended and related notes 1 to 4 derived from the audited financial report of the Australian Football League for the year ended 31 October 2012 and the discussion and analysis. The concise financial report does not contain all the disclosures required by Australian Accounting Standards.

Directors' Responsibility for the Concise Financial Report

The directors of the Company are responsible for the preparation and presentation of the concise financial report in accordance with Australian Accounting Standard AASB 1039 Concise Financial Reports and the Corporations Act 2001. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

Auditor's Responsibility

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We have conducted an independent audit in accordance with Australian Auditing Standards, of the financial report of the Australian Football League for the year ended 31 October 2012. Our audit report on the financial report for the year was signed on 17 December 2012 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free of material misstatement.

Our procedures in respect of the concise financial report include testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of evidence supporting the amounts, discussion and analysis, and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report complies with Australian Accounting Standard AASB 1039 Concise Financial Reports and whether the discussion and analysis complies with the requirements laid down in Australian Accounting Standard AASB 1039 Concise Financial Reports. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

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

Auditor's Opinion

In our opinion, the concise financial report, including the discussion and analysis, of the Australian Football League and its controlled entities for the year ended 31 October 2012 complies with Australian Accounting Standard AASB 1039 Concise Financial Reports.

KPMG

KPMG



D M Waters

Partner

Melbourne 17th December 2012

Corporate Governance

THE AFL Commission acknowledges the importance of good corporate governance, which establishes accountability for the Commission and management, and provides the policies and procedures for the equitable treatment of the 18 member clubs, recognition of the rights of other stakeholders and the Commission's role as the custodian of Australian Football.

The AFL corporate governance policies and procedures remain under constant review to ensure they meet the expectations of our member clubs, stakeholders and the community generally.

The role of the Commission

To enable the ongoing prosperity of Australian Football, the Commission is committed to act in the best interests of the AFL to ensure it is properly governed and managed.

To achieve appropriate direction and control, the principal role of the Commission is to:

- Protect and enhance the interests of member clubs in the context of the AFL Memorandum and Articles of Association.
- Protect and enhance the interests of the game through national and international programs and the provision of grants to affiliated bodies to support Australian Football at all levels of the community.
- Review, add value to, approve and monitor the strategic direction and objectives.
- Review, approve and monitor the corporate plan linked to the strategic objectives.
- Appoint, delegate to, support, evaluate and reward the performance of the CEO and other executives.
- Support, review and monitor members clubs' operational and financial performance.
- Oversee risk management and regulatory compliance.
- Monitor the integrity of financial reporting.
- Ensure ethical standards and appropriate behaviours are adhered to.
- Have transparent reporting and communication with member clubs and other stakeholders.

Board composition

The names of the AFL Commissioners (Directors) in office at the date of this statement are given in the Directors' Report. The Commission comprises eight non-executive Commissioners and the CEO.

The minimum number of Commissioners is six and the maximum is nine and no more than one third of Commissioners can be Executive Commissioners (including the CEO). Two Commissioners, other than the CEO, retire by rotation each year, together with any Commissioner who has not retired in the past three years, but all may offer themselves for re-election for another three-year period.

The Commissioners appoint one of the non-executive Commissioners as Chairman of the Commission.

Commissioners' conflict of interest

Commissioners are required to disclose all matters involving the AFL in which they have a material personal interest.

Where a matter that a Commissioner has a material personal interest in and a matter relating to that interest is being considered at a Commission meeting, that Commissioner must not:

- Receive papers in relation to the subject.
- Be present while the matter is being discussed.
- Vote on the matter.

However, the Commissioners who do not have a material personal interest in the matter can pass a resolution that:

- Identifies the Commissioner and details that Commissioner's interest.
- States that those Commissioners are satisfied that the interest should not disqualify that Commissioner from voting or being present.

Commission committees

The Commission has established two board committees (Audit and Remuneration) to assist it in the discharge of the Commissioners' roles and responsibilities. However, the Commission has not delegated any of its authority to those committees.

The Commissioners who are members of these committees are outlined in the Financial Report in this document.

A Nominations Committee is also established as a joint initiative with the AFL clubs' chairmen and presidents when new candidates are being considered for appointment to the AFL Commission.

The key roles of the Audit and Remuneration committees are:

Audit Committee

The Audit Committee assists the Commission with its responsibilities by monitoring and advising on the:

- Completeness and fairness of the view given by the financial statements of the AFL.
- Integrity of the AFL's accounting policies and financial reporting practices.
- Continued independence of the external auditors.
- Business risks of the AFL and the controls in place to minimise the impact of these risks.

Remuneration Committee

The Remuneration Committee assists the Commission in its responsibilities by monitoring and advising on the:

- Non-executive Commissioner remuneration.
- CEO and Executive remuneration.

Relationship with management

The CEO is responsible for the day-to-day operations of the AFL and the implementation of the Commission's strategies, in accordance with Commission delegations, policies and procedures. One of the Commission's major objectives is to work with management in a professional, productive and harmonious manner for the ongoing prosperity of the AFL.

Communication with member clubs

The Commission has a policy of active engagement with all member clubs. Commissioners meet with member clubs at least twice a year to discuss a wide range of matters relating to the AFL's internal and external environment.

AFL Commission

Mike Fitzpatrick (Chairman), Andrew Demetriou (Chief Executive Officer), Paul Bassat (appointed February 2012), Justice Linda Dessau, Richard Goyder, Graeme John (resigned January 2012), Bill Kelty, Chris Langford, Chris Lynch, Sam Mostyn.

Committees and advisors

AFL Audit Committee

Chris Lynch (chair), Chris Langford, Richard Goyder.

AFL Remuneration Committee

Mike Fitzpatrick (chair), Sam Mostyn, Chris Lynch.

AFL Nominations Committee

Mike Fitzpatrick (chair), Sam Mostyn, Rob Chapman, David Smorgon.

AFL Investment Committee

Gillon McLachlan (chair), Mike Fitzpatrick, Andrew Demetriou, Chris Langford, Ian Anderson.

AFL Broadcasting Sub-committee

Gillon McLachlan (chair), Mike Fitzpatrick, Andrew Demetriou, Chris Lynch.

AFL Executive

Andrew Demetriou (chair), Adrian Anderson, Ian Anderson, Darren Birch, Andrew Catterall, Andrew Dillon, Gillon McLachlan, Christina Ogg, Tony Peek.

AFL Football Operations Sub-Committee

Adrian Anderson (chair), Tony Abate, Rod Austin, Brett Clothier, Patrick Cunningham, David Elliott, Jeff Gieschen, Rowena Katz, Patrick Keane, Simon Laughton, Shane McCurry, Tessie McManus, Joel Morrison, Kevin Sheehan, Emma Taylor, Scott Taylor, Sandra Thomas, Ken Wood.

AFL Tribunal

David Jones (chair), John Hassett (deputy chair), Emmett Dunne, Stewart Loewe, David Pittman, Wayne Schimmelbusch, Richard Loveridge, Wayne Henwood, Joel Morrison/Andrew Coffey (secretary).

AFL Laws Of The Game Committee

Adrian Anderson (chair), Kevin Bartlett, Brett Burton, Joel Bowden, Leigh Matthews, Matthew Pavlich, Luke Power, Rowan Sawers, Michael Sexton, Shane McCurry (secretary).

Appeals Board

Peter O'Callaghan QC (chair), Brian Collis QC (deputy chair), Brian Bourke, John Schultz, Michael Green, John Winneke, Scott Taylor (secretary).

Match Review Panel

Mark Fraser (chair), Des Gleeson, Bryan Sheehan, Joel Morrison/Andrew Coffey (secretary).

AFL Grievance Tribunal

Jack Rush QC (chair), Darren Baxter, James Dowsley, Hon Murray Kellam, Kevin Power, Michael Moncrieff, Scott Taylor (secretary).

AFL Legal Counsel for AFL Tribunal

Jeff Gleeson SC, Andrew Tinney SC, Andrew Woods.

Four'N Twenty All-Australian and NAB AFL Rising Star Selectors

Andrew Demetriou (chair), Adrian Anderson, Kevin Bartlett, Luke Darcy, Gerard Healy, Glen Jakovich, Mark Ricciuto, Danny Frawley, Kevin Sheehan (AFL Rising Star), Scott Taylor (secretary).

Australian Football Hall Of Fame Selectors

Mike Fitzpatrick (chair), Dennis Cometti, Matt Finnis, Bruce McAvaney, Jim Main, David Parkin, Stephen Phillips, Michelangelo Rucci, Shane McCurry (secretary), Col Hutchinson (historian/statistician).

AFL Research Board

Dr Ross Smith (chair), Dr David Buttifant, Brian Cook, Neale Daniher, Dr Peter Harcourt, Associate Professor Colin McLeod, David Parkin, Dr Anthony Schache, Dr Hugh Seward, Lawrie Woodman, Shane McCurry (secretary).

Legal Advisors

Hall and Wilcox, K and L Gates

Medical Directors

Dr Peter Harcourt, Dr Harry Unglik.

AFL SportsReady Ltd Board

Peter Jackson (chair), Graeme Billings, Andrew Blair, Justice Linda Dessau, Andrew Dillon, Matt Finnis, Marilyn Morgan, Leigh Russell.
Chief Executive Officer: James Montgomery.



TOTAL COMMITMENT:
North Melbourne defender
Sam Wright spoils this
marking attempt by
Bulldogs veteran Daniel
Giansiracusa in their round
19 clash at Etihad Stadium.



Australian
Football League

