CONTENTS

AUSTRALIAN FOOTBALL LEAGUE
123RD ANNUAL REPORT 2019

4  2019 Highlights
14  Chairman’s Report
24  CEO’s Report
34  Football Operations
44  AFL Women’s
54  Broadcasting
64  Game Development, Legal & Integrity
84  Commercial Operations
100  Growth, Digital & Audience
108  Strategy
114  People & Culture
118  Inclusion & Social Policy
124  Corporate Affairs
130  Infrastructure
134  Awards, Results & Farewells
154  Financial Report

The MCG was filled to capacity when the Giants, playing in their first Grand Final, did battle with the Tigers.

Cover: The jubilant Richmond and Adelaide Crows teams celebrate their 2019 premiership triumphs.

Back Cover: Tayla Harris displays her perfect kicking style, an image that will go down as a pivotal moment in the women’s game.
100,014
The attendance at the 2019 Toyota AFL Grand Final

2,938,670
Television audience for the Toyota AFL Grand Final.

6,951,304
Record home and away attendance.

Five-goal hero Jack Riewoldt whips adoring Tiger fans into a frenzy after Richmond’s emphatic Grand Final win over the GWS Giants.
1,057,572
Record total club membership of 1,057,572, compared with 1,008,494 in 2018.

35,108
Average home and away match attendance of 35,108, compared with 34,822 in 2018.

1,716,276
Record overall participation of 1.716m, compared with 1.649m in 2018.

Fans showed their support in record numbers in 2019, with club membership again topping one million.
586,422
Record female participation of 586,422, compared with 530,166 in 2018

244,224
Total AFLW crowds of 244,224.

53,034
AFLW Grand Final record crowd – 53,034. Record for any standalone women’s sporting event in Australian history.

110,012,000
Total AFL viewership of 110,012,000 across FTA and STV.
MAJ OR AFL AWARDS

BROWNLOW MEDAL
NAT FYFE
FREMANTLE

NORM SMITH MEDAL
DUSTIN MARTIN
RICHMOND

COLEMAN MEDAL
JEREMY CAMERON
GWS GIANTS

NAB AFL RISING STAR
SAM WALSH
CARLTON

Fremantle skipper Nat Fyfe became just the 15th player in history to claim multiple Brownlow Medals with his second win in 2019.
MAJOR AFLW AWARDS

NAB AFLW BEST & FAIREST
ERIN PHILLIPS
ADELAIDE CROWS

NAB AFLW LEADING GOALKICKER
STEVIE-LEE THOMPSON
ADELAIDE CROWS

NAB AFLW GRAND FINAL
BEST ON GROUND
ERIN PHILLIPS
ADELAIDE CROWS

Crows superstar Erin Phillips confirmed her status as the best player in the game by winning her second NAB AFLW Best and Fairest.
The 2019 year for Australian Football saw one of the defining moments in our game’s 161-year history, and clearly opened our eyes for all the possibilities that lie before us in the future.

As Chairman of the AFL Commission, it was a privilege to be at Adelaide Oval on March 31, 2019, when a capacity crowd of 53,034 packed into the ground for the third AFLW Grand Final – the largest crowd for a standalone women’s sporting event in Australian history.

The Adelaide Crows were too strong for Carlton, claiming their second premiership within three years, but the day showed us where the game can next be taken.

Our men’s competition continues to be strong – a year of records across home and away attendance, membership (again surpassing one million paid-up fans) and participation – but the desire of women and girls to be part of our game at every level drives our growth.

It is the AFL Commission’s responsibility as custodians of the game to harness this latent support, further grow our game for both men and women, and ensure that the strength built over this past century-and-a-half is properly harnessed.

To that end, with a three-year CBA now established for our female players, the AFLW competition has expanded again in 2020 to 14 teams with the Gold Coast Suns, Richmond, St Kilda and the West Coast Eagles fielding teams for the first time.

While no definitive timeline is set as we manage the talent build to expand the elite competition, it is our goal that all 18 clubs field both an AFL and AFLW team within the short to medium term.

Richard Goyder
Chairman
Membership and participation

The personal commitment made by someone who loves our game, either to be a member of an AFL club or a participant at community level, is the bedrock of Australian Football.

My fellow Commissioners and the AFL Executive are grateful to every person who made that commitment in 2019 – a year in which our previous record participation numbers and previous record membership numbers were both surpassed.

We think that Australian Football is at the centre of many communities, particularly in our country towns, and we will continue to support football at all levels across the country.

AFL club membership reached a record 1,057,572 members, topping seven figures for the second straight year; and representing the 18th consecutive year of growth since the 2000 season was brought forward due to the impact of the Olympic Games in Sydney.

Eleven of the 18 AFL clubs broke their records – Carlton, Collingwood, Essendon, Geelong Cats, Gold Coast Suns, GWS Giants, Hawthorn, Melbourne, Richmond, Sydney Swans and reigning premiers the West Coast Eagles.

AFLW membership increased again after its third season, with 14,006 members across the 10 clubs.

Participation continued to rise on the back of the record numbers previously achieved.

In 2019, participation rose to 1,716,276 from 1,649,178 in 2018, with the growth in female participation providing the lion’s share of that increase.

The number of women and girls increased from 530,166 to 586,422.
AFL attendances

The record crowd for the AFLW Grand Final was not an aberration for the game, as Australian Football fans were again to the fore in record numbers for the AFL season. Across the 198 home and away matches, a record of 6,951,304 fans was established, surpassing the previous highest of 6,894,770 set in 2018. I commend the 18 clubs, who do an amazing job to build their fan bases, which is reflected through the record memberships established across the competition.

Through the 2019 Toyota AFL Premiership Season, 12 separate rounds were attended by at least 300,000 fans, with matches played in every state and territory, as well as a game in China. The attendance numbers reflect great credit on our fans, particularly when considering the number of matches played at smaller-capacity venues outside of our mainland capital cities in Alice Springs, Ballarat, Canberra, Darwin, Hobart, Launceston, Shanghai and Townsville.

Seven clubs increased their attendance numbers from 2018 – the Brisbane Lions, Carlton, Collingwood, Essendon, the GWS Giants, West Coast Eagles and the Western Bulldogs – with premier Richmond averaging an extraordinary 59,994 fans per home game, the fourth-highest average crowd for any team in AFL/VFL history.

Appointment of Helen Milroy

At the March 2019 meeting, Professor Helen Milroy was appointed as the first Indigenous AFL Commissioner in the competition’s history. A descendant of the Palkyu people of the Pilbara region in Western Australia, Professor Milroy has more than 30 years’ clinical experience in the health and mental health system, with a strong focus on Aboriginal and child health. A Professor at the University of Western Australia and a Commissioner with the National Mental Health Commission, she also served as a Commissioner with the Royal Commission into Institutional Responses to Child Sexual Abuse.

Helen is an outstanding appointment for the game, bringing the highest level of clinical and policy experience in the important areas of health, mental health and indigenous affairs to the game’s governing body.

Congratulations to Richmond

The 2019 Toyota AFL premiership season was capped off by a dominant Grand Final performance from Richmond, which claimed its second premiership in three seasons. While the GWS Giants fought bravely against a heavy injury toll through the season to reach their first Grand Final, the Tigers were far too strong on Grand Final day, winning emphatically by 89 points before a capacity crowd of 100,014.

Congratulations to coach Damien Hardwick and the players, president Peggy O’Neal and the board and CEO Brendon Gale and the entire staff for the manner in which the club overcame early-season injury issues of their own. Congratulations also to the Giants for a fine year, as the first of our recent expansion clubs to progress to a Grand Final. Competing in September for a fourth consecutive season, coach Leon Cameron and his players, chairman Tony Shepherd and his board and CEO David Matthews and the staff are continuing to build a strong and capable club in western Sydney.

The AFL’s Home and Away Season Total Attendances Over the Past Five Seasons:

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Attendances</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>6,951,304</td>
</tr>
<tr>
<td>2018</td>
<td>6,894,770</td>
</tr>
<tr>
<td>2017</td>
<td>6,732,601</td>
</tr>
<tr>
<td>2016</td>
<td>6,306,333</td>
</tr>
<tr>
<td>2015</td>
<td>6,351,578</td>
</tr>
</tbody>
</table>
Congratulations to the Adelaide Crows

As noted earlier, the Adelaide Crows won a second premiership in the AFLW competition – this time claiming the flag on home turf at Adelaide Oval in front of a record crowd.

The Crows lost just one game for the season and were superbly led by co-captains Chelsea Randall and Erin Phillips. Triple All-Australian Randall was again the dominant defender in the game, while Phillips replicated her remarkable year from 2017 by claiming both the competition best and fairest and best-on-ground honours in the premiership win. While she sustained a knee injury late in the Grand Final, all fans hope she will again be part of the competition in 2020.

Congratulations to coach Matthew Clarke and the players for their win, along with chairman Rob Chapman and the board and CEO Andrew Fagan for galvanising an entire state around the Crows’ women players. Congratulations also to Carlton, which rebounded strongly from a disappointing year in 2018 to charge back up the ladder under new coach Daniel Harford. President Mark LoGuidice and his board, CEO Cain Liddle and his staff and the wider Carlton family have been fully invested in the AFLW since the record crowd at Ikon Park on the night of the first-ever game against Collingwood, providing inspiration to young girls everywhere.

Gold Coast Suns – special assistance decision by the AFL Commission

A primary role of the AFL Commission is to ensure competitive balance across the clubs. Across the 2019 season, nearly half of all matches were decided by four goals or less. But the Gold Coast Suns endured difficult times on-field separate to their strong place within the community. The AFL Commission’s competitive balance policy has been driven by the view that every supporter and member of our 18 clubs should believe their club has a genuine chance of winning in each week of the season.

To that end, in 2019, the Commission ruled that the Suns would be provided with competition assistance, after making an application to the League. The club was provided assistance around the NAB AFL Draft with priority selections across the next three years, along with expanded access to Academy players and support with operational and strategic work. The AFL reserved the right to review the selections provided to the club, should the Suns turn around their fortunes quickly.

Retrospective Brownlow Medal certificates

Brownlow Medal certificates were awarded to the best and fairest player in the League for 40 years from the award’s inception in 1924, but stopped for a period of time between 1965-93, for reasons unknown.

In 2019, back-dated certificates for each Brownlow medallist who did not receive one at the time they won their Brownlow Medal were produced, with the majority presented before this year’s Brownlow function. Our greatest players, who have built the foundation of the modern national league, must be acknowledged and honoured by our game and they were delighted to be part of a wonderful ceremony.

Each certificate was hand drawn by Paul Harvey, a well-known caricature artist, who has produced our certificates for more than two decades.

Community football

The commitment of volunteers to local clubs at community and regional football is pivotal to the overall health of the game. To that end, the AFL continues to focus on reducing costs and the administrative burden for volunteers at grassroots level, as well as enacting structural reform as leagues grow and mature.

Across Victoria in 2019, a Community Investment Fund was established with the support of the Victorian Government, with a total commitment of $18 million over the next three years. No state or territory has priority over another and a review was completed of non-traditional markets in AFL NSW and AFL Queensland of their operating models.

Three regional competition hubs were established in Tasmania, following the 2018 AFL Tasmania review, along with a restructure in the NT, increasing the focus on club and coach development.
Financial Result
The key AFL financial highlights were as follows:
- Revenue increased by $15.3 million (two per cent), due to the Broadcast Rights deal and growth in commercial revenue;
- Operating expenditure increased by $7.6 million (two per cent), due to revenue-related increases and increased investment in AFLW and female participation at a community level;
- Distributions increased by $4 million (one per cent).
After all revenue, operating expenditure and distributions, the AFL group’s surplus for 2019 was $27.9 million, an increase of $2 million compared with 2018 and ahead of the 2019 budget.

Broadcast and corporate partners
The game of Australian Football has deep roots within communities across every part of our country. While our game has a strong base, the continued support of our broadcast and corporate partners allows the AFL to keep admission and membership prices as low as possible, when compared with other forms of entertainment, while also providing the opportunities for us to further invest at community level and develop all parts of the game.

Major partner Toyota kindly opened its doors to host the launch of the 2019 Finals Series, and, as our premier partner, it supports the Toyota AFL Premiership Season, the Toyota AFL Finals Series, the Toyota AFL Grand Parade and Toyota AFL Grand Final.

At the season launch, it was announced that our partnership will continue for another four years through to 2023, taking this landmark agreement to two decades.

Virgin and Accor, who respectively fly our teams and accommodate our clubs around the country, are valued greatly for their support, while NAB further extended its support of our AFLW Competition by another three years.

I also wish to acknowledge the members and supporters of our clubs who are brilliantly served by our broadcast partners – the Seven Network via free-to-air, Foxtel and Fox Sports and Kayo subscription coverage, digital partner Telstra and our many radio broadcasters, while AFL Media has annually enhanced its position as Australia’s most popular sports digital media network.

The clubs and my fellow Commissioners
The 18 AFL clubs are a core reason for the outstanding results achieved around attendance, membership, participation and viewership. The strong national competition drives interest at every level of the game.

While the Commission sets the strategic direction for our game, the success and popularity of the game must be attributed to so many at all levels – both community and elite – who contribute so much.

I would like to thank each board member, staff member, player, coach and volunteer from across our clubs for their contribution.

I also wish to personally thank my fellow commissioners – Jason Ball, Paul Bassat, Robin Bishop, Professor Helen Milroy, Andrew Newbold, Gab Trainor, Simone Wilkie and Kim Williams – for their contributions and time given back to the game.

The AFL executive and staff, led by our Chief Executive Gillon McLachlan, continues to strive to build our game and have performed strongly over the past 12 months. Above all, the AFL Commission wishes to thank the members and fans around the country whose passion drives our game.

Richard Goyder, AO
Chairman

The success and popularity of the game must be attributed to so many at all levels – both community and elite – who contribute so much.
In a rapidly changing environment, it is satisfying to be able to report that Australian Football and the AFL/NFL competitions were extremely strong through 2019 and that our game is embedded in metropolitan and regional communities across the country.

As modern society imposes more demands and challenges, particularly on young people, the AFL is committed to being a social leader on key matters. The inclusive nature of our game is vital in assisting in bringing people together, rather than dividing us, and the beneficial outcomes of being involved in team sport have positive life-long effects.

In 2019, major long-term decisions for the game were made around both strengthening our football communities, and assisting the people within our game, in a time of record participation levels for the sport.

At the elite level of the AFL, I am delighted to be able to report the game’s home and away attendance record was again broken, coupled with a record club membership beyond one million members for the second consecutive year.

The welfare of our people is foremost and in 2019 Australian Football sought a step change in how we acknowledge the mental health of those within our game, appointing Dr Kate Hall as the AFL’s Head of Mental Health and Wellbeing and Dr Ranjit Menon as the AFL’s Chief Psychiatrist.

These appointments form a pivotal part of a new strategy by our Industry Governance Committee following a comprehensive review into mental health and are dedicated towards improving the overall industry’s support of mental health and wellbeing for current and past male and female players, umpires, coaches and more than 3000 staff in administrative roles.

Our game thrives because of the investment of people into Australian Football and it is our role and duty to invest into transforming the management of mental health and wellbeing for our industry, a pivotal emerging issue in modern society.
AFLW expansion
A successful third season of AFLW saw the Geelong Cats and North Melbourne join our elite competition. The Cats qualified for finals while the Kangaroos started strongly and were just edged out for a finals spot, with the competition concluding with that magnificent March afternoon in Adelaide for the Grand Final.

In 2020, the competition will expand again with the Gold Coast Suns, Richmond, St Kilda and the West Coast Eagles to take the competition to 14 teams.

Key AFL records broken again
The AFL competition saw club membership and home and away attendances reach record levels, while Richmond claimed a second premiership within three years. Even as the AFL continues to take matches to smaller-drawing venues (Alice Springs, Ballarat, Canberra, Darwin, Hobart, Launceston, Shanghai and Townsville) to ensure our national reach, we are privileged to be supported by the numbers in which fans attend games and commit to membership of their club.

For the third consecutive year, a home and away attendance record was established with 6,951,304 fans attending the 198 matches, breaking the previous record of 6,894,770 established in 2018. Richmond (59,994), Collingwood (58,975) and West Coast (a club record 53,513) all averaged beyond 50,000 fans for their home games, while a further four clubs – Essendon, Carlton, the Adelaide Crows and Fremantle – averaged home game attendances beyond 40,000.

In terms of year-on-year improvement, the turnaround in fortunes of the Brisbane Lions and the improved form of Carlton was reflected by those clubs recording the largest percentage increase on their 2018 results, increasing their crowds by 34 per cent and 47 per cent respectively. A detailed examination of all clubs is in the Commercial Operations Report.

TOP GAMES OF 2019

<table>
<thead>
<tr>
<th>Round</th>
<th>Venue</th>
<th>Home Team</th>
<th>Away Team</th>
<th>Attendance</th>
</tr>
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<tbody>
<tr>
<td>6</td>
<td>MCG</td>
<td>Collingwood</td>
<td>Essendon</td>
<td>92,241</td>
</tr>
<tr>
<td>23</td>
<td>MCG</td>
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<td>Essendon</td>
<td>85,405</td>
</tr>
<tr>
<td>1</td>
<td>MCG</td>
<td>Collingwood</td>
<td>Essendon</td>
<td>85,016</td>
</tr>
<tr>
<td>10</td>
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<td>Essendon</td>
<td>80,176</td>
</tr>
<tr>
<td>19</td>
<td>MCG</td>
<td>Collingwood</td>
<td>Essendon</td>
<td>78,722</td>
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TOP GAMES BY STATE

<table>
<thead>
<tr>
<th>State</th>
<th>Round</th>
<th>Venue</th>
<th>Home Team</th>
<th>Away Team</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>VIC</td>
<td>6</td>
<td>MCG</td>
<td>Collingwood</td>
<td>Essendon</td>
<td>92,241</td>
</tr>
<tr>
<td>WA</td>
<td>4</td>
<td>Optus Stadium</td>
<td>Fremantle</td>
<td>West Coast</td>
<td>58,219</td>
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<tr>
<td>SA</td>
<td>10</td>
<td>Adelaide Oval</td>
<td>Port Adelaide</td>
<td>Port Adelaide</td>
<td>50,544</td>
</tr>
<tr>
<td>NSW</td>
<td>12</td>
<td>SCG</td>
<td>Collingwood</td>
<td>Sydney Swans</td>
<td>36,640</td>
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<tr>
<td>QLD</td>
<td>22</td>
<td>Gabba</td>
<td>Brisbane Lions</td>
<td>Gold Coast</td>
<td>35,608</td>
</tr>
<tr>
<td>TAS</td>
<td>6</td>
<td>UTAS Stadium</td>
<td>Collingwood</td>
<td>North Melbourne</td>
<td>15,888</td>
</tr>
<tr>
<td>ACT</td>
<td>7</td>
<td>UNSW Canberra Oval</td>
<td>GWS Giants</td>
<td>GWS Giants</td>
<td>12,633</td>
</tr>
<tr>
<td>NT</td>
<td>11</td>
<td>TIO Stadium</td>
<td>Collingwood</td>
<td>Collingwood</td>
<td>10,634</td>
</tr>
</tbody>
</table>
In more than two decades, 2022, the largest investment in Victorian country football in the state across the next three years to work with the AFL to provide an additional $18m investment in key community club issues around the nation.

Club membership
After reaching one million club members for the first time in 2018, our clubs again surpassed this record in 2019 with total AFL club membership reaching 1,035,512 members.

Richmond remains the only club to surpass 100,000 members, but West Coast, on the back of the 2018 premiership, achieved the biggest growth by adding 10,155 members to become only the second AFL club to push past 90,000 (90,445).

New South Wales and Queensland experienced year-on-year growth, with the Sydney Swans (61,912), GWS Giants (30,109) and the Gold Coast Suns (13,649) all breaking their club membership records, while the Brisbane Lions (28,023) delivered their highest return since 2005.

All clubs must be congratulated on their outstanding work around fan engagement, which leads all sports across the country.

Community funding
At a grassroots level for the game, the AFL is extremely aware of the demands on our volunteers to operate grassroots participation. The workload on volunteers will be lessened to run their clubs, with funding also to be focussed on growing the next generation of players, umpires and coaches.

The funding will support country communities through targeted initiatives, providing immediate financial relief to clubs and volunteers and ensure the long-term sustainability of the game through the growth of grassroots participation.

A key focus for the industry is both the attraction of more women and indigenous talent to senior off-field roles, along with the development and implementation of a workplace plan to deliver leadership, talent and diversity programs.

An increasing number of new hires are women (46 per cent up from 38 per cent in 2018), while current Aboriginal and Torres Strait Islander representation (2.8 per cent) will be increased via a targeted employment strategy.

Executive Team appointment
Brian Walsh rejoined the AFL Executive as General Manager, Corporate Affairs, Government and Communications in September, after Elizabeth Lukin stepped away from the AFL Executive for personal reasons.

Lo was an outstanding executive for four years, driving strong values in her role, while Brian returned to our staff, having previously worked at the AFL between 2005-11 in a senior communications role.

Under a revised structure for his department, Brian will be responsible for combining key areas of our business in both media and government relations, as well as the AFL’s work in the community to support charitable work.

Attraction and development of key working talent
A key focus for the industry is both the attraction of more women and indigenous talent to senior off-field roles, along with the development and implementation of a workplace plan to deliver leadership, talent and diversity programs.

At the AFLW season and women’s football highlights
The expansion of AFLW with the addition of North Melbourne and the Geelong Cats saw a measurable return in growth and impact for the wider game, with seven clubs now having more than 1000 AFLW-specific members.

AFLW attendances totalled 244,000, highlighted by the Grand Final at Adelaide Oval, with a 4.2 million cumulative viewing audience across the season. Female participation rose again by 16 per cent at community club level.

AFLW CBA
The AFL and the AFL Players Association settled a three-year Collective Bargaining Agreement (CBA), which guarantees year-on-year growth of the NAB AFLW Competition and provides certainty for all AFLW players and clubs.

Covering the 2020, 2021 and 2022 AFLW seasons, it delivers an increase of 37 games, with additional pre-season and development hours for players and increased salaries.

The CBA also provides an increased focus on player development with a Player Development Manager committed to each club, together with a 65 per cent increase in player development funding.

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Club profitability/ club funding model

Club profitability continues to improve in recent years, with a heavy focus from the AFL of supporting clubs through our strategy work.

At the time of going to print, club aggregate profits were expected to improve by $2-4 million on 2018 results, while aggregate club debt reduced by $8.2 million.

A consolidated AFL-AFLW funding model has been developed and agreed and is now being implemented for the 2020-22 period while an integrated AFL-AFLW Soft Cap policy has also been developed and agreed, and is being implemented for the same period to the end of 2022.

Spectacular competition

After the introduction of a number of rule changes for the 2018 year, the end result saw a further tightening in the on-field competitiveness between clubs.

The Toyota AFL Premiership Season saw a high number of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals – the highest level of upsets and almost half of the games (47 per cent) decided by less than four goals.

The Football Operations Department used its Game Analysis team for weekly reporting on game trends and statistics, to assess the impact of the changes introduced during this period.

Our game is about belonging and this will not be achieved while racism and discrimination exists in our game.

The leadership of our game, across our entire competition of clubs, players, coaches and staff, pledged to continue to fight all forms of racism and discrimination, on and off the field.

The Final Quarter/ The Australian Dream

In 2019, two important football-themed documentaries were released through the latter part of the season, dealing with the difficult issues of racism and discrimination.

The films focused on the treatment of former Sydney Swans star Adam Goodes, one of the game’s greatest champions, and through his story, we got to see the personal and institutional experience of racism. Dispossession and disempowerment of First Nation’s people has left its mark, and that racism, on and off the field, continues to have a traumatic and damaging impact on Aboriginal and Torres Strait Islander players and communities.

The 18 clubs and the AFL came together at the release of these films to apologise unreservedly for our failures during this period.

Finance

The AFL’s revenue increased by $15.3 million to $793.9 million, due to broadcast rights agreements and a successful 2019 finals series. This revenue was used to fund the following investments:

- $314.2 million to AFL clubs;
- $56.8 million to game development, this was budgeted to increase in 2020 by $6 million due to the AFL’s investment in Victorian community football;
- $37.7 million to the AFLPA;
- $16.4 million in Women’s Football. This is budgeted to increase by $8 million in 2020 with the expansion of the AFLW competition from 10 teams to 14;
- $12.9 million to infrastructure comprising of elite and community facilities and contributions for stadia redevelopments;
- $14 million to corporate and social responsibility initiatives.

The 2019 AFL Executive (back row from left) – Patrick Keane, Andrew Dillon, Travis Auld, Ray Gunston, Brian Walsh, Steve Hooking; (front row) Darren Birch, Kyle Rogers, Gillon McLachlan, Sarah Fay, Walter Lee, Tanya Hosch.

Senior AFL club staff

The strong position of our game and the AFL and AFLW competitions owes much to the outstanding work of our 18 elite clubs. The clubs, coaches, players and club staff do outstanding jobs in engaging with their supporters and building the links of clubs within their communities.

In 2019, two club chief executives resigned their positions to pursue new opportunities after excellent tenures in Carl Dilena (North Melbourne) and Steve Rosich (Fremantle).

Their roles were filled respectively by former AFL and Cricket Australia senior manager Ben Amarfio and Simon Gartell, who was previously CEO at the Western Bulldogs.

I want to acknowledge the work of each club’s administration and board for their work at their clubs, and for their contribution to our game.

I want to thank my chairman Richard Goyder for his support and mentoring, and to thank my fellow commissioners for their assistance in a challenging role – Jason Ball, Paul Bassat, Robin Bishop, Professor Helen Milroy, Andrew Neebold, Gab Trairn, Simone Wilkie and Kim Williams.

My executive team and the wider staff at AFL House, along with all football staff working at state league level and community level across Australia, remain committed to pushing our game forward.

Thank you and we look forward to the exciting prospect of the 2020 year.

Gillon McLachlan
Chief Executive Officer

Star Docker Michael Walters celebrates his match winning goal against Collingwood in round 11 at the MCG.
An inaugural Australian Football Hall of Fame Legend, Graham ‘Polly’ Farmer changed the way ruckmen played the game in a brilliant 19-year career. The Cats star shared a great on-field rivalry with Carlton champion John Nicholls (below). 

On August 14, 2019, Australian Football lost the greatest big man in the history of the game with the passing of Hall of Fame Legend Graham ‘Polly’ Farmer. Farmer, 84, had bravely battled illness in his latter years and passed away in Perth, surrounded by his family.

Upon the formation of the Australian Football Hall of Fame in 1996, Farmer was nominated as one of just 12 inaugural Legends of the Game and, in that same year, was named first ruckman in the AFL/VFL Team of the Century.

As noted by CEO Gillon McLachlan upon his passing: “When discussing ruckmen, every player who saw him play or took the field against him deferred to Polly. “Our game has always started in the centre square with a contest between two big men, and Polly was the greatest of all the big men who seek to set the standard of competitiveness for their teams, lead from the front at every contest and compel their teammates to match their skills and commitment in the pursuit of victory.”

In a 19-year playing career in WA and Victoria before the days of the national competition, success followed Farmer wherever he went, accumulating 10 best and fairest honours, six premierships and three All-Australian selections in the carnival era.

Beyond football, as a proud Noongar man, he was a leader for the Aboriginal community and laid the path for so many great footballers from Aboriginal and Torres Strait Islander communities to come into the elite levels of the game and showcase their skills.

He was honoured with a state funeral by the West Australian Government and his influence continues still through the important and meaningful work of the Polly Farmer Foundation, empowering Aboriginal students to reach their aspirations through education.

The Farmer Record
- Australian Football Hall of Fame, inaugural Legend of the Game (one of 12), WA Hall of Fame (Legend).
- Played 176 games for East Perth 1953-61, kicking 157 goals.
- Played 79 games for West Perth 1968-71, kicking 55 goals.
- Played 31 games for Western Australia, kicking 19 goals.
- Played six games for Victoria, kicking six goals.
- West Perth best and fairest 1968.
- Simpson Medal 1959.
- Geelong premiership 1963.
- West Perth premiership 1969, 1971 (both as playing coach).
- AFL Team of the Century (first ruck).
- Indigenous Team of the Century (first ruck, captain).
- Geelong Team of the Century (first ruck).
- West Perth Team of the Century (first ruck).
- East Perth Post-War Team of the Century (first ruck).
- Geelong coach 1973-75.
Umpire Shane McInerney retired at the end of 2019 after 25 seasons and a record 502 games.

Steve Hocking
General Manager Football Operations

The AFL Football Operations Department effectively implemented nine rule changes and interpretations for the 2019 Toyota AFL Premiership Season. Overall, the changes had a positive impact on the game with a close and unpredictable competition this season.

Dr Kate Hall was appointed as Head of Mental Health and Wellbeing and Dr Ranjit Menon was appointed as Chief Psychiatrist. These two roles are dedicated to improving the industry’s support of mental health and wellbeing for everyone involved in the game.

The investment into umpiring saw a new organisational structure implemented to better support all current and future umpires. Shane McInerney celebrated the biggest milestone in umpiring ranks when he broke the record for the most senior games officiated in AFL/VFL history when he umpired his 496th match during the premiership season.

The AFL Review Centre (ARC) became operational during the 2019 Toyota AFL Finals Series. The ARC’s functions include match review, score review, medical support for clubs and umpiring performance assessments.

The governance of the AFL Tribunal moved from the Football Operations Department to form part of the AFL Legal Department, ensuring the Tribunal function operates separately to Football Operations. The revised model sees the roles of the Match Review Officer and the AFL Tribunal governed separately.

In late 2019, Rob Auld was appointed as Head of Competition Management, having previously served as the AFL’s Head of Game Development. The role will focus on the evolution of the men’s and women’s competitions.

We look forward to welcoming four new AFLW teams in 2020 and we have taken the opportunity to support the continued growth of the game by bringing the AFL Women’s team into Football Operations, ensuring we focus on building a strong and sustainable elite competition.
AFL law changes and game analysis

The AFL Commission approved a number of changes and interpretations around the Laws of the Game that were implemented for the 2019 Toyota AFL Premiership Season.

The changes were the result of nearly 12 months of analysis and consultation with current and past players, coaches, umpires, clubs and fans, and are designed to protect and enhance the unique characteristics of the game.

The AFL’s Game Analysis Team, via the new Competition Committee, considered 10 years of data and insights and identified trends that were shaping the way the game is played.

Overall, it was felt the changes had a positive impact on the game. The 2019 season saw a close and unpredictable competition with 47 per cent of matches decided by less than four goals, the highest percentage in 20 years. The game became more open with teams more likely to score following a centre bounce.

Scoring was lower than in previous seasons, decreasing from 83.5 points a team in 2018 to 80.4 points in 2019.

Mental health appointments

The AFL Football Department appointed Dr Kate Hall to the role of Head of Mental Health and Wellbeing and Dr Ranjit Menon as the AFL’s Chief Psychiatrist.

These new appointments form part of a strategy developed by the Industry Governance Committee following a comprehensive review into mental health.

The two roles are dedicated to improving the overall industry’s support of mental health and wellbeing for current and past male and female players, umpires, coaches and more than 3000 administration staff.

Dr Hall leads the mental health and wellbeing function for the AFL, overseeing the strategy, implementation, clinical governance and review of all mental health policies, processes and activities within the AFL, and the wider industry. Dr Menon will oversee all medical interventions, having responsibility for the clinical governance of mental healthcare.

The AFL wishes to acknowledge and thank AFL Commissioner Helen Milingo, Hawthorn President Jeff Kennett, Richmond Chief Executive Officer Brendon Gale and AFLPA Chief Executive Officer Paul Marsh for their involvement in the process to appoint Dr Hall and Dr Menon.

< Jack Bowes snaps a goal in the Suns' two-point win over Carlton in round four. Almost half of games in 2019 were decided by under four goals, a positive result of several rule changes and interpretations.

< AFL Chief Psychiatrist Dr Ranjit Menon, AFL Head of Mental Health and Wellbeing Dr Kate Hall and Lifeline Australia CEO Colin Seery after a press conference to announce the AFL’s mental health partnership with Lifeline.
Scheduling the AFL/AFLPA Draftees Induction Camp

years and will be achieved by:

of the Marsh Community Series.

six weeks for all clubs post-Christmas through to the start
of pre-season schedules and provide a clear training block of
innovation.

The Competition Committee comprised the following members:

- Club presidents – Colin Carter (Geelong), Eddie McGuire (Collingwood), Peggy O’Neal (Richmond).
- Club CEOs – Andrew Fagan (Adelaide), Andrew Ireland (previously Sydney), Justin Reeves (Hawthorn).
- Club coaches – Chris Fagan (Brisbane Lions), Brad Scott (previously North Melbourne).
- Club football managers – Chris Davies (Port Adelaide), Craig Vzzo (West Coast).
- Current AFL-listed players – Patrick Dangerfield (Geelong, AFLPA president), Steven May (Melbourne).
- AFL representatives – Steve Hocking (General Manager Football Operations, chair), Jason Ball (AFL Commissioner), Nicole Livingstone (AFLW Head of Football), Kylie Rogers (General Manager AFL Commercial Operations).
- AFLPA – Brett Murphy (General Manager Player Relations).

Umpiring

The AFL’s Umpiring Department implemented a new organisational structure in 2019, to ensure AFL umpires are better supported now and into the future. In addition to supporting AFL umpires, the structure ensures a sustainable talent pathway and broader alignment with all umpires nationally.

AFL umpires played a key role in the education and implementation of the nine rule changes and interpretations for the 2019 season, conducting more than 350 club visits during the pre-season.

Go Pro cameras were introduced through the season and provided the umpiring department with footage to be used for coaching purposes. For the first time, umpires were required to wear GPS at all training sessions, club visits and game-days.

A trial of a four-umpire system was conducted across the 18 matches of the mid-season split rounds, including some umpires officiating in multiple games across the weekend. During the trial, four umpires rotated in and out of the game with only three umpires on the ground at any one time.

The umpiring department said the purpose of the trial was to:

- Enable the collection of data and observations to help determine if this on-field umpiring model should be one considered for the future;
- Develop insights as to whether a four-umpire model will enhance the career longevity of umpires;
- Potentially allow the best decision-making umpires the opportunity to officiate in multiple games should the model reduce the physical demands on an umpire.

While the umpiring department found there was no marked change in decision-making, GPS results showed a reduction in running load compared with a three-umpire system.

Umpiring numbers continued to grow in 2019 with nearly 16,000 registered umpires nationally. Indigenous participation grew by a significant 34 per cent compared with 2018, while multicultural participants grew by six per cent compared with the previous year.

In December 2019, it was announced that Chelsea Roelfy and Eleni Glouftsis would become AFL staff members in January 2020 to work in community umpire development, promotion and recruitment. Meanwhile, AFL goal umpire David Rodan continued to grow the umpiring programs as B-Rod Squads. It is hoped both will create wider awareness and promote umpiring to many groups outside the game’s traditional pathways, including young females involved in football and multicultural and indigenous communities.

Grand Final Umpires

Field Umpires: Shaun Ryan, Matt Strev, Ray Chamberlain 
Emergency: Simon Meredith

Boundary Umpires: Matthew Tomkins, Christopher Gordon, Ian Burrows, Matthew Konetschka 
Emergency: Joshua Mather

Goal Umpires: Steven Piperno, Michael Craig 
Emergency: Angus McKenzie-Wills

Go Pro cameras, as worn by umpire Dean Merrett, were used to provide the umpiring department with footage for coaching purposes.
McInerney record
Shane McInerney broke the all-time record for the most senior games officiated in AFL/VFL history when he umpired his 496th match in round 16, surpassing the previous record of 495 set by the current AFL Umpires’ Head Coach Hayden Kennedy in 2011.

Since his debut at Princes Park in 1994, McInerney officiated 25 seasons of AFL football, including 26 finals, the 2004 and 2007 Toyota AFL Grand Finals and two International Rules Series matches.

A strong and well-respected leader of the AFL umpiring group, Shane’s contribution to Australian Football over such a long period has been outstanding.

Shane has been a fine ambassador for umpiring at all levels of our game and his record-breaking career and consistency across the years is a testament to his commitment to the game. He retired at the conclusion of the 2019 Toyota AFL Premiership Season.

Career snapshot
► 502 AFL games, 26 finals
► Two Toyota AFL Grand Finals (2004, 2007)
► 2008 State of Origin game
► Two International Rules Series games

Australian Football Hall of Fame
The 2019 Australian Football Hall of Fame presentation was held in Melbourne with four players, one coach and one administrator inducted into the Australian Football Hall of Fame to recognise their stellar contribution to our game.

The late Trevor Barker (dual best and fairest for St Kilda), was inducted, along with the late Jim Deane (dual Magarey medallist), the late Ron Evans (former top goalkicker, president of the Essendon Football Club and former AFL Commissioner Chairman), 1985 Brownlow medallist Brad Hardie, three-time Carlton premiership player Ken Hunter, and three-time premiership coach and games coached record-holder Mick Malthouse.

AFLX
The realestate.com.au AFLX 2019 tournament was held at Marvel Stadium on Friday, February 22.

Four new teams competed in a round-robin format with each consisting of 14 players — eight on the field and six on the interchange bench.

Matches consisted of two 10-minute halves with a two-minute half-time break and featured 10-point super goals and a Gatorade game-changer – a nominated player with the ability to score double points in the last five minutes of each match.

AFLX tournament attendees witnessed a mixture of specifically created entertainment elements such as themed match-day bars, a kids zone (on and off the field of play) and opportunities to meet players and mascots.

The winner of the tournament was the Rampage team, with the tournament broadcast live on the Seven Network and Fox Footy.

The realestate.com.au
AFLX 2019 teams:
DEADLY: Eddie Betts (captain), Shaun Burgoyne (vice-captain), Bradley Hill, Jarrod Harbrow, Tim Kelly, Travis Varcoe, Lewis Jetta, Anthony McDonald-Tipungwuti, Willie Rioli, Sam Powell-Pepper, Cameron Ellis-Yolmen, Jack Treacy.
FLYERS: Nat Fyfe (captain), Marcus Bontempelli (vice-captain), Scott Pendlebury, Alex Rance, Isaac Heeney, Stephen Coniglio, Rory Laird, Travis Boak, Lachie Hunter, Alex Alie, Michael Hurley, Josh Kennedy (Sydney Swans), Jack Higgins, Callan Ward
RAMPAGE: Jack Riewoldt (captain), Patrick Cripps (vice-captain), Lachie Whitfield, Rory Sloane, Phil Davis, Dayne Zorko, Easton Wood, Dylan Shiel, Shaun Higgins, Tim Membrey, Zac Fisher, Bailey Fritsch, Jared Polec, Lachie Weller

AFL’s Illicit Drugs Policy
The AFL conducted competition-wide hair testing for illicit drugs in the players’ holiday period.

This testing is done with the agreement of the AFL Players Association, and forms part of the Illicit Drugs Policy to inform the code regarding drug use.

The AFL’s Illicit Drugs Policy includes intervention at all postive tests and stronger penalties, including suspensions on a second positive test.

The use of illicit drugs affects all sections of society including AFL players, but testing results continue to indicate levels of use below the general public.

The AFL remains committed to an illicit drugs policy that acknowledges the risk to the individual and penalises players whose behaviour doesn’t change.

JLT Community Series
The 2019 JLT Community Series saw clubs scheduled to play two matches each as part of the pre-season.

Australian-wide insurance broker JLT (Jardine Lloyd Thompson), since acquired by Marsh, again partnered with the AFL for the pre-season competition, with a primary focus on regional and suburban venues as all 18 teams played two matches across a three-week stretch leading into the 2019 Toyota AFL Premiership Season.

Games were played in Canberra (ACT), Blacktown (NSW), Geelong (Vic), Morwell (Vic), Shepparton (Vic), Werribee (Vic), Ballarat (Vic), Carlton (Vic), Cranbourne (Vic), Geelong (Vic), Morwell (Vic), Shepparton (Vic), Mordialloc (Vic), Leederville (WA), Jondalup (WA) and Mundaring (WA).

In 2020, the pre-season series will be named the Marsh Community Series.

Celebration of Football/Bye Week
As part of the celebration of football between the end of the home and away season and the start of the finals, the Department took over the match-day operation of the annual Red Energy E.J. Whitten Legends Game.

The E.J. Whitten Foundation works to raise the issue of men’s health and the AFL was strongly supported by each of the AFL’s broadcast partners – the Seven Network, Foxtel/Fox Footy and Telstra. Net proceeds from the game were distributed to the E.J. Whitten Foundation and the AFL’s charity partners, while the broadcast partners also made a direct financial contribution to the E.J. Whitten Foundation.

The AFL programmed a range of events through the period before the finals matches, seeking also to raise the profile of all state league competitions across that weekend, along with metropolitan, regional and community football.

The Hawks celebrate a goal in the 2019 JLT Community Series match against Richmond at University of Tasmania Stadium.

Net proceeds from the game were distributed to the E.J. WHITTEN FOUNDATION AND THE AFL’S CHARITY PARTNERS.
Life Members’ Scholarship

Western Australia’s Denver Grainger-Barras was awarded the 2019 Jack Collins-Alan Schwab AFL Life Members’ Scholarship.

The $10,000 scholarship, named after AFL Life Members Alan Schwab and Jack Collins, assists in the off-field development and education of elite young footballers.

The 17-year-old Swan Districts defender was awarded the scholarship following the breakout season in the WAFL and at state under-18 level.

First awarded in 1989, previous scholarship winners include Darcy Parish, Andrew Gaff, Lachie Whitfield, Nic Naitanui and Joel Selwood.

THE $10,000 SCHOLARSHIP
ASSISTS IN THE OFF-FIELD DEVELOPMENT AND EDUCATION OF ELITE YOUNG FOOTBALLERS

Match Review/
Tribunal statistics

The Match Review model of a single decision-maker continued in 2019, with Match Review Officer Michael Christian assessing reportable incidents from all AFL and AFLW matches.

A number of key changes were made to the Match Review/Tribunal system for the 2019 season, including a stricter on-field adjudication of striking actions, use of studs and umpire contact.

The focus on these areas saw a 35 per cent reduction in the number of striking charges and 56 per cent reduction in umpire contact charges at the end of the 2019 season.

In July 2019, former West Coast player Peter Matera was appointed to join the jury for the AFL Tribunal, starting in 2020. A descendant of the Gnaala Karla Bojja/Ballardong clan of the south west region of Western Australia, Matera becomes the first Aboriginal person to serve on the AFL Tribunal.

In November, it was announced the governance of the AFL Tribunal would move from the Football Operations Department to the AFL Legal Department, ensuring the Tribunal function operates separately to the Match Review Officer and the General Manager Football Operations.

Injury Report

The 2018 AFL Injury Survey showed a rise in injury incidence and prevalence compared to recent years. The injury incidence (number of new injuries per club per season) in 2018 was 39.1 compared with 35.1 in 2017, and injury prevalence (number of missed matches per club per season) in 2018 was 163.5 games compared with 143.3 in 2017.

Hamstring strains remain the most common injury in the AFL, with an incidence of 6.3 new injuries per club, and the most common cause of matches missed with 25.2 matches missed per club.

The AFL has observed an increase in concussion rates, with 2.4 new injuries per club in 2018 compared with 1.5 in 2017 and 0.4 matches missed per club in 2018 compared with 0.2 in 2017.

These numbers reflect an ongoing conservative management approach. Incidence of all concussions (whether a match was missed or not) also appear to be slightly increased compared with previous years, with 7.0 injuries per 1000 player hours in 2018 compared with 6.1 in 2017.

The results of the report have a direct impact on the AFL’s investment into injury research across all levels of the game, from the AFL competition to grassroots football.
There continued to be strong growth in women’s participation from 530,166 in 2018 to 586,422 in 2019. It’s making our community clubs stronger and more representative of the communities in which they live.

We are immensely proud of the transformation of Australian Football and are committed to providing all women and girls the opportunity to play, coach or umpire our game, and ensuring those who do have a positive experience.

The NAB AFL Women’s competition continued to grow and flourish in 2019 as we welcomed the first of our expansion teams – the Geelong Cats and the North Melbourne Tasmanian Kangaroos.

The introduction of two new clubs brought with them new supporters to the women’s game and saw matches held in every Australian state and territory.

A new competition structure was implemented with the introduction of a conference system, with the top two teams in each conference progressing through to an expanded finals series.

In 2019, we were also proud to announce our naming rights partner, NAB, would be continuing with their support of the AFL Women’s competition for a further three years. We thank NAB for their support in backing the current and future generation of AFLW stars.
NAB AFLW Competition

The 2019 NAB AFL Women’s Competition consisted of a seven-week home and away season followed by a two-week finals series and, for the first time, was played in a conference format.

**CONFERENCE A**
- Western Bulldogs
- Melbourne
- Adelaide Crows
- Fremantle
- Kangaroos

**CONFERENCE B**
- Brisbane Lions
- GWS Giants
- Collingwood
- Carlton
- Geelong Cats

Teams were placed into the conferences based on 2018 finishing positions; teams finishing in positions 1, 3, 5 and 7 (Western Bulldogs, Melbourne, Adelaide Crows and Fremantle) were allocated into Conference A and the teams finishing in positions 2, 4, 6 and 8 (Brisbane Lions, GWS Giants, Collingwood and Carlton) were allocated into Conference B.

New teams, Geelong Cats and the Kangaroos, were randomly allocated with the Kangaroos added to Conference A and Geelong Cats to Conference B.

Teams played all teams in their conference and three teams from the other conference. While teams earned points for every match they played, they were only ranked against those teams in their own conference.

Preliminary finals were introduced, with the winners meeting in the Grand Final where the highest-ranked team hosted the match.

Matches were played at 19 venues and all 38 matches were broadcast live across the Seven Network and FOX FOOTY.

The Adelaide Crows 10.3 (63) defeated Carlton 2.6 (18) to win their second NAB AFLW Competition premiership, in front of a record 53,034 people at Adelaide Oval.

Led by co-captains Chelsea Randall and Erin Phillips, the Crows were victorious under the guidance of first-time AFLW coach Matthew Clarke. Adelaide’s Erin Phillips was awarded the Best on Ground Medal.

AFLW Best and Fairest

Erin Phillips was awarded her second AFLW Best and Fairest. Phillips, 33, was a runaway winner and polled 19 out of a possible 21 votes, with five best on-field performances.

Fremantle’s Dana Hooker finished second with 11 votes, while Melbourne’s Karen Paxman was third with 10 votes.

NAB AFL Rising Star

Carlton’s Madison Prespakis won the 2019 NAB AFLW Rising Star with 49 votes from the GWS Giants’ Alyce Parker (39 votes) and the Geelong Cats’ Olivia Purcell (30 votes).

The 18-year-old played her junior football at Romsey Junior Football Club and was recruited from Melbourne University and the Calder Cannons. Prespakis played all nine of Carlton’s matches in the 2019 season and kicked seven goals. She was ranked the No. 1 Carlton player by Champion Data, leading the Blues’ disposals, contested possessions, uncontested possessions, handball recoives, clearances and inside 50s.

Prespakis received the NAB AFL Women’s Rising Star Medal, a $20,000 personal investment folio and a dedicated personal banker, courtesy of the NAB.
THE AFL CONTINUES TO COLLABORATE WITH RESEARCH PARTNERS TO DRIVE PLAYER SAFETY OUTCOMES

2019 Virgin Australia AFL
Women’s All-Australian Team
Backs: Ash Brazil (Collingwood), Megan McDonald (Geelong Cats)
Half-backs: Jessica Duffin (Kangaroos), Chelsea Randall (Adelaide Crows), Keryn Harrington (Carlton)
Centres: Emma Kearney (Kangaroos), Kiara Bowers (Fremantle), Karen Paxman (Melbourne)
Half-forwards: Erin Phillips (Adelaide Crows), Jasmine Garner (Kangaroos), Monique Conti (Western Bulldogs)
Forwards: Gemma Houghton (Fremantle), Stevie-Lee Thompson (Adelaide Crows)
Followers: Lauren Pearce (Melbourne), Ebony Marinoff (Adelaide Crows), Madison Prespakis (Carlton)
Interchange: Emma King (Kangaroos), Gabriella Pound (Carlton), Chelsea Randall (Adelaide Crows), Dana Hooker (Fremantle)
Captain: Erin Phillips
Vice-captain: Chelsea Randall

Mark and the Goal of the Year
Tayla Harris (Carlton) won the 2019 AFLW JLT Mark of the Year Award and Ashley Sharpe (Fremantle) won the 2019 AFLW Coates Hire Goal of the Year Award.

Leading Goalkicker
Stevie-Lee Thompson from the Adelaide Crows won the 2019 AFLW Leading Goalkicker Award, ending the home and away season with 12 goals.

AFLW Competition Committee
The AFL Women’s Competition Committee met three times in 2019. The key priority of the committee was the 2020 season structure, including conference allocations, while also covering in detail laws of the game, injury data and approaches to reducing injury rates, player movement rules, and the evolution of second-tier competitions and talent pathways.

Player health and safety
Player safety and wellbeing is of the utmost importance to the AFL and there are multiple ongoing research projects focused on AGL injury reduction, concussion incidence reduction and other areas related to the participation of women and girls in football.

The AFL continues to collaborate with research partners, such as universities, to drive player safety outcomes. An example of this is the Injury Reduction Resource Prep to Play. This resource was developed specially for female footballers and their coaches and was introduced to AFLW clubs and the wider AFL community in 2019, with resources made available directly to community leagues and publicly via coach.afl.

AFLW Collective Bargaining Agreement
In 2019, a historic three-year Collective Bargaining Agreement (CBA) was agreed upon by the AFL and the AFL Players Association (AFLPA) ahead of the 2020 AFLW season. The first multi-year CBA confirmed the season structure for the 2020, 2021 and 2022 AFLW seasons.

This will deliver an increase in the season length with a 10-week home and away season by 2022. There will also be an extension of the pre-season.

By the third and final year of the CBA, there will be more than $10 million in payments to 420 AFLW players.

The CBA provides certainty for players and clubs, which was also supported by the introduction of two-year standard playing contracts for AFLW players from 2020.

Four new clubs and 120 new players will enter the AFLW Competition in the 2020 season, with total player payments across AFLW clubs at $8.1 million in 2020. The CBA provides an increased focus on player development with a Player Development Manager committed to each club, together with a 65 per cent increase in player development funding.

Highlights of the terms included within the 2020-2022 AFLW CBA are:
- Players will continue to be paid according to a four-tiered system as follows, with player payments in 2020 being:
  - Tier 1 – $70,856
  - Tier 2 – $69,661
  - Tier 3 – $68,263
  - Tier 4 – $66,856
- The CBA requires each AFLW club to commit to a minimum value of Additional Service Agreements (ASAs) with AFLW players, being $25,000 per club in 2020 and increasing to $50,000 per club by 2022, with the two players with the highest ASAs at each club excluded from this minimum.
- The finalists will continue to share prizemoney with a prizemoney pool of $320,000 available in the 2020 AFLW season.
- Funding and access for AFLW players to the AFL Players’ Injury and Hardship Fund.
- Increased funding to the AFLPA to support AFLW players.

2019 AFLW All-Australian Team
The 2019 AFLW All-Australian Team was announced at the 2019 AFL Women’s All-Australian Awards Ceremonies, with Adelaide co-captain Chelsea Randall was named All-Australian for the third consecutive season of the 2019 W Awards.

AFLW Live App
The Seven Network broadcast two games a round live nationally in 2019, with resources made available directly to Seven Network subscribers. The AFLW Live App is a product of the 2019 AFL Women’s Competition Committee meetings.

2018 ANNUAL REPORT
AUSTRALIAN FOOTBALL LEAGUE

NAB AFLW Player Pathway
The ongoing success of the AFLW Competition requires a structured and integrated talent pathway that prepares players to participate at the elite level. This is particularly critical as the competition continues to grow.

In 2018, the AFL Commission committed an additional $10.5 million to enhance talent pathways across 2019-22. This funding is primarily focused on:
- Additional resourcing for state-based under-18 talent programs to provide high-quality coaching and high-performance development for talented players.
- The establishment of club-based under-16 academies to support entry into the talent pathway.
- An enhanced national academy program for the most talented underage players.

Broadcasting
In 2019, the Seven Network broadcast two games a round live nationally free-to-air with all non-Victorian club matches broadcast into their respective local markets, while Foxtel broadcast every AFLW game live.

From 2020, the Seven Network will broadcast three games a round, with Foxtel continuing to air every game live.

Both networks will continue to broadcast all finals matches live nationally. All games are available live on the digital platforms of Seven, Foxtel and via the AFL Live App.
All-Australian and WA MVP Mikayla Bowen leads out the NAB AFL Women’s Academy team. Bowen is playing for West Coast in its inaugural season.

NAB AFL Women’s Academy

Forty-eight players were selected in the third intake of the NAB AFL Women’s Academy program. The Academy program features accelerated Australian Football and personal development camps held across Australia over a 12-month period. The 2019 intake included two squads: 17 Level 1 players (aged 16) and 31 Level 2 players (aged 17), who were eligible for the 2019 NAB AFL Women’s Draft.

NAB AFLW Under-18 Championships

The 2019 NAB AFLW Under-18 Championships were played between July 8-12 on the Gold Coast, with matches held at Metricon Stadium, Southport and Bond University. Western Australia, Central Allies, Vic Metro, Vic Country, Eastern Allies and Queensland competed in the championships, with the Central Allies including players from the Northern Territory and South Australia while the Eastern Allies represented Tasmania and NSW.ACT.

Vic Metro’s Georgia Patrikios won the championships’ MVP award.

Team Most Valuable Player Awards

Vic Country: Lucy McEvoy
Vic Metro: Georgia Patrikios
Western Australia: Mikayla Bowen
Queensland: Ellie Hampson
Eastern Allies: Mia King (Tasmania)
Central Allies: Montana McKinnon (South Australia)

The 2019 NAB AFLW Under-18 All-Australian team

Backs: Brenna Tarrant (NSW/ACT), Milie Brown (Vic C), Kitaro Whap-Farrar (Qld), half-backs: Tyanna Smith (Vic C), Serene Watson (Qld), Ellie Hampson (Qld)
Centres: Molly McDonald (Vic M), Lucy McEvoy (Vic C, capt), Georgia Patrikios (Vic C)
Half-forwards: Teah Charlton (SA), Roxanne Roux (WA), Ellie McKenzie (Vic M)
Forwards: Mia King (Tas), Olivia Barber (Vic C), Gabby Newton (Vic M)
Followers: Montana McKinnon (SA), Sophie Molan (Vic C), Mikayla Bowen (WA)
Interchange: Mim Strom (WA), Lilly Postlethwaite (Qld), Madison Newman (SA), Laura McClelland (Vic M)
NAB AFLW Draft

The 2019 NAB AFLW Draft was held at the Melbourne Showgrounds on Tuesday, October 22 and streamed live on the AFLW App and AFL.com.au.

The Western Bulldogs named Gabby Newton from the Northern Knights as the No. 1 Draft selection.

In total, 100 players were selected at the draft by the 14 clubs in the expanded competition, providing new football homes for 2020.

Two players were drafted as father-daughter selections: Millie Brown (Geelong Cats, daughter of Paul Brown) and Isabella Grant (Western Bulldogs, daughter of Chris Grant).

2019 NAB AFLW Draft (First Round)

<table>
<thead>
<tr>
<th>No.</th>
<th>Player</th>
<th>Selected by</th>
<th>Club</th>
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<tbody>
<tr>
<td>1</td>
<td>Gabby Newton</td>
<td>Western Bulldogs</td>
<td>Northern Knights</td>
</tr>
<tr>
<td>2</td>
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<td>Manly Warringah</td>
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<td>Balmain Magpies</td>
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<td>Calder Cannons</td>
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<td>Northern Knights</td>
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<td>7</td>
<td>Sophie Molan</td>
<td>Richmond</td>
<td>GWS Rebels</td>
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<td>8</td>
<td>Gemma Lagioia</td>
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<td>Oakleigh Chargers</td>
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<td>Murray Bushrangers</td>
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<td>Rosanne Roos</td>
<td>Fremantle</td>
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<td>Grace Egan</td>
<td>Carlton</td>
<td>Richmond</td>
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<tr>
<td>14</td>
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<td>Adelaide Crows</td>
<td>South Adelaide</td>
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<td>15</td>
<td>Isabel Davies</td>
<td>Brisbane Lions</td>
<td>Maribyrnong Roos</td>
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<td>Wiston George</td>
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<td>Hannah Hillman</td>
<td>Brisbane Lions</td>
<td>Coorparoo</td>
</tr>
<tr>
<td>18</td>
<td>Serene Watson</td>
<td>Gold Coast Suns</td>
<td>Bond University</td>
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</table>
The 2019 Toyota AFL Premiership Season delivered strong television ratings, with the Seven Network’s free-to-air coverage and Foxtel’s subscription television and Kayo coverage drawing large audiences every week.

Overall television industry ratings (free-to-air and subscription television) experienced a year-on-year increase of 5.2 per cent (3.966 million per home and away round, compared with 3.885 million in 2018). This number does not include digital viewership and occurred despite a decline in television industry ratings generally. The strength of the result was also evident in that it occurred despite the impact of other sporting events such as the cricket World Cup, the French Open and Wimbledon tennis grand slams and the Ashes at various points during the season.

The cumulative gross national audience during the home and away season exceeded 91 million (91,293,403), which was up on the 89.3 million (89,348,093) in 2018. The 91 million viewers comprised 57.41 million viewers on free-to-air and 33.89 million viewers on subscription television.
NAB AFL Women’s Competition

The NAB AFL Women’s Competition again received terrific support from the AFL’s television broadcast partners, with the Seven Network broadcasting two home and away matches each week and all finals series matches, while FOX FOOTY on Foxtel broadcast every home and away and finals series match live across Australia.

In a crowded sporting landscape, the third year of the competition achieved some significant ratings highlights including:

- The Saturday night season-opener between the Geelong Cats and Collingwood at GMHBA Stadium attracted a national average audience of 450,399 on the Seven Network (metropolitan and regional) and FOX FOOTY on Foxtel, an increase of 25 per cent on the 366,810 for the 2018 season-opener between Carlton and Collingwood.

- The 2019 NAB AFL Women’s Grand Final national average audience of 478,529 on the Seven Network (metropolitan and regional) and FOX FOOTY on Foxtel was 90 per cent up on the 250,676 who tuned into the 2018 Grand Final between Carlton and Collingwood.

- The cumulative gross national audience during the home and away season of 3,360,022 (approximately 2.4m viewers on free-to-air and 942,000 on subscription television) was 27 per cent ahead of the 2,672,022 cumulative gross national audience in 2018.

- The gross cumulative audience for the 2019 NAB AFL Women’s Competition were also streamed live on the AFLW Live App, as well as broadcast by various AFL radio broadcast partners around Australia.

Toyota AFL Premiership Season

most watched matches

Thursday and Friday night matches were again consistently high-rating slots.

The national average audience for these matches was 1,004,129 across free-to-air and subscription television, with Friday night matches attracting a national average audience of 999,406 across free-to-air and subscription television (up 4.3 per cent on the 2018 average of 958,432) and the eight Thursday night matches attracting a national average audience of 1,016,565 across free-to-air and subscription television.

The 10 most-watched matches of the 2019 Toyota AFL Premiership Season (national average audiences across free-to-air and subscription television) were:

1. Round 6 – Essendon v Collingwood – 1,427 million (Anzac Day)
2. Round 1 – Collingwood v Geelong Cats – 1,266 million
3. Round 1 – Carlton v Richmond – 1,253 million
4. Round 11 – West Coast Eagles v Collingwood – 1,184 million
5. Round 6 – Richmond v Melbourne – 1,155 million
6. Round 10 – Sydney Swans v Collingwood – 1,141 million
7. Round 3 – Adelaide Crows v Geelong Cats – 1,133 million
8. Round 2 – Richmond v Collingwood – 1,098 million
9. Round 2 – Sydney Swans v Adelaide Crows – 1,096 million
10. Round 15 – Geelong Cats v Adelaide Crows – 1,080 million

Toyota AFL Finals Series

The gross cumulative audience for the 2019 Toyota AFL Finals Series was 14,856,305. This marks a decrease of 10.1 per cent on the total national viewership for the 2018 Toyota AFL Finals Series (16,528,256).

The 2019 Toyota AFL Grand Final national average audience (metropolitan and regional) of 2.96 million (2,958,416) on the Seven Network was 13 per cent down on the 3.39 million who tuned into the 2018 Grand Final between the West Coast Eagles and Collingwood. This decline was impacted in particular by the one-sided nature of a number of the finals, including the Grand Final.

Despite it being one-sided, the combined five mainland capital city metropolitan audience of 2,213,877 viewers for the 2019 Toyota AFL Grand Final made it the most-watched program on metropolitan free-to-air television in 2019.

Seven Network

The Seven Network again broadcast at least three games a week into all states and territories in Australia, including major marquee matches such as Thursday and Friday night games, the Good Friday match, Anzac Eve, Anzac Day and the Queen’s Birthday matches.

Seven also continued to broadcast all non-Victorian teams’ matches into their respective local markets, being all West Coast Eagles and Fremantle matches into Western Australia, Port Adelaide and Adelaide Crows’ games into South Australia, Brisbane Lions and Gold Coast Suns’ games to Queensland and Sydney Swans and GWS Giants’ games into New South Wales.

The Seven Network also partnered closely with the AFL in broadcasting the Brownlow Medal, with the broadcast attracting an increased national average audience on the Seven Network.
Foxtel
Fans from all around the country were again able to enjoy every game of the 2019 NAB AFL Women’s Competition, 2019 JLT Community Series and 2019 Toyota AFL Premiership Season live in high definition on FOX FOOTY on Foxtel every week (including games in 4K definition), as well as being able to watch every match live on Foxtel’s new Kayo platform.

In addition, FOX FOOTY and Kayo broadcast weekly magazine programs such as On The Couch, AFL 360, Open Mike, Bounce, AFL Tonight, On The Mark, The Deep Test, The Weekend Lowdown and Bob, providing broad coverage of Australian Football.

The network partnered with the AFL to broadcast the third AFL Premiership Season match held in China live back into Australia and around the globe. The Round 11 match in Shanghai between St Kilda and Port Adelaide attracted a national average audience of 214,339 on subscription television around Australia and free-to-air television into Adelaide.

Foxtel again produced first-class broadcasts of key AFL events, including the Australian Football Hall of Fame, NAB AFL Rising Star Award, Virgin Australia AFL All-Australian Awards, Toyota AFL Grand Final Parade, NAB AFL Draft and the 2019 AFLW Awards. FOX FOOTY on Foxtel also achieved some major ratings highlights on the subscription television platform during 2019, including a national average audience of 415,145 for the preliminary final between Richmond and the Geelong Cats.

International broadcast
Fans around the world continued to receive great access to coverage of NAB AFL Women’s matches, Toyota AFL Premiership Season matches, Toyota AFL Finals Series matches, the Toyota AFL Grand Final and AFL events.

It was the third year of a six-year global digital offering between the AFL and Fox Sports allowing international audiences to consume AFL content via WatchAFL. With subscribers located in 191 different countries, every match of every round was broadcast live internationally across this platform and for the first time viewers could access Fox Sports’ award-winning shows such as AFL 360 and On The Couch seven days a week, ensuring fans outside Australia had the greatest possible access to the game across all media platforms.

AFL matches were also broadcast throughout the year into over 100 countries worldwide by rights holders ABC Australia, Carnival Cruise Lines, ESPN (sub-licensed to BT Sport, TSN and Viasat), Fox Sports/Fox Soccer Plus, and Sky Sports New Zealand. This guaranteed television coverage into Asia-Pacific, Canada, North America, Russia, Great Britain and New Zealand.

The AFL continued to strengthen its broadcast presence into China. For the third year in a row, one Toyota AFL Premiership Season match was broadcast each week live on free-to-air television via Guangshou Television, including the St Kilda v Port Adelaide match played in Shanghai, along with the majority of Finals Series matches including the 2019 Toyota AFL Grand Final. Shanghai Media Group also broadcast the St Kilda v Port Adelaide match and the 2019 Toyota AFL Grand Final and, for the first time, Tencent and BesTV broadcast the 2019 Toyota AFL Grand Final on their streaming platforms, ensuring the match was accessible to a large Chinese audience.

Radio
Radio broadcasters continued to take the game to all corners of metropolitan and regional Australia. The AFL’s national metropolitan radio partners include Triple M, 3AW 693, ABC Radio, 1116 SEN, SENSA, FV/vea, BPR 882 and Marquee Sports Radio. Regional areas received AFL broadcasts via Crocmedia’s AFL Nation, ABC Radio, K-Rock (Geelong), Gold FM (Gold Coast), Southern Cross Austereo and the National Indigenous Radio Service (NIRS).

In Victoria, all nine matches each round during the 2019 Toyota AFL Premiership Season were broadcast on radio, while every match featuring an AFL club from Western Australia, South Australia, Queensland and New South Wales was broadcast into their respective home states. All Toyota AFL Finals Series matches, including the Toyota AFL Grand Final, were broadcast nationally.

Radio broadcasters continued to take the game to all corners of metropolitan and regional Australia.

The AFL’s radio broadcast partners continued to take the game all around the country, with fans enjoying all the action, such as Kangaroos in Simpkin’s celebration of a goal against the Tigers in round 11 at Marvel Stadium.

Foxtel produced first-class broadcasts of key AFL events and FOX FOOTY achieved major ratings highlights on the subscription television platform.
In 2019, the AFL introduced the Pre-Season Supplemental Selection Period (SSP) and Mid-Season Rookie Draft, providing new opportunities for players to join AFL lists and offering further flexibility for clubs in managing their playing list.

There were also major changes to the NAB AFL Academy program with the introduction of state hubs. This allowed more talented pathway players to experience a high-performance environment.

The Legal and Integrity team conduct their work across the AFL and state bodies. Key projects included the finalising of Safeguarding Children and Youth policies, restructuring AFL stadium security and the AFLW Collective Bargaining Agreement.
Legal & investigations

The AFL Legal and Regulatory team (including the Insurance and Procurement functions) provided services to the AFL, affiliated state entities and certain AFL teams in 2019. The rich diversity of work reflected the broad and varied operations of our in-house clients. Highlights of the legal work performed by the team included the provision of advice and support in relation to:

- Many significant partnership renewals working with Commercial Operations, including the Toyota Motor Corporation Australia premier partnership extension through to 2023. This partnership will now extend to two decades, with the inclusion of several new properties including official community partner of the AFL, official automotive partner of the AFLW Competition and naming rights partner for the AFL’s National Volunteer Awards, National Inclusion Carnival, NEAFL and the National Wheelchair Championships.

- The preparation and release of Commercial Operation Guidelines for the AFLW Competition, which guide and protect the AFL’s commercial performance in respect of the AFLW and were established to assist AFLW clubs to understand the commercial opportunities and regulations in respect of the AFLW.

- Safeguarding Children and Young People strategy, including drafting, consulting and finalising the Policy, Code of Conduct and Reporting Procedure and preparation of community football templates.

- Conducting anti-doping proceedings in connection with the Australian Football Anti-Doping Policy, including the Tribunal determination in August 2019 of a breach of the Code by Sam Murray, formerly of the Collingwood FC, who received an 18-month period of ineligibility which will expire in February 2020. The anti-doping matter involving William Rioli of the West Coast Eagles, in respect of which he was provisionally suspended in September 2019, remains ongoing.

- AFL Tasmania Affiliation Agreements with all Tasmanian football leagues and associations which were entered into for the first time. These agreements enable all Tasmanian football leagues and associations to take up the administrative support of new Community Hubs in the South, North and North-West of the state. They also recognise AFL Tasmania as the governing body for Australian football in Tasmania and provide a performance-based funding model, linked to KPIs, for Tasmanian football leagues and associations.

- A Fan Data Service Pilot Program was set up to assist the AFL and clubs in understanding how new technologies and databases could be used to better service prospective and existing fans. Pilot clubs were given access to new self-service reporting and analytics tools for their membership, ticketing, retail and digital datasets and selected clubs also explored the use of new digital marketing tools to better communicate with fans on their databases.

- Concussion identification, management, research and other matters, working across current stakeholders and former players.

- Marvel Stadium upgrade project and other industry-wide infrastructure and redevelopment projects.

- Managed compliance of the Grand Final ticket scheme, as well as the contractual framework underlying numerous Grand Final events and the Footy Festival.

- Supported the AFL industry’s presence in China, including the annual China match, broadcasting and other programs and initiatives.

- Provided a full range of legal services to our state entities and AFL clubs the Gold Coast Suns and the GWS Giants, including the negotiation of partnership agreements, apparel licence agreements, management of relevant intellectual property portfolios and venue hire agreements.

Club risk & compliance

The Insurance team, working with our insurance broker Marsh, managed the AFL Collective Insurance Program which, in addition to the AFL and its subsidiaries, covers all elite and nearly all community football leagues, clubs and players around Australia. This work dealt with all claims under the program, stewarded the related Club Risk and Compliance Program (part of a range of activities to encourage sound risk management practices and behaviours) and oversaw the renewal of all relevant insurances in a hardening insurance market.

Procurement

The Procurement team undertook significant steps towards substantive change in the expenditure approach within the business, introducing new travel and expense policies and achieving significant cost savings on a number of supply arrangements, as well as completing the development and implementation of an AFL Procurement Policy and Purchase Order System.

AFL betting rules investigation

The AFL suspended Collingwood’s Jaedyn Stephenson for 22 matches, with 12 matches suspended, and sanctioned him $20,000 for breaching the AFL Rules related to betting on AFL matches. Stephenson placed three same-game multi-bets in three separate matches in which he played in the early part of the 2019 Toyota AFL Premiership Season. The bet stakes totaled $36. On two occasions, Stephenson gave cash to a friend to place the bets for him and on one occasion he used the friend’s betting account. All bets were unsuccessful.
No. 1 pick Matt Rowell (below right) were given second chances on an AFL list in 2019 – Clarke with Essendon in the Pre-Season Supplemental Selection Period and Deluca with Carlton in the Mid-Season Rookie Draft.

Pre-season Supplemental Selection Period
Ahead of the 2019 Toyota AFL Premiership Season, the Pre-season Supplemental Selection Period was introduced to allow clubs with available list spots to sign players to their rookie list.

A total of 15 players were signed during the SSP which took place from December 1, 2018, to March 15, 2019:

- Carlton: Michael Gibbons, Matthew Cottrell
- Essendon: Zac Clarke
- Gold Coast Suns: Sam Fletcher
- GWS Giants: Shane Mumford
- Hawthorn: Ned Reeves
- Melbourne: Corey Wagner, Jay Lockhart
- North Melbourne: Tom Campbell
- Richmond: Marlion Pickett, who became a premiership player on his senior debut.

PLAYERS SELECTED IN MID-SEASON ROOKIE DRAFT

<table>
<thead>
<tr>
<th>Rd.</th>
<th>Player</th>
<th>AFL Club</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Matt Rowell</td>
<td>Oakleigh Chargers/Canterbury</td>
</tr>
<tr>
<td>2</td>
<td>Noah Anderson</td>
<td>Oakleigh Chargers/Hawthorn Citizens</td>
</tr>
<tr>
<td>3</td>
<td>Luke Jackson</td>
<td>East Fremantle/Baluco-Leeving</td>
</tr>
<tr>
<td>4</td>
<td>Latario Ash</td>
<td>Rockingham/Stedman Notre Dame</td>
</tr>
<tr>
<td>5</td>
<td>Dylan Stephens</td>
<td>Norwood/Red Cliffs</td>
</tr>
<tr>
<td>6</td>
<td>Fisher McAsey</td>
<td>Sandringham Dragons/East Brighton Vampires</td>
</tr>
<tr>
<td>7</td>
<td>Hayden Young</td>
<td>Dandenong Stingrays/Somerville</td>
</tr>
<tr>
<td>8</td>
<td>Lachie Ash</td>
<td>Bullcreek-Leeming</td>
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<tr>
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<td>Liam Henry</td>
<td>Claremont/Knot Church Grammar</td>
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<tr>
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<td>Eastlake Demons/Marat Collage</td>
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<tr>
<td>11</td>
<td>Sam Flanders</td>
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<tr>
<td>12</td>
<td>Keegan Brooksby</td>
<td>West Coast Eagles</td>
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<tr>
<td>13</td>
<td>St Kilda</td>
<td>North Melbourne</td>
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<tr>
<td>14</td>
<td>Western Bulldogs</td>
<td>Sydney Swans</td>
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<tr>
<td>15</td>
<td>Kysaiah Pickett</td>
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<tr>
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<td>Brodie Kemp</td>
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<td>18</td>
<td>Mitch Georgiades</td>
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<td>Sam De Koning</td>
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<tr>
<td>20</td>
<td>Sam Phipps</td>
<td>Port Adelaide</td>
</tr>
<tr>
<td>21</td>
<td>Thompson Dow</td>
<td>Richmond</td>
</tr>
</tbody>
</table>

Mid-Season Rookie Draft
The first Mid-Season Rookie Draft was conducted at the end of round 10. Clubs with a list spot available either through long-term injury or retired players were able to select a player not on an AFL list. All players who nominated for the 2018 NAB AFL Draft were eligible and there was a nomination period for other players. Seven players debuted with their new clubs. A highlight was Richmond’s Marlon Pickett, who became a premiership player on his senior debut.

NAB AFL Draft
The 2019 NAB AFL Draft was held at Marvel Stadium in Melbourne. The Draft was held over two nights with the first round (selections 1 to 21) held on the first night and the remaining 44 selections made the following night. A mid-draft trading period was introduced for the first time.

Both nights were broadcast live on Fox Footy while SEN 1116, 3AW and afl.com.au provided coverage on the first night.

2019 NAB AFL DRAFT SELECTIONS (FIRST ROUND)

<table>
<thead>
<tr>
<th>No.</th>
<th>Player</th>
<th>Club Selected by</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Matt Rowell</td>
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<tr>
<td>21</td>
<td>Thompson Dow</td>
<td>Richmond</td>
</tr>
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</table>

2019 NAB AFL DRAFTS: WHERE PLAYERS CAME FROM

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<tr>
<th>State/Region</th>
<th>National</th>
<th>Rookie</th>
<th>Total</th>
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<td>41</td>
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<tr>
<td>Western Australia</td>
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<td>3</td>
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</tr>
<tr>
<td>South Australia</td>
<td>11</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td>Queensland</td>
<td>3</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>NSW/ACT</td>
<td>1</td>
<td>-</td>
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</tr>
<tr>
<td>Tasmania</td>
<td>-</td>
<td>1</td>
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<tr>
<td>Northern Territory</td>
<td>-</td>
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<tr>
<td><strong>TOTALS</strong></td>
<td><strong>65</strong></td>
<td><strong>14</strong></td>
<td><strong>79</strong></td>
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</table>
Free agents exercising their rights

One player elected to exercise his rights as a Restricted Free Agent and change clubs for the 2020 season:
- Brandon Ellis (Richmond to Gold Coast)

A further three players elected to exercise their rights as Unrestricted Free Agents and change clubs for the 2020 season:
- Adam Tomlinson (GWS Giants to Melbourne)
- Cameron Ellis-Yolmen (Adelaide to Brisbane Lions)
- Grant Birchall (Hawthorn to Brisbane Lions)

A further six delisted players took advantage of the Free Agency rules allowing them to move to the club of their choosing:
- Jack Newnes (St Kilda to Carlton)
- Josh Walker (Brisbane Lions to North Melbourne)
- Kaiden Brand (Hawthorn to Sydney Swans)
- Ryan Abbott (Geelong Cats to St Kilda)
- Sam Gray (Port Adelaide to Sydney Swans)
- Wylie Buzza (Geelong Cats to Port Adelaide)

The new conditions which have been introduced in 2019 are as follows:

- the condition that a player must have come out of contract after eight years to then qualify for Unrestricted Free Agency at 10 years has been removed (irrespective of when a player had signed his previous contract, all 10-year players are Unrestricted Free Agents);
- a player who at any time becomes or has previously become a Free Agent will be a Free Agent at the end of each subsequent Standard Playing Contract. Furthermore, they will be considered an Unrestricted Free Agent regardless of their ranking on the club's primary list.

There were three father-son and Academy selections in 2019. Finn Maginness (Hawthorn, son of Scott) and Jackson Mead (Port Adelaide, son of Darren) were selected at the NAB AFL Draft, Trent Burgoyne (Port Adelaide, son of Peter) was selected at the Rookie Draft.

A further three players were selected by their Academy club with matching bids during the NAB AFL Draft:
- Liam Henry (Fremantle Next Generation Academy)
- Tom Green (GWS Giants Northern Academy)
- Keidean Coleman (Brisbane Lions Northern Academy)

No players were selected directly by their Father/Son or Academy club.

A further three Players were bid on and not matched during the National Draft:
- Noah Cumberland (Brisbane Lions Northern Academy)
- Will Martyn (Brisbane Lions Northern Academy)
- Bigoa Nyuon (St Kilda Next Generation Academy)

Noah Cumberland went to Richmond at selection 43.

Will Martyn went to Richmond at selection 44.

Bigoa Nyuon (St Kilda Next Generation Academy) went to Richmond at selection 54.

### The following father-son and Academy players were selected by matching during the national draft

<table>
<thead>
<tr>
<th>Name</th>
<th>Player Category</th>
<th>Bid Team</th>
<th>Match Team</th>
<th>Bid Points Value to Match</th>
<th>Selections Matched</th>
<th>Selections Received</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liam Henry</td>
<td>Next Generation Academy</td>
<td>Carlton</td>
<td>Fremantle</td>
<td>9</td>
<td>175</td>
<td>49, 52, 55, 58</td>
</tr>
<tr>
<td>Tom Green</td>
<td>Northern Academy</td>
<td>Carlton</td>
<td>GWS Giants</td>
<td>10</td>
<td>116</td>
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<td>Brisbane Lions</td>
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*Note that Fremantle used 2019 draft points to match No. 9, Liam Henry, noting that GWS used 2019 draft points to match No. 10, Tom Green.*

*Note that Port Adelaide used 2019 draft points to match No. 25, Jackson Mead.*

*Note that Nth Melbourne used 2019 draft points to match No. 29, Finn Maginness.*

*Note that Brisbane Lions used 2019 draft points to match No. 37, Keidean Coleman.*
Pre-Season Draft
Two players were selected in the Pre-Season Draft:
- Jack Martin (Gold Coast Suns to Carlton)
- Michael Hartley (EsSENDon to Hawthorn)

Rookie Draft
In 2019, 18 rookiers were promoted by clubs to the Primary List. At the Rookie Draft, 33 players were selected (of which 14 were first time drafted), while 74 rookiers were retained on the Rookie Lists by clubs. One was signed as a free agent, none were traded, eight retired and 38 were not retained by clubs.

AFL Competition Assistance
At the September Commission meeting it was decided the Gold Coast Suns would be provided with the following:
- Priority Picks
  - Pick No. 1 and first pick of the second round in the 2019 NAB AFL Draft.
  - Mid-first round pick in the 2020 NAB AFL Draft* (currently pick No. 11).
  - First pick of the second round in the 2021 NAB AFL Draft (currently pick No. 19).
- Academy Access
  - The Gold Coast Suns will also receive expanded Academy access for three years including:
    - Provision of the Darwin region as an Academy zone.
    - Ability to pre-sign Gold Coast Suns Academy players (including those from Darwin) without bidding.
    - Increased rookie list, up to 10 players.

*Selection was traded to Geelong during the 2019 NAB AFL Draft.

Selections only periods
A total of six trades including 26 draft selections (of which 14 were future selections and 12 were on-traded) were transacted during the selections only trade period from October 17 to November 22. A total of two trades including seven selections (of which two were future selections and five were on-traded) were completed during the Mid-Draft Trade Period on November 28. A total of 15 trades including 49 draft selections (of which 17 were future selections and 24 were on-traded) were completed during the NAB AFL Draft on November 27-28.

Total Player Payments
The Total Player Payment limit per club increased 1.30 per cent in 2019, from $226.7 million in 2018 to $229.6 million. A total of 874 players were selected in the 2019 NAB AFL Draft. Provisions for the 2020 NAB AFL Draft are now available to clubs. The Additional Services limit per club for the provision of marketing services by players increased by 3.3 per cent from $1,093,187 to $1,125,983 and the amount spent on these services by clubs increased by 4.81 per cent, from $50.12 million in 2018 to $52.09 million in 2019.

In addition to these amounts, players earned $1.5 million from employment and marketing arrangements with associates of clubs. Taking into account the $242.3 million in gross player payments, $21.09 million in additional services agreements, and $1.5 million from employment and marketing arrangements with associates of the clubs, the total earned by players in 2019 was $264.9 million, an increase of 3.16 per cent on the 2018 total of $251.88 million.

The average payment by clubs for a listed player in 2019 was $363,430, an increase of 0.28 per cent over 2018. No club was sanctioned during the 2019 for a breach of the TPP Rules.
### 2009-2019 SUMMARY OF AFL PLAYER EARNINGS

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### 2009-2019 AFL TOTAL PLAYER EARNINGS

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**Notes:**
- All details listed under heading “Played” refer to Primary Listed players who participated at least one senior match during the season.
- All details listed under “Included” refer to all Primary Listed players.
- Earnings are Total Player Earnings including ASAs.

### 2018 AFL RISING STAR

**NAB AFL Rising Star Award**

Carlton’s Sam Walsh won the 2019 NAB AFL Rising Star Award. Walsh won with 54 votes, finishing ahead of Port Adelaide’s Connor Rozee (42 votes) and Richmond’s Sydney Stack (28 votes).

Walsh was presented with the Ron Evans Medal, a $20,000 personal investment gift and a dedicated personal trainer, courtesy of NAB.

### NAB AFL Academy

In 2019, the national academy program was decentralised and State Hats were introduced. This allowed a total of 150 players to receive elite coaching, including an AFL club experience, two high performance camps and cultural experience camps.

### State coaches

- **Western Australia:** Peter Sumich
- **South Australia:** Tony Bamford
- **Vic Metro:** Brett Allison
- **Vic Country:** Leigh Brown

### National teams

National teams were selected by AFL talent staff and AFL club recruiters. Luke Power coached both the Australian under-17 and under-18 teams.

The under-17 played a New Zealand senior side atMarvel Stadium in April and were victorious by 77 points, while the under-18 team played VFL side Casey at the MCG, also in April, and won by 23 points.

Matt Rowell was awarded the under-18 Ben Mitchell Medal, while Elijah Hollands was awarded the under-17 Cameron Ling Medal.

Denver Granger-Barrs was awarded the AFL Life Members Scholarship.

In November, Tarlyn Lockyer was appointed AFL National Talent Head Coach, succeeding Power who accepted a Head of Development role with the Carlton Football Club.
AFL coaching courses

The Level 2 Coach Accreditation was revised and adapted as a blended learning program to cater to the needs of coaches of youth and senior teams. The new National Level 2 Framework provides flexible online pre-course offerings, a reduced one-day face-to-face course, less emphasis on rigorous formal assessment and a coach-centered approach enabling participants to be engaged in the learning process. As a result, there has been a staggering 200 per cent increase in the number of coaches completing Level 2 in 2019. Similarly, the Level 3 Coach Accreditation has been revamped with three course stream offerings – AFL Club, State/Talent and Community Level 3. The program is designed to provide identified coaches with the education and development to prepare them to coach in their respective coaching contexts. The course focuses on the broader leadership skills and competencies required to be successful in other similar high-performance football environments.

AFL Coaches Association

The AFL Coaching Department and AFL Coaches Association collaborated to review the content and processes underpinning Coach Education and Continuing Professional Development (CPD) respectively, for coaches in the AFL system. The new bespoke AFL Club Level 3 Coach Accreditation is now the minimum requirement for AFL coaches and recognises the rich opportunities for learning that exist in contemporary elite club environments. Similarly, the Level 4 Senior Coach program was significantly reshaped, aligning it with a new multi-sport CPD framework delivered by the University of Queensland in conjunction with other key National Sporting Organisations. These changes were designed to benefit coaches by nurturing coaching networks and providing the opportunity for coaches to work towards formal qualifications recognised outside the AFL industry. The coaches graduating from the Level 4 Senior Coach Program in 2019 were Scott Burns, Steven King, Brett Kirk, Brendan Lade, Dean Salomon and Leigh Tudor.

NAB AFL Under-18 Championships

The NAB AFL Under-18 Championships showcase the best underage talent throughout the country. There were 10 games played during June and July. Western Australia won the Division 1 title for the first time in 10 years, with captain Deven Robertson voted as the Larke medallist for best player of the championships. The Gold Coast Suns won the NAB AFL Academy Series. The series was played from March through to May and included 24 games. Connor Budarick (Gold Coast Suns) was the best player in the NAB AFL Academy Series.

Team MVPs

Vic Metro: Fischer McAsey
South Australia: Harry Schoenberg
Western Australia: Deven Robertson
Allies: Tom Green
Vic Country: Caleb Serong

NAB AFL Under-16 Championships

Played across June and July with matches in Perth, Sydney, Geelong, the Gold Coast and Brisbane, the NAB AFL Under-16 Championships were played across two divisions.
Vic Metro won Division 1, with Vic Country’s Josh Rachele winning the Kevin Sheehan Medal, while NSW/ACT won Division 2, with Tasmania’s Sam Banks winning the Alan McLean Medal.

CoachAFL

The online CoachAFL membership and learning platform continued to expand with the rollout of four new online modules for coaches. Further, the development of a comprehensive automated drills library will ultimately provide coaches with a suite of drills for all age groups.
The CoachAFL Learning Management System (LMS) also underwent a significant functionality upgrade to allow for future expansion and development needs. CoachAFL received three industry ‘LearnX’ Awards for 2019 – one Platinum Award for best technology implementation and two Gold Awards for Best Bespoke Learning Model and Best eLearning Project.

Coaches now partake in an annual accreditation model, allowing them to reap the benefits of blended, flexible and contemporary development and education options. In 2019, every community club had at least one accredited coach and 96 per cent of community football teams had an accredited head coach. With the platform in its second year, more than 28,000 coaches are registered and accredited, representing a 20 per cent increase from 2018.
At the end of the program, cultural identity. In 2019, the week-long program was held in Perth, and the second week-long program was held in Melbourne. A core component of the program is to also strengthen their cultural identity.

Flying Boomerangs

The Rio Tinto Flying Boomerangs is a football development and leadership program. The participants are the best rising Indigenous talent in the nation and are given the opportunity to represent their country. Fifty of the most talented Indigenous players are selected from State Diversity Programs to participate in a residential camp. From this weekend-long camp, the top 25 players (selected based on talent on and off field) are selected to participate in the week-long program later in the year. The participants are exposed to elite training environments and standards to assist their transition into the mainstream talent pathway. A core component of the program is to also strengthen their cultural identity.

Flying Boomerangs team

Kydan Atkinson (Vic), Kaleb Baines (Qld), Jackson Callope (WA), Lance Collard (WA), Alwyn Davey (NT), Jayden Davey (NT), Jaiden Dennis-Richards (SA), Zach Dwyer (Vic), Garmell Edwards (Vic), Dommenc Hay (Tas), Brandon Jackson-Martind (SA), Isaac Keeler (SA), Nathaniel Keeler (SA), Kobe Knight (Vic), Tarrant Lihou (NSW), Jai McGough (Vic), Teal Micky (WA), Callum McKenzie (SA), Luke Moweljariar (WA), Alonzo Nelson (NT), Tevin Nickles (WA), Jack Peris (Vic), Tyrese Pomponio (Vic), Kelsey Sanders (Tas), Brodi Williams (NSW).

Flying Boomerangs coaches

Head coach: Corey McKenzie
Assistant coach: Ian McAdam
Assistant coach: Barth Taylor
Assistant coach: Josh Hill
Assistant coach: John Boer

Male and Female Diversity All Stars

The Male and Female Diversity All Stars brings together the top emerging leaders/talent on and off the field from the Flying Boomerangs (World Team) and Woomeras/Medleys (female) respective programs. The leadership program provides participants with exposure to elite training environments and assists in their transition into the mainstream talent pathway. The program’s objective is to assist the participant’s football ability, enhance leadership potential and explore cultural identity.

Footy Means Business

The Footy Means Business program provides education, training and employment opportunities for 50 young Indigenous men from across Australia. The participants are engaged in two one-week residential camps and are exposed to the environment of a professional AFL player, including high-performance testing, training and conditioning as well as leadership/cultural development. In 2019, the first week long program was held in Perth, and the second week-long program was held in Melbourne. A highlight of the program was the opportunity to play the curtain-raiser to Dreamtime at the ‘G between Richmond and Essendon.

Footy Means Business Team

Aneaus Brierly (WA), Michael Burges (SA), Israel Cedar (WA), Joshua Chatfield (Vic), Peter Clarke (Vic), Dylan Corbett (WA), Arnold Conway (Qld), Kelly Djiana (NT), Michael Driver (SA), Sanippea Egan (Vic), Yemuraki Egan (Vic), Fitzroy Greenlaw (Qld), Bailey Grey (Tas), Dylan Hanson (WA), Kailen Kelly (SA), Loon Kenny (SA), Jy Lambley (Vic), Kyle Lambley (Vic), William Levi-Gobbeby (Qld), Blake Little (WA), Angela Lungguy (NT), Marcus McDonald (NT), Tyson McEwan (WA), Harrison McVoor (Tas), Alexander Nabegyoo (NT), Jai Nadjamerrek (Vic), Len Papartak (WA), Adrian Peel (SA), Paul Ryan (WA), Thraka Sammons (Qld), Jesse Shephard (Tas), Kenton Singer (WA), Billy Jack Smith (Vic), Clinton Sullivan (Qld), Justin Talal (NT), Kyle Thomas (Vic), Ainsley Walker (SA), Jamahl Weetra (SA), Benson Wunungmurra (NT), Jayden Wurrkigil (NT).
The 2019 AFL Inclusion All-Australian squad playing in an open skills session during the Victorian Wheelchair Football League season launch. More than 12,000 people with disability participated in Australian Football in 2019.

2019 AFL Inclusion All-Australian squad

Dave Alford (Vic Metro), Peter Agustini (NT), Lyndsay Ashworth (WA), Rhys Baker (SA), Travis Baxter (NT), Craig Blascich (Tas), Hayden Cannon (Tas), Damien Clarke (Vic Metro), Michael Cooke (NSW ACT), Andrew Decock (SA), Shaun Doll (Vic Country), Dylan Evans (Qld), Cameron Gudgeon (NSW ACT), Steven Hall (SA), David Hallows (WA), Harry Hunter (Vic Country), Aaron Knight-Nilsson (NT), Brad Lawrence (Qld), James McKay (NSW ACT), Byron Mayo (NT), Allan Meiklem (Vic Metro), Dylan Pace (Tas), Graydon Poulsen (Qld), Jackson Reeves (Vic Country), Yaser Shubelat (Vic Metro), Tyson Worthington (WA).

Coaches

Nick Eades (NT), Steve Reeves (Vic Country).

The Bachar Houli Programs

Bachar Houli Cup
The Bachar Houli Cup is a national program delivered across five states. The program is designed to provide male and female Muslim students attending Islamic schools with the opportunity to participate in an inter-school sports football program. The involvement aims to promote Australian Football among the Muslim community and provides a pathway for students to transition into community football clubs. The Bachar Houli Cup has involved more than 8500 participants and 3D schools in the past six years.

Bachar Houli Academy Juniors
The Bachar Houli Academy juniors group is targeted for boys aged between 12 and 14 in the Muslim community. The Academy is designed to introduce the basic fundamentals of football development, leadership, identity and peak performance. The three-day residential camp is followed by two leadership days, hosted at the Richmond Football Club.

Seniors
The Bachar Houli Senior Academy is a high-performance football talent program for emerging male players. The program consists of two groups – seniors and juniors.

The seniors group is designed for emerging players aged between 15 to 18 who come from an Islamic background. The Academy involves a residential camp which focuses on football development, peak performance, leadership and identity.

Upon completion of the program a voting process takes place. Participants from the program nominate their peers based on their leadership qualities, as well as their football skills, with the leading 10 players attending the Captains Camp.

The Academy also includes two leadership days throughout the year to recap on the program principles.

Bachar Houli Girls Leadership Camp
The Bachar Houli Girls Leadership Camp is a three-day camp aimed at Muslim girls aged 12 to 14. The camp focuses on physical activity, health and well-being, leadership and identity. The Academy aims to build confidence for Muslim women in sport, in the workplace and in society. It also aims to promote community role models and provide a sense of belonging.

Upon completion of the camp a voting process takes place. Participants from the program nominate their peers to attend the Captains Camp.

Elite Performance Camp
Elite Performance Camp is an exclusive intensive program, led by Bachar Houli, consisting of 10 players who have been nominated by their peers based on their leadership qualities, as well as their football talent in the Bachar Houli Academy.

The program is designed to develop the talent and leadership skills of the selected players. This is achieved through skill acquisition, high performance training in a warm challenging climate, game education, leadership development, cultural sessions and cultural sightseeing.
**Around the Regions**

**Victoria**
- AFL Victoria headquarters transitioned from Ikon Park to Marvel Stadium, with staff integrating into AFL departments.
- Overall club football registrations increased by three per cent, reaching 183,963.
- Victoria surpassed 1000 dedicated female club football teams for the first time with an all per cent overall growth in female football.
- Significant additional investment into community football with $1.8 million over three years announced from the AFL to support community football in Victoria.
- As part of the first year of the new Transport Accident Commission (TAC) partnership with Community Football, AFL Victoria initiated the inaugural Towards Zero Round where more than 1000 club captains across the state swapped their playing number for the number ‘0’ to raise awareness around road safety. As part of the TAC partnership, more than $300,000 in grants were distributed to community clubs.
- The inaugural Victorian Blind Football League was launched with four teams providing opportunities for people with visual impairments to participate in our game.
- The Victorian female talent competitions (NAB League Girls and Victorian Women’s League) helped produce 50 per cent of the 100 overall draft selections.
- Victorian state league competitions produced 45 AFL draftees across the NAB AFL Draft, Rookie Draft and NGO selections – NAB League with 43 and the Hard Yakka/TotalWorkwear VFL two. The 36 VFL league players selected in the AFL Draft (excluding rookies) represented 54 per cent of the total selections made over the two nights.
- There were 50 players drafted after appearing in either the Victorian Women’s League or NAB League Girls competitions in 2019, representing 47 per cent of the top 100 picks in the NAB AFL Draft.
- The NAB League and NAB League Girls competitions produced the No. 1 draft selection in both the NAB AFL and AFL Women’s Drafts. Matt Rowell (Ikon Park Ducks) was the ninth No. 1 draft selection in a row from the NAB League, while Gabby Newton (Northern Knights) made it three top selections in a row from the NAB League Girls.

**Tasmania**
- Affiliation agreements were signed with every league and association in the state, fostering partnerships and collaboration between the game’s various bodies.
- Administrative hubs were established in the state’s three regions (Hobart, Launceston and Ulverstone), with each hub servicing the affiliated leagues and associations in its region to reduce the burden placed on volunteers.
- The Tasmania Devils took part in the NAB League Boys competition on a full-time basis, winning four games. Bottom-age midfielder Oliver Davis claimed the team’s best and fairest award ahead of key forward Jackson Collow and versatile utility Matt McGinniss.
- The Tasmania Devils also played three exhibition matches as part of the NAB League Girls’ competition in preparation for the full-time in 2020. Star midfielder Mia King impressed across the three matches and as part of the NAB AFLW Under-18 Championships to win the team’s best and fairest award.
- Lloyd draft prospects Mitch O’Neill and Mia King were named in the 2019 NAB AFL and AFLW All-Australian teams after sensational seasons at both NAB League and Under-18 Championships levels.
- Sam Banks was named in the 2019 NAB AFL Rising Stars Under-16 Champions All-Australian team after becoming just the fifth Tasmanian to win the Alan McAleer Medal as the Most Valuable Player at the Under-16 Division 2 Championships.
- The nation’s best young footballers converged on the state in July, with Launceston hosting the School Sport Australia Under-15 Boys and Girls Australian Football Carnivals.
- Cameron Anderson was appointed Tasmania Devils Development Coach in October 2019. Joyce joins the Devils program with a wealth of experience from a variety of roles within the AFL system, including an 11-year stretch at the North Melbourne Football Club, most recently as the club’s General Manager of Football.

**South Australia**
- The 2019 SANFL Statewide Super League Grand Final saw a crowd of 38,115 watch Glenelg claim its first premiership in 33 years, defeating arch-rival Port Adelaide at Adelaide Oval on September 22. This was the third consecutive year the SANFL Grand Final has attracted a crowd of more than 30,000.
- Highest finals series attendances since 2014, the year in which SANFL Finals moved to Adelaide Oval. In addition to drawing large crowds, the 2019 SANFL Finals also attracted a strong television audience on Channel Seven, with the Grand Final achieving 56 per cent market share and a peak TV audience of 445,902.
- SANFL Statewide Super League crowd numbers were up by four per cent across the season when compared with 2018, while the average Channel Seven audience during the home and away season grew by 19 per cent.
- Glenelg midfielder and former West Coast Eagles listed player Luke Partington is in the SANFL State League, winning SA’s highest individual honour, the Magarey Medal.
- In the Statewide Super Women’s League, season 2019 was the first time all eight SANFL clubs competed, with Woodville-West Torrens and Central District joining

**The competition for the first time. South Adelaide won back-to-back premierships, defeating North Adelaide by 22 points in the Grand Final on May 26. Norwood’s Najway Allen, drafted to the Adelaide Crows, was named 2019 SANFL Women’s Best and Fairest.
- SANFL, football legends Peter Molony and Greg Anderson were inducted by the League into the SA Football Hall of Fame in September, along with early 20th century short great, the late Bill Mayman.
- The strong pool of SA female talent was reflected in the 2019 AFLW Draft, with 54 providing a record total of 16 SANFL players selected by AFLW clubs, South Adelaide, McKenzie McKinnon was Adelaide Football Club’s first Draft pick at No. 14.
- The SANFL had a total of 11 players selected in the 2019 NAB AFL Draft, including three in the first round and one in the top five (Dylan Stephens of Norwood). A further two players were selected in the 2019 AFL Rookie Draft.
- Female participation continued to experience significant growth in SA, with 7560 registered female club participants in 2019, a 19.4 per cent increase on 2018. Overall female participation in programs and competitions reached 62,778 in 2019, an increase of 1233 participants on 2018.
- NAB AFL Auskick participation numbers in South Australia continued to rise, with a total of 11,296 participants in 2019, an increase of 988 participants or 9.5 per cent from 2018. More than 2010 (almost one in five) Auskick participants in SA were female.
- SANFL continues to support a community club-based competition for under-7’s through to under-16’s in the Adelaide metropolitan area. It continued to thrive in 2019 with more than 13,000 boys and girls registered across 682 teams and 54 community clubs, participating in 5240 junior games between April and September.
- In a major coup, the first naming rights partner was announced in October 2019, with the competition to be called SANFL National Pharmacies Junior Cup in season 2020.
- The SANFL was nominated for the 2019 Governor’s Multicultural Awards in recognition of the SANFL’s contribution to multiculturalism, inclusiveness and social harmony through its multicultural football programs, including Welcome to Australian Rules football, SANFL, Nations Cup, SANFL, First Ginn, Multicultural Coaching and umpiring academies, and talent pathways (award winners were to be announced in March 2020). Multicultural participation numbers continued to rise and in 2019 there were more than 1400 registered multicultural NAB AFL Auskick participants in SA, a 13 per cent increase on 2018 numbers.
- The SANFL, APL Inclusive League for males with an intellectual disability in Adelaide was successfully launched.
- SANFL ECH Walking Footy for over 50’s was launched in October with come and try sessions following successful trials earlier in 2019. The first Walking Footy competitions are planned to start at AFl Max in March 2020.
Western Australia

Western Australia won the NAB AFL Under-18 Championship in the boys’ competition.

State under-18 captain Sevan Robertson won the Larkie Medal.

Six WA under-18 players were named All-Australians, along with coach Peter Simich.

28 WA players were selected in the 2019-20 NAB AFL Academy squads.

19 WA players were drafted on to AFL lists, comprising 14 through the NAB AFL Draft (three in the first round), three in the Rookie Draft and two as Category B Roosers.

12 WA players were selected in the NAB AFLW Draft. Three of WA’s AFLW under-18 players were named All-Australians.

The WAFL competition increased to 10 teams, with the entry of a standalone West Coast Eagles team.

Subbies won the WAFL Grand Final against South Fremantle at Optus Stadium.

A new WAFL Women’s (WAFLW) competition was launched to complete the female talent pathway in WA.

East Fremantle was premier in the inaugural WAFLW season.

Stephen Michael was elevated to Legend status at the 2019 WA Football Hall of Fame induction.

WAFL Diversity Coordinator Lorraine Wakefield was a finalist in the Football Woman of the Year Awards.

Total participation in WA increased to 246,729.

Registered club participants grew by 0.5 per cent to 66,689.

Female participation increased 15 per cent to 109,647.

Female club registrations increased by 24 per cent to 66,689.

WAFL umpire Dan Johanson was elevated to the AFL Field umpiring list for 2020.

The WAFL launched its Social Return on Investment Report, which found that WA footy generates more than $220 million in economic benefits and every dollar spent by club-based football in WA creates two dollars of economic activity.

Being part of a football club provides participants with the equivalent of $3,000 worth of social benefits in areas such as mental and physical health and personal well-being.

Northern Territory

Total participation grew by 10.5 per cent and 2019 saw the highest number of registered Auskick participants across the NT.

The introduction of NTFL Under-10s, with the inaugural season running over 2019-20.

Two NT female Indigenous players were drafted to AFLW clubs – Tajja Thorn (Gold Coast Suns) and Machaelia Roberts (Collingwood). They join six other NT players on AFLW lists.

Malcolm Rosas Jr became the first player signed to the Gold Coast Suns under the new Academy provisions.

The Michael Long Cup had 180 male and female participants, with players selected from the competition for NT School Sport, Boomarangs, Woomeras, World and Medley teams.

The 2019 Toyota AFL Premiership Season round 11 Sir Doug Nicholls game between Melbourne and the Adelaide Crows was played in front of 10,634 people in Darwin and paid respect to the round’s ambassador and local hero, Michael Lang.

The curtain-raiser to the AFL Alice Springs game again showcased the top NT Indigenous talent from the Top End and Central Australia before the regning premier West Coast defeated Melbourne in a sell-out round 18 clash.

The NT Thunder men’s and women’s teams were withdrawn from the NEAFL and VFLW competitions for 2020 and beyond as a new talent pathways and AFL club partnerships between the Gold Coast Suns and Melbourne respectively were announced in October.

300 students from remote regions came to the Michael Long Learning and Leadership Centre for the one-week Make Your Mark Leadership Program based on the AFL values. In addition, 21 senior Indigenous students participated in the Millull Employment Pathways Program and 86 students and 29 adults partook in the NTG’s Transition Support Unit pre-boarding program via the Millull.

Football forums were conducted in Alice Springs, Goove, Katherine and Tennant Creek, which led to the establishment of five-year strategies for each region.

AFLNT remote projects had nine staff and one youth development manager engaged in eight regions across the Northern Territory – Central Australia, Galarrwuy, Goove, Groote Eilandt, Lajamanu, Maningrida, Tiwi Islands and Wadeye.

Funding was secured for three full-time remote based trainers for local Aboriginal youth and a further 13 Community Development Program community-based AFLNT support staff were engaged locally.

The Federal Government committed $3.6 million for the long-term funding of the remote projects and the Deloitte Social Return on Investment project analysis was completed.

The joint NTG and AFLNT scouting project into an NTFL-NAB AFL team for the future was researched and presented.

Both the NTFL in Darwin, as well as all NT Thunder home games, were broadcast in a regular weekly timeslot on free-to-air television right across Australia. For the first time a CAFL broadcast saw 10 games of community and town competition broadcast live into Indigenous communities and online to an international audience.

The first AFLNT ‘Hall of Fame’ saw five years saw 15 recipients inducted across playing, coaching, media and administration categories. The first team was also inducted, with the 1988 NT Bicentennial Carnival team rewarded for their win in the Division 2 Championships that year.

Queensland

AFL Queensland was selected by the State Government as one of six state-level partner organisations to support the delivery of Queensland’s new Activ8! Sports Strategy.

Total participation rose by 4.27 per cent to 265,571, including 8.33 per cent increase in youth football and 6.27 per cent increase in senior football.

The Queensland Schools Cup (statewide competition) increased to 602 teams ($28 in 2019), with the addition of a junior male inclusion division.

AFL Queensland was a finalist in the Queensland Government Multicultural Award – Minister’s Choice Category for Outstanding Engagement.

Launched in partnership with the State Government – ‘Racism. It Stops with Me Campaign’.

AFL Townsville, AFL Darling Downs and the Northern Rivers Juniors now operate under a new governance model that sees AFL Queensland directly manage these competitions, with the existing regional entities to be wound up. This follows AFL Mackay and AFL Capricorn governance transitions in 2018.

QFL and Gold Coast Junior League Grand Finals played at Metricon Stadium.

Review completed of the South East Queensland QFAA Division 1-3 competitions, with a new competition model to be introduced in 2020, which includes for the first time the four Northern Rivers (NSW) clubs, thus ensuring the long-term sustainability of senior football in the region.

Successful introduction of QFLA Development League, which has further complemented the Queensland Female Talented Player pathway.

AFL Queensland’s infrastructure team continues work with a range of government and club stakeholders to deliver 16 community sporting projects worth more than $6.5 million.

Six Queenslanders were selected in the NAB AFL Draft in 14 in the 2019 NAB AFL Draft.

Eight Queensland girls were selected in the AFLW National Academy for 2020.

13 Queensland players made the final Allies under-18 squad (six from the Lions Academy and seven from the Suns).

Level 2 Coaching Accreditation attendance increased by 63 per cent, with courses conducted in North Queensland, Central Queensland, Brisbane, the Gold Coast and one at each AFL club.

110 coaches attended professional development sessions across the state.

50 coaches attended a coaching female players forum [Prep to Play].

Level 3 pathway course held in Queensland at Bond University.

NSW/ACT

AFL participation in New South Wales and the ACT grew again in 2019 to 294,772. This five per cent YoY increase was highlighted by seven per cent growth in Community Football, 10 per cent growth in after-school Auskick and 18 per cent school competitions’ growth.

AFL NSW/ACT assumed the governance and management of AFL Sapphire Coast, completed the Future Directions of Community Football review with AFL Riverina and saw a new era for football in the Hunter-Central Coast region with the first season under the new junior and senior aligned AFL Hunter Central Coast model.

17,932 participants took part in the 2019 Paul Kelly Cup competition, with the state final being held at Giants Stadium for the first time.

NSW/ACT has 2,216 registered umpires as a result of seven per cent growth state and territory wide – the highest number of registrations outside Victoria.
Significant grounds opened at Gore Hill North Sydney, "18 females associated with AFL NSW/ACT programs contributed more than $6.5 million to facility improvements across the region.

Federal
Albury and Jubilee Oval in Broken Hill and completed major upgrades were delivered to Lavington Oval in Lionel Watts Forestville (both fully synthetic) and the Gold Coast Suns Under-16 Academy team. AFL PNG academy participants Glen Saniong and Benedict Baro were then selected in the Queensland under-16 team.

More than 17,000 participants are involved in AFL competitions and programs overseas, including over 79,000 females (45 per cent of the overall total).

significant participation growth came from Canada (37 per cent increase) as a result of more than 21,000 kids participating in an AFL Calgary School Program which saw the establishment of 15 Auskick centres.

AFL South Africa continued to run FootyWILD programs in townships across South Africa and saw significant growth (51 per cent increase) with more than 52,000 participants.

The AFL continued to partner with the Department of Foreign Affairs and Trade’s (DFAT) Pacific Sports Partnership (PSP) program to increase participation, build capacity and promote health outcomes and contribute to Australian public diplomacy objectives in Nauru.

Adelaide Crows AFLW players Chelsea Randall, Angela Foley and Nikki Gough travelled to Nauru to promote women’s footy along with the importance of participating in physical activity and living a healthy lifestyle.

AFL PNG and the PNG Tribal Foundation launched Pilai Leng Sons (We Play for Change). The initiative combines PNG Tribal Foundation’s Sensis Pass (Change Your Way) video presentations and AFL PNG’s Paradise Foods Auskick clinics by using sport to bring people together to deliver information about healthy lifestyles, inclusion and gender appreciation.

The South Pacific under-16 boys team played in the Gold Coast Suns Under-16 Academy Championships in Ballina where six boys were selected for the Gold Coast Suns Under-16 Academy and played against the Brisbane Lions Under-16 Academy team. AFL PNG academy participants Glen Saniong and Benedict Baro were then selected in the Queensland under-16 team.

The Giants’ surge to their first AFL Grand Final produced unprecedented exposure and awareness of the club and the code in Western Sydney.

the AFL National Inclusion Carnival was successfully hosted at Blacktown International Sportspark for the first time in July – now a major highlight on the AFL calendar.

AFL NSW/ACT successfully launched its Reconciliation Plan (RAP) and many community clubs celebrated Sir Doug Nicholls Round alongside the elite competition.

In partnership with Multicultural NSW and the GWS Giants, the Giants Welcome Game at Giants Stadium was successfully hosted and included a citizenship ceremony pre-game for 300 people and their families.

The New South Wales Greatest Team of All Time was announced at an event in Sydney in May with Wagg Willis’s Wayne Carey selected as captain and confirmation that the long-awaited New South Wales Australian Football Hall of Fame will be established in 2020 to celebrate 140 years of Australian football being played in the state.

Footy fans and participants were captured by the Big, Big Sound of the GWS Giants in September as the club made its maiden AFL Grand Final appearance. Unprecedented exposure and awareness of both the club and code in Western Sydney was experienced, including a cumulative audience reach of 51 million across all media outlets during Grand Final Week and unprecedented coverage by The Daily Telegraph with 43 pages of AFL content.

The 22nd USAFL National Championships were held in Sarasota, Florida, in October with 32 men’s teams and 12 women’s teams as part of competition.

The AFL Asia National Championships were held in Pattaya, Thailand, in August with 620 players (27 per cent local) from 18 men’s and six women’s teams representing 13 countries.

AFL Asia restructured its governance to establish an Advisory Board to provide guidance and work with a newly appointed Asia Development Manager (Simon Highfield), who is employed by the AFL to support the growth of Australian football across Asia.

AFL Europe ran a range of events throughout 2019 including:

• The Fitzpatrick Cup (for universities) in Cork, Ireland;
• Champions League (nine-a-side tournament for 23 of Europe’s best teams – 15 men’s teams and eight women’s teams representing 29 countries) in Amsterdam, Netherlands;
• The 11th annual Anzac Cup between Australia and France in Villers-Bretonneux;
• The annual AFL Grand Final Lunch with special guests including Dan Jackson, Erin Hoare, Alilish Cansdine, Mark Bolton, Pat Cash and Adam Hills;
• Euro Cup (nine-a-side international tournament with 16 men’s and eight women’s teams representing 15 countries) held in Norralje, Sweden.

The Western Crows become the first side to win multiple AFL New Zealand premierships after defeating the Southern Saints by 36 points in the Grand Final (the fourth to be staged).

Papua New Guinean Hewago Paul Oea was the round six NEAFL Rising Star nominee for the Gold Coast Suns and was an integral part of the Allies AFL Academy squad.

Champions League (nine-a-side tournament for league premiers from 22 countries) in Amsterdam, Netherlands.
COMMERCIAL OPERATIONS

KYLIE ROGERS
General Manager Commercial

It was a record-breaking season commercially, benefiting all 18 clubs, fans and the wider industry. The AFL enjoyed record club memberships, record matchday attendances for the third consecutive season and strong growth in AFL membership.

Thanks to the work of so many across the clubs, the AFL and the wider football community in 2019, the game saw more than one million members signing up and more than 6.94 million fans attend matches during the 2019 Toyota AFL Premiership season.

The Consumer Products program achieved its third consecutive year of growth off the back of a strong Richmond premiership program in 2017, and likewise the West Coast Eagles in 2018.
Renewals and Key Landmarks

At the 2019 Toyota AFL Season Launch, it was announced that our partnership with Toyota will continue for another four years through to 2023, taking this landmark agreement to two decades. NAB continued their support of women’s football extending their naming rights position of AFLW for a further three years. This demonstrates the strong relationships and delivery of performance for our Premier Partners.

The AFL announced a new partnership with Emirates Leisure Retail to create the new AFL Kitchen & Bar at Melbourne Airport, Terminal 3, home of Virgin Australia. Partnership commitment and growth was achieved across 19 renewals and nine new partners to extend category return, most significantly for AFLW.

In Grand Final week, there was a significantly revised delivery of the 2019 Brownlow Medal presentation, which provided exceptional attendee and viewer experiences.

Corporate Partners

The AFL would like to acknowledge the generous support of the following corporate partners in 2019.
Toyota Motor Corporation Australia

In 2019, Toyota continued into a 16th year as the Premier Partner and Official Automotive Partner of the AFL.

Community and Good for Footy initiatives were a key focus for Toyota in 2019. The Toyota Good for Footy Raffle returned for a fifth consecutive year, raising almost $400,000 for grassroots football clubs in 2019. Across the country, 466 clubs participated in the fundraising initiative, which has raised more than $6 million for grassroots football since it was established in 2008.

Toyota’s extension of our partnership until 2023 makes it one of the largest sports sponsorship deals in Australian corporate history. Along with continuing as the premier partner of the AFL, Toyota Australia will also become the community partner of the AFL in 2020. The extended partnership will include continued support of the Toyota Good for Footy program, with an increased focus on community areas including:

- naming rights for the National Volunteer Awards;
- the National Inclusion Carnival;
- the North East Australian Football League (NEAFL);
- the National Wheelchair Championships.

Toyota will also expand its support to become the automotive partner of the AFLW.

Toyota again played a key role in bringing to life another huge Toyota AFL Finals Series and Toyota AFL Grand Final. Toyota showcased its HiLux vehicles throughout the Grand Final Parade, retiring greats Lap of Honour at the 2019 Toyota AFL Grand Final and again during the post-match presentation.

Appearing alongside the HiLux in 2019 was the All-New Toyota Supra, which was showcased to footy fans for the first time in September 2019.

Toyota also excited fans with the ‘Oh, What a Feeling’ tagline, used across key sponsorship properties during the 2019 Toyota AFL Finals Series.

NAB has enhanced its investment in the AFL Talent Pathway as naming rights sponsor of the NAB League.
**Commercial Operations**

**Kylie Rogers**

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**Carlton United Breweries**

Carlton United Breweries again celebrated the premiers by commemorating Richmond’s success with a Carlton Draught Premiers can. CUB provided the Richmond faithful with a QR code on each can which sent fans to a landing page with highlights of the Tigers’ historic win.

**Coca-Cola**

The partnership between Coca-Cola Amatil and the AFL performed strongly again and has been renewed for a further three years. Torres Strait Islander communities have remained an important part of the Coca-Cola Amatil and AFL partnership, with the annual $50,000 contribution to the Michael Long Learning and Leadership Centre again being delivered in 2019.

**National Australia Bank**

The NAB AFL Auskick of the Year competition celebrated another successful year with the 22 nominees attending the annual NAB AFL Auskick of the Year award dinner on Thursday of Grand Final week.

All nominees were reunited with their footy mentors, Geelong’s Joel Selwood and Richmond’s Kate Bremer, with Queensland’s Max Monaghan named the 2019 NAB AFL Auskick of the Year. The children walked in the annual NAB AFL Auskicker of the Year award dinner on Thursday of Grand Final week. The 22nd intake of the NAB AFL Academy saw the introduction of an expanded model comprising five state-based hubs, which enabled more than 150 players to experience elite training and development.

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**Presenting the premiership medals to the triumphant Richmond players of the moment for NAB AFL Auskicker of the Year nominees.**

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The NAB AFL and AFLW Draft Combines were held at Margaret Court Arena from October 1–4. Top draft prospects from across the country had their speed, agility and endurance put to the test, along with refined drills to assess their football abilities.

It was a year of evolution for the NAB Talent programs, with the NAB AFL Academy undergoing its biggest change since the program’s first intake in 1997. The 22nd intake of the NAB AFL Academy saw the introduction of an expanded model comprising five state-based hubs, which enabled more than 150 players to experience elite training and development.

Each hub delivered three camps across Grand Final week, December, January and April that involved high-performance training, AFL club experiences and cultural activities that helped to develop the players on and off the field.

Examples of these cultural experiences included a visit to remote Aboriginal communities in Uluru (SA hub), activities at the Grampians cultural centre (Vic hub) and team-building activities at Margaret River (WA hub).

In maintaining the playing traditions of the NAB AFL Academy, an under-17 Australian team was selected from the hubs to play against New Zealand as part of an Anzac exhibition match.

An under-18 Australian team was also selected and played against the VFL’s Casey Demons in the annual AFL Commission Chairman’s Cup as a curtain-raiser to the round-five AFL match between Melbourne and St Kilda.

March 1, 2019, NAB enhanced its investment in the AFL Talent Pathway by being confirmed as naming rights sponsor of the NAB League, the premier underage boys and girls football competition in Australia.

NAB League (formerly TAC Cup) comprises 12 Victorian and one Tasmanian team in a full-season fixture for the boys’ and girls’ competitions.

The 2019 season also saw the inclusion of talent from the GWS Giants, Sydney Swans, Brisbane Lions, Gold Coast Suns and Northern Territory (boys only) Academies for the first eight games of the season in the lead-up to the NAB AFL Under-18 Championships.

The Northern Knights became the 2019 premieres in the NAB League girls’ competition, while the Oakleigh Chargers took out the NAB League boys’ Grand Final. To support the promotion and fan engagement of the expanded competition, the official NAB League App was also launched, which saw all NAB League games streamed live with live stats, player bios, player highlights and all news related to NAB League and the broader AFL talent pathway. In the first six months, the app was downloaded more than 23,000 times, and will continue as a key pillar of support of the growth of the NAB League competition.

The NAB AFL Women’s competition expanded to 10 teams in 2019, giving 63 more females the opportunity to play in an elite environment. The 2019 NAB AFL Women’s Grand Final saw a record-breaking 53,034 spectators fill Adelaide Oval to watch the Adelaide Crows defeat Carlton.
Virgin Australia

Virgin Australia, the AFL’s major airline partner, had a strategic shift in 2019 to build the connection with AFL and AFLW fans through several events and activations.

For the first time in its partnership with the AFL, Virgin Australia launched the ‘Virgin Australia Footy Family’ campaign featuring four key themes – travel, celebration, togetherness and finals.

The campaign featured five hero-content pieces centred around the key themes, showcasing non-traditional footy families who enjoy football together. Fans also had the opportunity to generate their own content pieces which were featured on a dedicated fan content hub on afl.com.au/footyfamily.

The inaugural Virgin Australia Premiership Cup Tour was a feature of the 2019 Finals series and saw the Premiership Cup travel the country, visiting remote towns and capital cities in Victoria, New South Wales, Queensland and the Northern Territory, engaging fans across the country. The tour was also highlighted by a giant installation at Virgin Australia’s Melbourne Lounge entry which showcased all the imagery from the tour.

It was the sixth year of the Virgin Australia AFL All-Australian Awards, with the event attended by more than 250 guests, providing a great platform for brand integration. Fremantle superstar Nat Fyfe was named captain of the All-Australian team for the first time, with the West Coast Eagles’ Shannon Hurn named vice-captain.

To finish off an exciting season, Virgin Australia captured the crowd’s attention at the 2019 Toyota AFL Grand Final with an activation which had the whole stadium cheering in an attempt to break a world record. A lucky bay also received return tickets to New Zealand courtesy of Virgin Australia.

Virgin Australia continues to provide the men’s and women’s elite players access to Virgin Australia services and benefits, including baggage allowances, lounge access and an AFL team travel solution and supporting teams’ unique requirements throughout the season.

AFL Travel, the fan travel portal operated by Virgin Australia in conjunction with the AFL, again allowed fans to travel with their teams throughout the season, offering them a one-stop shop by bundling flights, accommodation and match tickets.

AFL Travel is the exclusive place to purchase match packages from the fixture launch right up until general public tickets go on sale.

The inaugural Virgin Australia Premiership Cup Tour was a feature of the 2019 AFL Finals Series, and included a visit to Broome, where it was enthusiastically welcomed by these young fans (above) and to Cable Beach (right).
Consumer products

The Consumer Products program achieved its third consecutive year of growth in 2019. The release of Richmond’s premiership merchandise range to commemorate the club’s second flag in three years marked a successful end to the season.

Growth was seen across key categories – on-field apparel, supporter accessories and memorabilia and collectables. All categories thrived in a challenging retail climate off the back of innovative product development and favourable on-field results.

The on-field apparel category had another exceptional year. Of note were the sales achieved by Puma and ISC due to their respective partnerships with Richmond and the West Coast Eagles. Carlton’s on-field resurgence drove a strong sales outcome for Nike, while Majestic benefited from the Brisbane Lions’ rise from the bottom of the ladder to premiership contender.

The supporter accessories category performed strongly with New Era continuing to forge ahead with captivating core and lifestyle headwear, while leveraging its partnerships with consecutive premiership-winning teams. The West Coast Eagles and Richmond. Burley Sekem’s evergreen bar beanie and bar scarf also continued to record unprecedented sales and resonate with all fans.

The AFL’s trading card category continues to perform strongly in what is a saturated children’s collectable market up against global brands. Highlights included team Zone’s captain game cards promotional partnership with McDonald’s and Select Australia’s premium limited-edition Supremacy collector card release.

McDonald’s

The McDonald’s partnership with McDonald’s saw a celebration of the club captains via their Captains Cards campaign that ran through the middle of the season, with more than 400,000 cards distributed in-store.

The ‘Ultimate Kick2Kick’ promotion was again delivered in 2019, seeing enormous success with 294,982 entries, increasing by 637 per cent compared with its last activation in 2017 (48,314 entries). NSW led the charge with more than 100,000 entries coming from the state. Ronald McDonald House Charities was the official charity of the new-look Realestate.com.au AFLX tournament in February, with the AFL donating $10,500 thanks to 21 super goals.

McDonald’s hosted three AFL finals matches, with more than 10,000 fans travelling to Melbourne for the Grand Final.

Accor

The partnership between the AFL and Accor as the League’s Official Hotel Partner continued to grow in 2019 with both organisations aligning their priorities for the relationship to support women across the industry, from the playing group to the corporate level.

Accor expanded its partnership to include the women’s competition, providing players with a flexible work opportunity within the hotel network tailored to the training and playing commitments of AFLW players. The pilot program launched in 2018, providing six AFLW players employment with Accor in 2019.

Across the Toyota AFL and NAB AFLW home and away seasons, Accor has gone from strength to strength hosting 185 teams across 48 hotels – including Shanghai – with a total of 20,763 room nights in 2019, including teams, staff, umpires, academics, juniors, draft and AFLX teams and personnel.

Accor provided incredible support for the Greater Western Sydney Giants in their first Grand Final in AFL history through branding of their inclusions in Western Sydney hotels, promotion through their Sunrise partnership and making available special offers for Giants fans travelling to Melbourne for the Grand Final.

AFL CLUB MEMBERSHIP

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<tr>
<th>Club (*record)</th>
<th>2018</th>
<th>2019</th>
<th>VAR #</th>
<th>VAR %</th>
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<tr>
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<tr>
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</table>
| Totals | 1,008,494 | 1,057,572 | 49,078 | 4.87%

The AFL Club Memberships program continued to grow in 2019, with 12 new licences. The total membership figure was 317,045, an increase of 13 per cent from 2018.

The AFL’s Stores group continues to evolve and expand, achieving 13 per cent year-on-year sales growth due to three new store openings, as well as several refurbished and innovative pop-up locations in non-traditional retail environments.

The Consumer Products team had a busy year renewing 35 licences’ contracts, headlined by long-term partners Russell Corp (Sherin) and Licensing Essentials. Nine new licences were also approved ahead of the 2020 Toyota AFL Premiership Season following an extensive expression of interest process, the most notable being the AFL’s new partnership with Hanes Australia ( Bonds).

Another exciting achievement was the announcement of the AFL’s partnership with Emirates Leisure Retail to create the new AFL Kitchen & Bar at Melbourne Airport. Located in the revamped Terminal 3, home of Virgin Australia, the AFL Kitchen & Bar opened to the public in December 2019.

The on-field apparel category had another exceptional year.

Another exciting achievement was the announcement of the AFL’s partnership with Emirates Leisure Retail to create the new AFL Kitchen & Bar at Melbourne Airport. Located in the revamped Terminal 3, home of Virgin Australia, the AFL Kitchen & Bar opened to the public in December 2019.
Club membership, AFL membership and ticketing

The AFL industry celebrated surpassing one million members for the second consecutive year. A total of 1,057,572 committed to the 18 AFL clubs, representing a 4.87 per cent increase on 2018. Eleven clubs set records – Carlton, Collingwood, Essendon, the Geelong Cats, the Gold Coast Suns, the GWS Giants, Hawthorn, Melbourne, Richmond, Sydney Swans and 2018 premier West Coast Eagles.

Significant growth was also seen in AFLW memberships, with 14,026 memberships sold, while AFL Membership provided another strong year of growth in 2019, totalling 58,027 members and representing year-on-year growth of 2.2 per cent.

In 2019, the base general admission ticket price was increased for the first time since 2014. It was the fourth season in which there was a national $35 entry-level ticket for weeks one and two of the 2019 Toyota AFL Finals Series. The entry-level reserved seat category for preliminary finals matches was also held at $65 across all venues.

The 2019 Toyota AFL Grand Final saw a three per cent increase in all ticket prices, with entry-level ticketing starting at $155.

Attendance

A total of 6,951,304 people attended the 198 games of the 2019 Toyota AFL Premiership Season, the all-time high for any home and away season and a 0.8 per cent increase on 2018.

The West Coast Eagles averaged their highest home game attendance (53,513), while Richmond (59,994) and Fremantle (40,900) had their second-biggest average home attendance.

The final attendance number was influenced heavily by the growth in Carlton attendances, both home and away. Comparative to its on-field performance, the 47 per cent year-on-year growth was significant.

The Brisbane Lions’ increase was also substantial at 34 per cent. Conversely, Melbourne ended 29 per cent down on 2018 with Port Adelaide and the Sydney Swans also experiencing a decline.

The biggest crowd of the year was 92,241 for the traditional Anzac Day game between Collingwood and Essendon, the second-highest Anzac Day attendance ever.

The average attendance per game across the 2019 Toyota AFL Premiership Season was 35,105, which is the seventh highest and the largest since the introduction of the two expansion teams.

The attendance for the 2019 Toyota AFL Finals Series was 563,462, the 12th highest in history.

Across all AFL matches, the JLT Community Series, the Toyota AFL Premiership Season and the Toyota AFL Finals Series, crowds had a cumulative total of 7,608,280.
## ATTENDANCE BY VENUE

### 2019 Attendances

<table>
<thead>
<tr>
<th>Venue</th>
<th>Games</th>
<th>Attendance</th>
<th>Average</th>
<th>% Variance</th>
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<tbody>
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<td>Adelaide Oval</td>
<td>22</td>
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### 2018 Attendances

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### Totals

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## COMMERCIAL OPERATIONS

KYLIE ROGERS

Despite finishing 16th, Carlton experienced a 47 per cent growth in home and away attendances in 2019.
The AFL continued to increase its footprint internationally, including in China where Port Adelaide and St Kilda clashed in the third premiership match in Shanghai.

GROWTH
DIGITAL &
AUDIENCE

DARREN BIRCH
General Manager Growth Digital and Audience

In 2019, the focus for the Growth, Digital and Audience department was to engage existing and new audiences with targeted quality experiences to progress the game for everyone. Aligning with the AFL’s broader strategy, our department continued to concentrate on three key pillars of:

- audience growth
- market growth
- product growth

With a focus on amplifying our AFL Media network across our social/digital channels, we were able to reach a broader audience and create a pathway for more people to become a fan of our game.

The evolution of new products including AFLX, AFL Women’s and the revamped NAB AFL Auskick program has extended the AFL’s relevance within different communities and provided new opportunities for people to connect with our sport.

Our footprint in new markets, both domestically and internationally, was also strengthened through the work of the AFL and our club networks which contributed to achieving record AFL attendance numbers in 2019.
Growth and new markets

AFL attendance numbers reached record heights in 2019, with 6.95 million people attending games across the country. This was achieved partly through strong growth in the northern markets of New South Wales and Queensland, which experienced year-on-year increases in AFL club membership and participation numbers. The AFL’s impact in China was reinforced in 2019, following the establishment of an AFL China office in Shanghai, and the appointment of the first China-based General Manager and Business Development Manager, who will cultivate broadcast, commercial and government partnerships to deliver audience and revenue growth. The AFL continued to grow its broadcast footprint in China across free-to-air and digital streaming services with 5.3 million people watching the Toyota AFL Grand Final. Season 2019 marked the third instalment of a Toyota AFL premiership season match played in Shanghai, with Port Adelaide and St Kilda Football Clubs meeting for the first time. The sold-out match delivered strong government and business outcomes and reached 4.1 million viewers. AFLX took on a new format in 2019, with the introduction of four new teams – Bolts, Deadly, Rampage and Flyers. With the addition of a number of new rules and mixed representative squads made up of players from across all 18 AFL clubs, the new format saw 24,000 fans attend the event, while a further 600,000 people tuned into the broadcast. In 2020, AFLX will have a stronger focus on how it can be implemented at a community and international level.

AFL Women’s

The third season of AFLW was highlighted initially with the competition expanding to 10 teams, following the inclusion of North Melbourne and Geelong. The bookend to a memorable year was the AFLW Grand Final at Adelaide Oval, which saw a record crowd of more than 53,000, the highest attendance for a standalone women’s sporting event in Australian history. More than 244,000 people attended games over the season, while an audience of 4.2 million tuned in to view the action on TV. Expansion of the competition continues in 2020, with the addition of four new clubs – the Gold Coast Suns, Richmond, St Kilda and West Coast. In addition, a three-year CBA agreement was secured which will underpin the growth of the competition for 2020-22. Female football continued to thrive locally with the completion of the inaugural AFL Women’s Coaching Academy and Prep to Play Community & Elite Series into AFLW and community clubs. Increased female player safety was also delivered with the rollout of the National Female Football Guidelines into community leagues across the country.

With stars such as Carlton’s Tayla Harris, the third season of the AFLW was again hit with fans, drawing big attendances and TV audiences.

The 2019 AFLX tournament attracted a cross-section of fans as well as celebrities such as TV presenter Amberley Wibo.

The sold-out match delivered strong government and business outcomes.

THE SOLD-OUT MATCH
Children

A focus on creating a series of positive football firsts and modernising the junior football pathway was the approach adopted to engage more children to the game of Australian Football in 2019.

The rollout of the new NAB AFL Auskick curriculum was a success, with all 1630 national Auskick centres adopting the new program. More than 124,000 children experienced Auskick in 2019, including our first Auskick program delivered with all Chinese and Mandarin materials to support new participants from Chinese communities.

Transition from NAB AFL Auskick to junior football will continue to be a focus, with the development of a modernised junior football pathway program to be unveiled in 2020. In addition, the opportunity to engage with children in the classroom will be bolstered, with the introduction of a fresh school football curriculum, which will align resources and deliver football education in the classroom.

Streaming of live match minutes through the App grew by 10 per cent compared with 2018. This extraordinary result was built on the foundation of more than two million AFL Live Pass subscribers.

With AFL Media’s comprehensive coverage of both AFL and AFLW competitions, afl.com.au continued to be the online sporting destination of choice for fans across the country. More than 23.79 million unique visitors flocked to the platform in 2019, while 1.8 million unique visitors visited the new AFLW website, womens.afl.

Telstra AFL Trade Period

The Telstra AFL Trade Period delivered the highest engaged digital audience in the AFL Media network’s history, delivering 6.3 million unique visitors who read 34 million articles and watched 6.8 million videos on demand. During this period, the Telstra AFL Trade hub saw 7.1 million page views, while the No. 1 trade show – Telstra AFL Trade Radio – was streamed three million times, increasing by 117 per cent compared with 2018.

AFL Media network

Season 2019 saw the implementation of a new strategy for the AFL Media network, with a focus on creating more quality analysis and evergreen content. The streamlined approach supported a surge in audience engagement across our digital platforms, increasing overall unique visitors by six per cent on the AFL Live Official App and website.

Through the ongoing support of partner Telstra, the AFL Live Official App developed a revamped match centre experience, which included an official stats engine ‘StatsPro’. This allowed users to watch every highlight of every player from every match.

Content Management

An upgrade of AFL Media’s Content Management System was completed to deliver the content and distribution of vision required to grow audience, optimise revenue and deliver a more targeted experience for fans. In addition, AFL Media will start a major project early in 2020 to digitally archive historic AFL footage. The project will see thousands of significant tapes archived to provide an opportunity to share the game of AFL to new fans in the future.

NAB AFL Draft

The 2019 NAB AFL Draft showed an increasing appetite for digital coverage, with new initiatives proving popular with fans. AFL Media’s new Draft Countdown live broadcast and Draft Night Live show were well received, with 214,000 unique streams delivered across both shows on AFL digital platforms before the first round of the draft. Across AFL digital channels and Fox Sports TV, 218,000 people watched the live broadcast of the first round, an increase of 46 per cent compared with 2018. In addition, users visiting afl.com.au and the AFL Live Official App for the two days of the draft grew to 1.05 million, up by 10.7 per cent compared with 2018.
Social media continued to be a key platform to drive audience growth and maintain relevance, and we saw considerable increases across all AFL social accounts, primarily via Instagram and YouTube. Despite publishing less content compared with 2018, the implementation of a targeted social media approach, mixed with strong storytelling, took our total followers to 3.1 million, while video views increased by 42 per cent on 2018.

The AFL photography team produced another successful season, with new initiatives and award-winning photos capping off a big 2019. Chief photographer Michael Willson’s photograph of Tayla Harris became one of the most iconic images of recent times, making international headlines and claiming the Women In Sport Photo Action Award. In addition, the spirit of grassroots football shone out strongly through the launch of the hugely successful #FootyFocus photography competition, which saw more than 5000 pictures submitted from amateur photographers across the country.

Marketing and Earned Media

The successful Don’t Believe in Never campaign continued across the 2019 Toyota AFL Premiership Season, including the season launch, themed rounds and Finals Series. In the lead-up to the season launch, the campaign was showcased across 77 outdoor locations nationwide and produced 1.75 million views across major online networks, as well as additional audience reach through club creative in localised markets.

The AFL Finals campaign delivered a historic Don’t Believe in Never story, which featured eight club-based story executions reaching 18.3 million impressions across media channels and a 3.7 million organic reach on social media.

In the AFL Women’s Competition, season 2019 saw the launch of the GenW campaign, which inspired a new generation of AFLW fans across women and men, adults and children, traditional fans and new fans. The GenW campaign achieved a 46 per cent increase in total TV audience, while the AFLW Grand Final TV audience rose 92 per cent compared with 2018.

The Earned Media approach embraced a new direction in 2019, with a focus on growing new audiences and building relevance and credibility among major fan segments. Through new relationships with key non-traditional media outlets and adopting a strategic approach, the earned media activity in September during finals generated 1141 pieces of coverage and 117 million views across the country. Using this approach for one key announcement of Grand Final performers, the game’s coverage in non-traditional media outlets earned more than 49 million audience reach, outstripping traditional media coverage for the Grand Final Entertainment announcement of 33 million.

MICHAEL WILLSON’S PHOTOGRAPH OF TAYLA HARRIS BECAME ONE OF THE MOST ICONIC IMAGES OF RECENT TIMES
A review of industry strategies was designed to grow engagement and participation in multicultural communities.

The Strategy department works with the AFL Commission and Executive to ensure the future long-term growth and sustainability of the game. The team is responsible for developing and implementing the strategic plan, supporting the allocation of resources and managing business performance. The team fulfils this responsibility by working closely with various stakeholders to identify, analyse and make recommendations on major industry issues. The team is also responsible for industry research priorities and the development of insights to support decision-making. The team will also regularly play a role in leading or facilitating the implementation of strategic initiatives. In addition to the strategic planning function, the department is also responsible for customer technology, data and analytics technology across the industry.
Strategy and Insights

The Strategy and Insights team is responsible for overseeing the development, planning and implementation of the AFL strategic plan. The team provides advice on major issues to the AFL leadership through the rigorous application of strategic analysis, research and planning processes. Areas where strategic planning support has been provided include:

- Victorian community football – developed initiatives to better support football regions under pressure and reduce the financial and administrative burden to community leagues, clubs and volunteers;
- Multicultural engagement – led review of industry strategies and developed recommendations to more successfully grow engagement and participation in Australian Football in multicultural communities;
- Mental health – facilitated the development of an industry strategy and plan across AFL, AFLPA and clubs to further advance mental healthcare support for players and staff;
- Second-tier competitions – supported review and stakeholder engagement into driving greater national consistency across second-tier competitions’ rules and structures;
- Fixturing/scheduling – provided advanced analytics support into the development of the fixtures and schedules for AFL, AFLW and second-tier competitions;
- Broadcasting/AFL Media – provided strategic analysis, research and support into the media market and undertook extensive analysis on possible future scenarios;
- Business operations support – general analytical support into various league marketing, pricing, product and commercial decisions.

Research

The AFL also undertakes extensive fan and community research to better understand fan preferences, attitudes and behaviours to guide decision-making across the industry. Major research projects conducted in 2019 include:

- Brand health – provided regular monitoring of brand performance across public sentiment, brand health and reputational metrics;
- Fan focus groups – facilitated engagement with fans and the general public on sentiment on the game, ensuring fan issues and suggested improvement or focus areas for the League;
- Match-day experience – fan satisfaction research conducted with 60,000 respondents across X-AFL venues to drive improvements to AFL and AFLW match-day experience;
- Western Sydney – comprehensive study completed on Western Sydney to develop improved demographic, regional and behavioural insights to drive growth in AFL fan base;
- AFLW audience insights – comprehensive study completed to inform a repackaging of AFLW brand and marketing programs to drive interest and engagement with the game;
- Social and economic impact – partnered with various research providers to better understand and communicate the positive impacts Australian Football has on different communities (social impact) and the AFL industry’s contribution to the Australian economy and workforce (economic impact).

Customer technology

A major area of focus for the team in 2019 was understanding how technology can be used to better serve clubs, fans, community football, volunteers and industry partners.

Five key areas have been identified as the emerging technology priorities for the industry:

1. Seamless, digital fan experiences – simplifying how fans engage and transact on digital platforms;
2. Direct-to-customer – develop better relationships and understanding of fans, participants and volunteers through technology, data and analytics;
3. Powering community football – support the growth of community participation while simplifying the administrative burden for community leagues, clubs and volunteers;
4. Unlocking the game – bringing the game closer to fans through better use of statistics, analysis and game vision;
5. Connected workplace – enabling a more productive and collaborative workplace to better serve our stakeholders.

A review on governance processes related to the management of technology decisions was also conducted. The outcome has been to introduce new practices that have already achieved significant financial savings for the industry and improved service outcomes from our technology partners.

In 2019, the focus was directed to initiatives to improve the fan experience through the use of technology. Through strong partnerships with our ticketing agents, venues and technology providers, we were able to implement initiatives such as:

- New membership account manager – to simplify the membership purchasing and management experience for club members;
- Mobile membership – to make it easier for club members to attend games with their membership card stored in the club app;
- Membership barcode management – to upgrade processes and integration between ticketing agencies and venues to streamline venue access for members and guests;
- Personalised marketing – to enable better personalised marketing and relationships with fans through enriched third-party data;
- Continuous improvement programs – to enable clubs to spend more time serving their fans by more automated processes for website content creation, data analysis and processing;
- Club software licensing fees – to enable clubs to better invest in their fans through financial savings in AFL club platform licensing fees with ticketing and venue partners;
- Participation platform review – to better understand how we can better meet the current and future needs of community football leagues, clubs, players and volunteers.

In 2019, the focus was directed to initiatives to improve the fan experience through the use of technology.
Industry key relationships

The Strategy team also facilitates greater industry collaboration on major issues through managing the agenda of meetings with the AFL club presidents and CEOs. In 2019, AFL club presidents and CEOs met at five meetings:

- AFL club presidents/CEOs (March)
- AFL club CEOs (May)
- AFL club CEOs (August)
- AFL club presidents/CEOs (September)
- AFL club CEOs (November)

Meetings topics included discussions on major industry issues such as social policy, industry financial health, player wellbeing and safety (including mental health), women’s football, competition management and community football.

Data and analytics

A major industry strategic priority in 2019 was to understand how to better use new technologies and customer data to better connect with audiences and grow fan engagement.

The team successfully completed a key foundation stage through the implementation of an industry data management solution. This data management solution has enabled clubs to better utilise customer, member and fan datasets to better understand fan behaviours and preferences. By collaborating on a shared industry solution, both the AFL and clubs have benefited significantly through fixed cost savings, reduced technology project risk and easier sharing of best practices and learnings. In 2019, key objectives met included:

- Implemented Customer Data Warehouse as an industry data management solution to allow AFL clubs to access membership, ticketing, retail and customer research data;
- Secured 12 clubs on a new business intelligence solution to enable self-service reporting and analytics on their individual club datasets;
- Assisted clubs with user training resources and development of in-house data and analytics teams – enabling the appointment of six full-time data analysts at clubs, with 100 plus system users;
- Hosted the inaugural AFL Club Data Day with guest speakers, club presentations and training to further advance industry knowledge and best-practice sharing;
- Completed club trials and review for marketing automation technology to better understand club requirements and develop a clear roadmap for implementation.

The use of data and analytics in the industry will continue to grow as we seek to improve how we personalise fan experiences through use of data, insights and marketing.
Our people are at the heart of everything we do at the AFL. Our staff bring innovative ideas, new ways of thinking and role model our Values and our Purpose to help ensure the AFL is a successful and high-performing organisation. We know if we create positive experiences for our team, we can bring out their best and deliver on what’s most important for our fans, community and partners.

An engaged team

Employee engagement at the AFL increased for the fourth straight year, after tracking the results of our annual Vibe survey. The Vibe allows our people to provide feedback on what is working well and what we need to focus on next across engagement, leadership, health and wellbeing, development and culture.

Vibe highlights in 2019 included:
- More than 90 per cent of our people love what they do and enjoy working at the AFL;
- We have closed the gender gap, creating a more inclusive environment for all – our women and men are now equally engaged;
- 90 per cent of our people say the AFL motivates them to do great work;
- 88 per cent would recommend the AFL as a great place to work.
Developing our people and teams

Our inaugural Executive Women’s Program – GenW – was a major success with the intensive six-month program helping to accelerate our industry’s most talented women into senior executive and general manager positions. Participants received mentoring and sponsorship from industry leaders and role models while also building collaborative networks and enhancing their industry knowledge and expertise.

The AFL Industry Women’s Leadership Program is aimed at emerging and mid-level talented female leaders working across the AFL and AFL clubs. Designed to challenge and support women to actively pursue their career aspirations, the program focuses on building enhanced leadership capability and critical skills relating to communication, business relationships, organisational presence and resilience.

The rising stars of the broader AFL industry were also a focus with the AFL Emerging Leaders Program helping participants develop values-based leadership styles and capabilities to assist in accelerating their career progression and support an effective transition to leadership positions in the future.

Health and wellbeing

In 2019, the AFL launched a range of health and wellbeing initiatives to assist our people live a healthier and happier life. As part of our commitment to further supporting the mental health of our team, a Mental Health Champions initiative was unveiled at AFL House which involved a range of people from across our organisation being equipped with the knowledge, skills and confidence to provide assistance to their peers.

A new look Wellbeing Centre on Tommy (the AFL’s intranet system) was also developed, which provides information, videos, recipes and other health initiatives to our people. The AFL staff also took advantage of a range of other opportunities including mindfulness sessions, massages, fitness classes and surprise and delight moments throughout the year.

Rewarding and recognising our people

Reward and recognition went to a new level at the AFL in 2019 with the launch of our new and improved Specy program. Specy is the AFL’s Recognition and Reward Program, which is based on recognising and rewarding our people who make a ‘standout’ contribution to progress our game and role-model our values.

Our Specy half-year and end-of-year awards recognise the extraordinary achievements of people from across our organisation with awards given for our four values – Play to Win, Play Fair, Play as One Team and Play with Passion – along with a ‘Team Award’, ‘Extraordinary Deputyant’ and ‘AFL Purpose Award’.

Workforce Gender Action Plan

The AFL launched its first Workforce Gender Action Plan in 2019, on the same day the organisation celebrated International Women’s Day.

The Workforce Gender Action Plan outlines the actions we have committed to over the next three years to create an equal future for our people in the AFL, including:

» Creating more opportunities for talented women to progress within the industry
» A gender-neutral parental leave policy which provides six months paid leave for primary carers and six weeks for secondary carers. In addition, continuous superannuation payments to the primary carer during any unpaid parental leave period up to 28 weeks is provided.
» Supporting families through flexible working – we provide more choice in how our team work to help us deliver on our winning strategy.
» Creating more opportunities for talented women to progress within the industry.
» Evolve – our inaugural Men’s Development Program focusing on healthy masculinity.
» Recruiting a more diverse workforce.
» Creating an inclusive workplace where all our people’s differences are valued.

Play the day your way

At the AFL, working flexibility is core to who we are and this ensures our people are at their best, at home and at work.

With almost 90 per cent of our people indicating they work flexibly in their role, the AFL’s flexible working approach, known as ‘Play the day your way’, is having a positive impact on our team.

For all people and all roles, we are providing more choice in how our team work to help us deliver on our winning strategy. This includes flexibility with start and finish times, a range of leave options and flexibility in work location.

Jill Lindsay Scholarship

AFL Tasmania CEO Trisha Squires was awarded the 2019 Jill Lindsay Scholarship at the Women’s Industry Lunch, where more than 800 people celebrated women within the sporting industry.

After completing an AFL traineeship with Melbourne in 1999, Squires continued at the club as a full-time employee in the role of events assistant. Squires then went on to work at the Western Bulldogs in several roles before being appointed the CEO of AFL Tasmania in February 2018.

The 2019 Jill Lindsay Scholarship finalists were:

» Lisa Manahan – General Manager People and Culture Manager, Brisbane Lions
» Madison Harley – Female Football Programs Officer, Adelaide Crows
» Grace Mitchell – Community Football Coordinator, AFL Tasmania
» Trisha Squires – CEO, AFL Tasmania

Jill Lindsay was a trailblazer in the AFL industry and in 2002 was inducted as the AFL’s first female Life Member in recognition of her 41 years working with the AFL/FL.

Graeme Samuel Scholarship

Carlton CEO Cain Liddle was awarded the 2019 Graeme Samuel Scholarship.

Awarded to a senior manager within the football industry who is working in the areas of business or administration, the Graeme Samuel Scholarship provides the recipient with $20,000 to be put towards a study course to further their career development.

Liddle’s dedication, innovation and enthusiasm over nearly a decade in the AFL industry were called out by the selection panel, including time as Chief Customer Officer at Richmond and latterly in the past two years as Carlton Chief Executive Officer.

Liddle has championed considerable change and development at Carlton, including the acquisition of funding and the subsequent redevelopment of Ikon Park, overseeing the expansion of Carlton’s AFLW program and leading significant increases in commercial revenues and the Carlton IN Business corporate networking program.

The scholarship has been awarded by the AFL Commission since 2003, in recognition of Graeme Samuel’s contribution to the game.

WGAE Employer of Choice

The AFL is proud to obtain the Workplace Gender Equality Agency (WGAE) Employer of Choice for Gender Equality citation in 2019. The AFL is the first sporting body in Australia to receive the citation. This recognition has been several years in the making as we have been working hard behind the scenes to create a more inclusive culture that values equality.
Our game is played and enjoyed far and wide, even in the shadows of Uluru in central Australia.

INCLUSION & SOCIAL POLICY

TANYA HOSCH
General Manager Inclusion and Social Policy

The focus of the team’s work remains vital when considering the position of Australian Football within metropolitan and regional communities across every part of Australia. Given the range of challenges that face the AFL, as highlighted by the Adam Goodes documentaries in 2019, the AFL needs to be strategically better placed to deal with our changing society.

It is the work of the Social Inclusion team to address so many matters, ranging from issues such as crowd behaviour, online trolling and the growth of social media as it pertains to society and the code of Australian football.

Across the year, work has been centred around assisting all clubs at all levels, broadcasters, officials, fans, members, players and families to enjoy the game as much as possible and reaffirm that the game is seen as a sport for everyone and Australia’s game.
Nicky Winmar statue

A highlight of the year was when a 2.75m statue of Neil Elvis ‘Nicky’ Winmar was unveiled outside Optus Stadium in Perth in July.

The statue depicts one of the most iconic moments and images in Australian sporting history – the moment Winmar, a Noongar man, changed conversation in Australia by lifting his football jumper and pointing to his skin.

Commissioned by the West Australian Government and the AFL, the statue was inspired by the iconic image taken by photographer Wayne Ludbey at Victoria Park in round four of the 1993 premiership season, which captured Nicky’s response to racial abuse he had suffered throughout his career and on that day.

Adam Goodes apology

The AFL and the 18 AFL clubs come together to make a statement on behalf of members, administrators, staff and players in relation to the treatment of Adam Goodes in his final years as an AFL player.

The statement included an unreserved apology for the failures during this period.

Adam, a dual Brownlow medallist, two-time premiership player and someone who represents so much that is good and unique about our game, was subjected to treatment that drove him from football. The game did not do enough to stand with him, and call it out.

Two films focusing on the treatment of former Sydney Swans champion Adam Goodes were released in 2019, with fans at the SCG able to share in the experience.

AFL statement on Adam Goodes

June 7, 2019

The Australian Football League and the 18 AFL clubs have come together to make this statement on behalf of our members, administrators, staff and players.

The history of the game says that Australian Rules has officially been played for 161 years.

Yet, for many years before, Aboriginal history tells us that traditional forms of football were played by Australia’s first peoples all over Australia, most notably in the form of Marngrook in the Western Districts of Victoria. It is Australia’s only Indigenous football game – a game born from the ancient traditions of our country. It is a game that is proudly Australian.

Aboriginal and Torres Strait Islander players are some of the most extraordinary players that the game has seen, and football has played a part in positive social change for many people and communities.

2019 will see the release of two important films about football, racism and discrimination. The films focus on the treatment of Adam Goodes, one of the game’s greatest champions, and tell the story of Australia’s history with the First Peoples of this land.

Through Adam’s story, we see the personal and institutional experience of racism. We see that Australia’s history of dispossession and disempowerment of First Nations’ people has left its mark, and that racism, on and off the field, continues to have a traumatic and damaging impact on Aboriginal and Torres Strait Islander players and communities.

The treatment of Adam challenges us, and our right to be considered Australia’s Indigenous football code. Adam, who represents so much that is good and unique about our game, was subject to treatment that drove him from football. The game did not do enough to stand with him, and call it out.

We apologise unreservedly for our failures during this period.

Failure to call out racism and not standing up for one of our own let down all Aboriginal and Torres Strait Islander players, past and present.

Our game is about belonging. We want all Australians to feel they belong and that they have a stake in the game. We will not achieve this while racism and discrimination exists in our game.

We pledge to continue to fight all forms of racism and discrimination, on and off the field.

We will stand strongly with all in the football community who experience racism or discrimination.

We will listen to Aboriginal and Torres Strait Islander players and communities to learn about the impact of racism and in doing so we will gain a deeper understanding of Aboriginal and Torres Strait Islander cultures.

We will continue to work to ensure a safe and inclusive environment wherever our game is played.

And we urge all Australians, and in particular our supporters and fans, to see these films with open hearts and minds and learn from the experience and leadership of Adam Goodes, just as we are.

We are unified on this and never want to see the mistakes of the past repeated.
The Final Quarter and The Australian Dream

In 2019, two important films about football, racism and discrimination were released which focused on the treatment of Adam Goodes, one of our game’s greatest champions.

The Final Quarter and The Australian Dream told the story of Australia’s history with the First Peoples of this land and showed the wider community that racism, on and off the field, continues to have a traumatic and damaging impact on Aboriginal and Torres Strait Islander players and communities.

Players and staff from all 18 AFL clubs had the opportunity to view the films before their public release, while all Aboriginal and Torres Strait Islander players who attended the Indigenous All Stars Summit watched The Final Quarter together.

Indigenous participation

In 2019, 10 per cent of AFL players and four per cent of AFLW players Aboriginal and/or Torres Strait Islander peoples.

Sir Doug Nicholls Round

Sir Doug Nicholls Round was played over rounds 10 and 11 in 2019, with highlights including the Marngrook game between the Sydney Swans and Collingwood at the SCG and the Dreamtime at the ‘G clash between Richmond and Essendon.

Sir Doug Nicholls was an elite footballer, athlete and boxer but equally as inspirational were his efforts away from the sporting field as a community leader.

Each year as part of Sir Doug Nicholls Round, the AFL honours an Aboriginal or Torres Strait Islander person who has made a significant contribution to football and the community. The 2019 Sir Doug Nicholls Round was in honour of two-time Essendon premiership player and Australian Football Hall of Fame member Michael Long.

Reconciliation Action Plan

The AFL will release an updated Reconciliation Action Plan (RAP) in 2020 which will include practical actions to drive the AFL’s ongoing contribution to reconciliation both internally and in communities across Australia.

Pride Game

St Kilda and the Sydney Swans came together in round 23 for the fourth iteration of the Pride Game, which was themed ‘I’ll Stand By You’. The Pride Game message addresses the importance of inclusion, family and acceptance among the Lesbian, Gay, Bisexual, Transgender, Intersex and Queer (LGBTIQ) community.

Rule 35

Through 2019, the department undertook major work around the review of the AFL’s vilification law, Rule 35. In 2020, this will be completed with the recommendation phase and completion.

Brought in in 1995 as Rule 30, Rule 35 has been pivotal in dealing with a range of issues the AFL has experienced, from racial and religious vilification to gender issues and disability.

Calling for submissions from all AFL clubs and key national stakeholders in the space of Diversity and Inclusion, the research project has invited input from industry, partner agencies, broadcasters and AFL affiliates to enable the best possible data to be available and for future planning to be rigorous.

In his 300th AFL game, Lance ‘Buddy’ Franklin booted four goals in the fourth Pride Game between the Sydney Swans and St Kilda in round 23 at the SCG.
With passionate support from fans, AFL initiatives such as the Big Freeze make a huge contribution to the community.

CORPORATE AFFAIRS

BRIAN WALSH
General Manager Corporate Affairs and Communications

In September 2019, a restructure of the AFL Executive team saw the areas of Corporate Affairs, Government Relations and Media/Public Communications brought together.

The AFL’s strength in the community, in all parts of Australia, is drawn from its ‘licence to operate’, whereby the game must also serve those who commit their time to the code, be that as players, coaches, administrators, members, fans or volunteers.

At elite level, a dynamic environment requires the leadership of the game to form and maintain strong partners across media, government and community, which are vital to the long-term success of both the elite AFL and AFLW competitions, and the wider game at all levels.

At community level, it is both expected and required that the AFL lead on issues of importance to its fans, while supporting community endeavours and using the game’s profile to assist in driving charitable and community outcomes.

At every level of the game, football clubs and people within football contribute hugely to their communities and this work remains a vital part of the AFL’s charter.
Government relations
The AFL works proactively to build and maintain relationships at federal, state and local government level across the country. The AFL seeks to work closely with all sides of politics, to best represent the interests of Australia’s only independent game, and to achieve strong outcomes for community and metropolitan leagues, as well as outcomes that will assist the many hundreds of thousands of supporters and members of the game at elite level.

Lifeline
Late in 2019, the AFL announced Lifeline Australia as an official charity partner.

Through the AFLs on-going focus on the mental health of the whole industry, the AFL announced a partnership with Lifeline Australia with the aim to provide valuable awareness to the Lifeline program and be part of the conversation that talks openly about mental health and reduces the stigma associated with mental illness. The partnership will see the AFL raise funds to support the Lifeline volunteer network and drive awareness at all levels of football across the country.

AFL Chief Executive Officer Gillon McLachlan, along with Lifeline Chief Executive Officer Colin Seery and AFL Head of Mental Health and Wellbeing Dr Kate Hall, launched the partnership on the eve of the 2019 NAB AFL Draft.

Jim Stynes Community Leadership Award
Founded in 2012, the Jim Stynes Community Leadership Award was established in honour of the former Melbourne champion and club president, who tirelessly worked for the betterment of displaced young people within the community.

In 2019, Stephen Coniglio received the Stynes award, the GWS Giants midfielder recognised as a driving force for inclusiveness and social cohesion across a range of programs that engage the multicultural communities of Western Sydney. The award is presented annually to an AFL or AFLW player who demonstrates the values of Jim Stynes through:
- Ongoing commitment to the community, by way of helping others and making a difference;
- The way the individual played and represented the game on-field.

Carlton’s Jessica Hosking, Geelong’s Jamaine Jones and Port Adelaide’s Travis Boak were also recognised as finalists in 2019 for their outstanding work as community leaders.

Media accreditation
The department handles media accreditation for the AFL and AFLW seasons, along with managing relationships at major events such as the Season Launch, Brownlow Medal, All-Australian Awards, Rising Star presentation, AFLW Awards, Hall of Fame Induction, AFL and AFLW respective Combines and Drafts and trade period.

Across the combined elite seasons, some 2000 people working in various media roles are accredited to work at AFL match-day venues. The communications team has the job of working with media to drive interest in our game at all levels.

Women’s Industry Lunch
Gathering more than 800 people together in a celebration of women across the sporting industry, the AFL Women’s Industry Lunch celebrated its 11th anniversary in 2019, highlighting the pathways available for women to advance their careers.

Newly-appointed AFL Commissioner Dr Helen Miliro delivered the opening welcome, reflecting on her pathway to become one of Australia’s leading clinicians in the areas of Aboriginal and Torres Strait Islander mental health, psychology, education and academic excellence.

The Women’s Industry Lunch brought together female leaders in the industry to recognise the work from emerging women in their field, highlighting the impact women have in the sporting industry.

AFL Tasmania CEO Trisha Squires received the 2019 Jill Lindsay Scholarship at the function, with her award presented by AFL Commissioner and AFL SportsReady board member Simon Wilkie.

The Big Freeze
More than 14,000 fans packed the MCG for the fifth Big Freeze at the ‘G, raising more than $5.1 million around the Queen’s Birthday match to help fight and find a cure for Motor Neurone Disease (MND).

Inspired by the tireless work of Neale Daniher, a mix of Australian sporting legends and retired AFL greats took the plunge in a giant ice bath in front of the incredible Long Walk crowd and the other end of the stadium.

In 2019, AFL CEO Gillon McLachlan continued as patron of the Children’s Cancer Foundation, a role he has held since 2014. The AFL also supports the event through management and promotion, with many AFL team members volunteering their time in the lead up to the event and on the day.

Cape York House
AFL Cape York Boys and Girls Houses continue to provide educational, employment and training opportunities for some of Far North Queensland’s most remote communities in a culturally appropriate, safe and secure residential environment.

The House’s over-riding mission is to enhance the lifestyle skills of Indigenous Australians and increase participation in sport through the AFL game and achieve long-term change for Indigenous children from remote communities in Far North Queensland.

In January 2019, construction of a state-of-the-art girls boarding facility was completed and opened with 22 new enrolments.

The houses accommodate up to 77 boys and girls who attend different public and privately-funded secondary schools, giving each boarding student the opportunity to reach their potential.

Children’s Cancer Foundation
The AFL continues to support the Children’s Cancer Foundation through the annual Million Dollar Lunch. Raising $2.1 million, the event was a huge success, taking the total amount donated to $23.8 million since the inaugural event in 2005. The Million Dollar Lunch is the cornerstone event in the Foundation’s calendar, raising crucial funds for cancer research, clinical care and family support.

AFL CEO Gillon McLachlan, along with AFLW player Lauren Jackson and AFLV Champions Nick Riewoldt take the plunge at the fifth Big Freeze at the ‘G.

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The houses accommodate up to 77 boys and girls who attend different public and privately-funded secondary schools, giving each boarding student the opportunity to reach their potential.
Captains Day – AFLW and AFL

As part of the 2019 Toyota AFL Season Launch, the AFL club captains were brought together for the annual Captains Day held at Melbourne’s Marvel Stadium. Established in 2003, the event is a key pre-season promotional event on the AFL calendar, promoting the season ahead and servicing the AFL’s key rights partners across the media industry.

The AFLW captains are similarly brought together at the AFLW Season Launch, on the eve of their season, to maximise coverage opportunities before the start of matches.

The respective events each gather significant attendance of more than 100 media representatives, with coverage reaching every state and territory.

Ladder

An independent, not-for-profit organisation, Ladder was established in 2007 through an AFL player community initiative aimed at providing mentoring and unique opportunities for young people to achieve their goals.

The core work for the program was to break the cycle of youth homelessness.

Ladder provides its support and programs across four key areas:

- **Step up** – an education, employment and training program to build foundation skills and self-efficacy;
- **Community partnerships** – working with partner organisations to achieve specific goals;
- **Mentoring** – assisting young people achieve their goals and advance their personal and professional development;
- **Strategic initiatives** – opportunities across a range of areas to deliver special projects to support young people.

The AFL Players Association continued its support of Ladder on a number of key projects, events and campaigns to help raise awareness and funds for Ladder; players donated more than $200,000 to Ladder via a $25 donation from each match payment.

Ladder was again the AFL’s official charity partner of the Toyota AFL Finals Series. Premiership cup pins were sold at stadiums across the country during the 2019 Finals Series, with advertising also provided across stadium signage and big screens, the AFL Record and AFL digital channels.

The AFL also provide support to the staff at Ladder via professional IT, finance and HR services, along with AFL staff volunteering their time through workplace giving programs.
The AFL is working closely with the Victorian Government to help deliver on the Government’s masterplan for the Victoria Harbour precinct.

RAY GUNSTON
General Manager Infrastructure, Major Projects and Investment

A primary focus for the department is the AFL’s continuing close work with many parts of the Victorian Government to give effect to the Funding and Commitment deed partnership agreement executed last year. As outlined in last year’s report, this Agreement provides exciting infrastructure development opportunities and ongoing support for football in Victoria.
Marvel Stadium upgrade and Docklands Precinct development

Strategic design for the Marvel Stadium Upgrade, that will be primarily funded by the Victorian Government under the Agreement detailed last year, is expected to be completed by mid-2020, enabling the project to finalise its budget and move to contractor tendering for the build. This stadium design work has been incorporated into a broader Docklands stadium precinct development project incorporating both the Harbour Esplanade (on the western side of the stadium) and the Stadium Upgrade projects. Under the new joint precinct architect GHD’s plan, the overall project provides a significant and integrated Docklands Precinct redevelopment creating an even broader mixed offer, including retail, entertainment, year-round events and business opportunities along Harbour Esplanade and Docklands Precinct. The upgrades will not just enhance event days, but will open the stadium to all-year-round offerings for all Victorians; continuing to work with Development Victoria on a potential joint venture for redevelopment of land on the western side of the stadium along Harbour Esplanade, which is envisioned will further enhance the stadium upgrades and Docklands Precinct by creating a broader mixed offer; planning for the broader redevelopment of the precinct to meet the needs of stadium stakeholders and to ensure it continues to cater for international events and entertainment.

Specifically, master planning and design activities are progressing on the Marvel Stadium precinct development with priorities being:

- To work in partnership with the Victorian Government in the redevelopment of key precincts within the Docklands to improve the facilities and amenity for the people of Victoria;
- Progress design of the stadium upgrades with considerable improvements for spectators, fans and other sporting codes and events that use the stadium so it can continue to attract world-class sporting and entertainment events. The upgrades will not just enhance event days, but will open the stadium to all-year-round offerings for all Victorians;
- Continue to work with Development Victoria on a potential joint venture for redevelopment of land on the western side of the stadium along Harbour Esplanade, which is envisioned will further enhance the stadium upgrades and Docklands Precinct by creating a broader mixed offer;
- Planning for the broader redevelopment of the precinct to meet the needs of stadium stakeholders and to ensure it continues to cater for international events and entertainment.

AFL Investment Committee

The AFL Investment Committee met twice in 2019 to consider the investment activities of the AFL. The committee’s considerations and advice to the Commission on these matters included consideration of an investment policy framework, investment of the Capital Reserve in areas such as debt reduction and prudent property investment, external investment management options and maintenance of bank debt capacity to accompany such investment activities.

Marvel Stadium operations

The AFL, through its subsidiary company Melbourne Stadiums Limited (MSL), successfully again operated Marvel Stadium to the benefit of our fans, our sport and entertainment attendees, our hires, our suppliers and all our business and industry partners. The 2019 year proved to be very busy for Marvel Stadium, welcoming more than a million patrons across 66 major events, including 46 AFL and AFL-related events, seven Big Bash events, six A-League games and seven entertainment events. The stadium made history in June by becoming the first stadium in the southern hemisphere to win The Stadium Business Award’s Global Venue of the Year, being recognised for its outstanding achievements throughout 2018.

Of particular note, in February 2019 the stadium hosted its first big Big Bash Grand Final, with our home team the Melbourne Renegades winning. More than 1.3 million footy fans came through the gates during the Toyota AFL Premiership Season, increasing 11 per cent on 2018, with a further 91,800 fans coming through the gates during the two Boomers v USA basketball games – the biggest crowds for basketball games in Australia. We again broke international records with a huge attendance of 57,127 Ultimate Fighting Championship fans for UFC 243: Whittaker v Adesanya.

Record attendances across the year, along with Disney and Marvel continuing to provide fans with enhanced engagement activities, helped us realise growth in all areas of the business, with non-event functions business delivering a record operating contribution. The stadium also created Melbourne’s first stadium sensory room, an accessible and inclusive environment that is a quiet and safe space for children and adults with autism, dementia, PTSD and other similar conditions to deregulate from sensory overload, while still being able to enjoy the game-day experience.

Facilities investments

Over the past year, the AFL has been involved in significantly increased activity across a wide range of investments in football facilities and infrastructure across the country. This involvement has covered direct investment, facilitating investment, providing advice and direction on funding, governance and construction, forward collaborative facility planning, and establishing and assisting in compliance with appropriate guidelines for the development of football facilities and infrastructure from elite football levels through to all levels of city and regional community football.

A major focus in these activities has been in the provision of female-friendly facilities and to seek to extend the capability of facilities to cater for the full range of events. In Victoria, under programs agreed under the partnership agreement with the State Government, investment by the AFL has seen 60 community projects confirmed for funding in the past year. This represents the single biggest one-off investment to improve Victoria’s community football facilities and the quality of experience for participants, with close to $100 million of combined value in government and local council funding; enhanced AFL club training and administration facilities, including incorporating female change rooms.

In Victoria, under programs agreed under the partnership agreement with the State Government, investment by the AFL has seen 60 community projects confirmed for funding in the past year. This represents the single biggest one-off investment to improve Victoria’s community football facilities and the quality of experience for participants, with close to $100 million of combined value in venue improvements at grassroots level to be delivered.

AFL wagering agreements and club gaming facilities

Victorian-based AFL clubs continue to exit gaming machines and/or gaming venues as opportunities present, and work in this regard continues. New product fee arrangements have been put in place with wagering service providers for the next five years to provide funding to the AFL to assist in its integrity and monitoring activities.

The Office of Racing and Wagering Victoria (in its capacity as the regulator of the Victorian wagering industry) and the AFL’s subsidiary Melbourne Stadiums Limited have entered into wagering agreements with the AFL and/or its members, which provides funding to the AFL to assist in its integrity and monitoring activities. The wagering agreements are intended to financially support the AFL’s integrity and monitoring activities and to help ensure the integrity of the wagering industry. Under the wagering agreements, the AFL is required to pay the following amounts to the Office of Racing and Wagering Victoria each year:

- a fixed amount of $500,000
- a percentage amount calculated by reference to the revenue derived by the AFL from wagering activities that include the provision of wagering services to the AFL and/or its members for the wagering of funds.

The fixed amount in each year is subject to review by the AFL, and the percentage amount is subject to adjustment by agreement between the AFL and the Office of Racing and Wagering Victoria.
Richmond was hell-bent on revenge in 2019 and Greater Western Sydney became the unfortunate victim in the Grand Final. The Tigers’ capitulation to Collingwood in the 2018 preliminary final became nothing more than a distant memory as they thrashed the Giants in their first appearance on footy’s biggest stage.

In front of a packed MCG filled predominantly by the massive Tiger Army, Richmond’s 89-point winning margin was the club’s biggest in Grand Finals.

Powerful playmaker Dustin Martin became only the fourth player to win two Norm Smith Medals, capping off another superb September. Teammate Bachar Houli was runner-up again to Martin in the Norm Smith voting, while Marlion Pickett became the first man in 93 years to play in an AFL/VFL premiership on debut.

Tigers coach Damien Hardwick won two premiership medals as a tough defender with Essendon and Port Adelaide and he has two Jock McHale Medals to add to his list of achievements.

Under coach Leon Cameron, the Giants had made an impressive run to the Grand Final, including thrilling wins in their previous two finals, but were overwhelmed by a brilliant Richmond combination.

Jeremy Cameron, who kicked the first goal in the Grand Final, created another piece of history in becoming the Giants’ first Coleman medallist. He was also rewarded with All-Australian selection, with Nat Fyfe being named captain for the first time.

The Fremantle Skipper claimed his second Brownlow Medal, polling 33 votes to win by six from Geelong’s Patrick Dangerfield. Dangerfield and his Cats set a hot pace throughout the season, claiming their first McClelland Trophy since 2008.

The AFLW competition continued to grow, with a record crowd of 53,034 at Adelaide Oval watching the Crows win their second premiership with a comprehensive victory over Carlton. Star midfielder Erin Phillips, who was best-on-ground in the Grand Final, won her second NAB AFL Women’s best and fairest award.

Teammate Stevie-Lee Thompson was the League’s leading goalkicker and young Blue Madison Prespakis took out the NAB AFLW Rising Star award.

Six new inductees found their way into the Australian Football Hall of Fame – Trevor Barker, Jim Deane, Ron Evans, Brad Hardie, Ken Hunter and Mick Malthouse. The game mourned the passing of several former champions and key identities, including former St Kilda captain Danny Frawley, former Collingwood president Alan McAlister and broadcaster Michael Williamson.
**The Premiers**

Two out of three ain't bad, as US singer Meat Loaf told us in his distinctive voice. After their shock demise in the 2018 preliminary final, these sentinels reunited with the Tigers and their vast army of supporters as they celebrated the club's 12th premiership. As a contest it was over before half-time, but the superb exhibition by the powerful Richmond combination on the biggest stage was a sight to behold for football purists and the overwhelming hordes of Tigers fans among the crowd of 100,014 lapped it up.

Richmond's 89-point winning margin was the club's biggest in a Grand Final and Dustin Martin capped a brilliant finals series by becoming only the fourth player to win two Norm Smith Medals. As he was in 2017, running half-back with Barry Hall was capped up to Martin in the Norm Smith voting, gathering a high-26 disposals. But the best story belonged to Marlion Pickett, who became the first player in 93 years to play in an AFL/VFL premiership team on debut.

Pickett, who had played in Richmond's VFL premiership team six days earlier, had 22 possessions and his goal in the third quarter, when he was embraced by teammates, provided a heart-warming highlight. The vanquished Giants were bitterly disappointing in their first Grand Final, recording the lowest score in the club's short history. Coleman medallist Jeremy Cameron kicked the first goal of the game from 50m out, but it was all downhill from there. Co-captain Phil Davis, who had to pass a late fitness test before taking his place in the team, struggled to keep up with Jack Riewoldt.

Riewoldt, who had an injury interrupted season and was kept goalless in the preliminary final win over Geelong, ignited the Tigers in the second quarter with three goals. He finished with five for the game while fellow key forward Tom Lynch, who had a major impact in his first season at Punt Rd., contributed two.

After the drought-breaking 2017 triumph, the premiership capped off an amazing turnaround in Richmond's on-field fortunes, mirrored by remarkable off-field growth.

Despite the surprise retirement of champion defender Alex Rance, the Tigers, with a list that shows no sign of dropping away, will have their eyes on adding more silverware to their burgeoning cabinet.

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### 2019 TOYOTA AFL GRAND FINAL

**Richmond** 2.3 7.5 12.9 17.12 (114)

**GWS Giants** 1.2 1.6 2.7 3.7 (25)

| BEST: Richmond – Martin, Houli, Riewoldt, Pickett, Edwards, Vlastuin.
| GWS Giants – Taranto, Shaw, Haynes, Hopper, Williams.
| GOALS: Richmond – Riewoldt 5, Martin 4, Lynch 2, Hall, Sősids, Pickett, Lambert, Boak, Cotchin.
| GWS Giants – Cameron, Hopper, Himmelberg.

**Umpires:** M. Stevie, S. Ryan, B. Chamberlain.

**Crowd:** 100,014 at the MCG.

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### TERMS AS SELECTED

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| TOTALS | 15 Martin, 6 Houli, 4 Pickett, 3 Riewoldt, 2 Prestia |

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### NORM SMITH MEDAL VOTING

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<th>Alistair Lynch (Footy Show)</th>
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<td>Bruce McKay (Channel Seven)</td>
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<td>Angela Pippis (ABC)</td>
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<td>Pickett (Rich)</td>
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### Norm Smith Medal

Dustin Martin elevated himself on football's biggest stage to become only the fourth player to win two Norm Smith Medals. Former Hawks Gary Ayres and Luke Hodge and Crow speedster Andrew McLeod are the only others to win the medal twice.

Martin was unanimously voted best afield by the five judges, polling 15 votes, nine clear of teammate Bachar Houli, who also ran second to him in 2017. He became the first player to win two premierships, two Norm Smith Medals and a Brownlow Medal.

It was a fitting award for a brilliant month by the champion midfielder, who won the Gary Ayres Award for being adjudged by the competing coaches as the best player in the finals series.

He booted six goals straight in the second qualifying final win over Brisbane at the Gabba and was instrumental in the Tigers’ powerful second-half revival against Geelong in the second preliminary final. Martin started the Grand Final in the middle, but it was in attack where he had the most impact. He ignited the Tigers with his first goal late in the opening term and capped another sensational game near the end as he gathered a bouncing ball outside 50m, wheeled on to his right boot and kicked his fourth goal.

Martin finished with 22 disposals and a team-high 12 contested possessions, took four marks and had eight score involvements, four inside 50s, three clearances, two goal assists and three banana

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### Jock McHale Medal

Richmond's drought-breaking 2017 premiership was a triumph for Damien Hardwick's hard work and persistence, but last year's success gave him even greater satisfaction.

After the Grand Final, Hardwick was asked to compare the two premierships and his answer was emphatic. "This one because of the adversity we went through,“ he said.

The 2019 campaign was challenging for all at Punt Rd. In the opening round, Richmond lost five-time All-Australian defender Alex Rance with a season-ending knee injury. The Tigers took a while to adjust, but others including All-Australian Dylan Grimes and David Astbury stepped up to fill the breach.

There were more obstacles in the first half of the season as injuries also hobbed another All-Australian Bachar Houli, skipper Trent Cotchin, ruckman Toby Nankervis and key forward Jack Riewoldt for significant periods.

After losing to the Crows at Adelaide Oval, Richmond was teetering at 7-6 and briefly out of the eight, but Hardwick remained positive and showed immense empathy for his players.

After the mid-season bye, the Tigers gradually returned to full strength and won their last nine games to enter the finals on a high. They completed the job in three finals, culminating in the Grand Final demolition job on the GWS Giants, with Hardwick joining Alastair Clarkson as the only multiple-premiership coaches in the AFL.

While there were similarities to 2017, Richmond had to make a different attacking set-up operate efficiently, with two key targets in Riewoldt and former Gold Coast Suns co-captain Tom Lynch. By the end of the season, this was achieved with the two key forwards playing important roles in September.

Richmond also went with a more conventional ruck division, with Nankervis and Ivan Soldo combining well.

Shaun Grigg, a makeshift ruckman in 2017, retired to allow the Tigers to recruit West Australian Marlon Pickett in the Mid-Season Draft. This paid handsome dividends as Pickett became the first player in 59 years to play in an AFL/VFL premiership team on debut.

Contracted until at least the end of the 2021 season, Hardwick is a revered figure at Punt Rd.
Brownlow Medal

Four years on from his first win, Nat Fyfe capped off a stellar season by becoming only the 15th player in AFL/VFL history to claim multiple Brownlow Medals. Fyfe polled 33 votes, six clear of Geelong's Patrick Dangerfield in second spot and seven ahead of Carlton co-captain Patrick Cripps and Brisbane's Lachie Neale in third.

The Fremantle skipper averaged 29.1 disposals a game and ranked third in the AFL for clearances and contested possessions. Fyfe polled votes in 13 of his 20 games, including nine three-votes for best on the ground.

He eclipsed the 31 votes he polled to win in 2015 and claimed the 2019 season was his best at the elite level. Cripps made a flying start. The star Blue had 13 votes after five matches – a Brownlow first – and led the count until round 11. But Fyfe pulled ahead after that and extended his advantage to an unassailable margin with two rounds to go.

Dangerfield, who won in 2016, came home strongly, polling eight votes in his final three games. Teammate Tim Kelly, in only his second season with two rounds to go, pulled ahead after that and extended his advantage to an unassailable margin with two rounds to go.

BROWNLOW MEDAL

<table>
<thead>
<tr>
<th>Votes</th>
<th>3</th>
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<tr>
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Ineligible:

Coleman Medal

A career-best nine-goal haul in the final round enabled Jeremy Cameron to become Greater Western Sydney's first Coleman medallist.

The Giants spearhead came into the game against the Gold Coast Suns needing seven goals to overtake North Melbourne's Ben Brown. Brown had gone past Cameron in round 22 after booting 10 goals in the Kangaroos' big victory over Port Adelaide, and moved to 64 goals with two in the final round against Melbourne.

Cameron, who missed round 22 with an injured hamstring, booted two goals in the first term against the Suns in his 150th match and went on nine of their following 10 matches.

Along with his bag against the Suns, Cameron booted seven goals in the second spot and seven ahead of Carlton co-captain Patrick Cripps and Brisbane's Lachie Neale in third.

The second half of the Cats' season was marred by inconsistency after another post bye failure as they were unable to string two wins together.

Collingwood and Richmond had the same number of wins together.

It was a tough assignment first-up for the new-look Cats – a one-point loss to the Lions at the Gabba in round 22, the Cats completed the year with a 68-point victory over Carlton at home.

The much-improved Brisbane Lions and Richmond had the same win-loss ratio, but Geelong's percentage of 135.7 was far superior.

McClelland Trophy

Geelong set a hot pace early in 2019 and sat on top of the ladder for most of the season.

The fierce resolve of the playing group under coach Chris Scott was evident as the Cats finished with a 16-6 record.

The influence of star trio Patrick Dangerfield, Gary Ablett and Joel Selwood cannot be underestimated, despite Ablett playing mainly in attack and skipper Selwood adjusting to a new role on the wing.

Brownlow Medal

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Ineligible:

Coleman Medal

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<td>Alex Sexton (GCS)</td>
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2019 PREMIERSHIP SEASON LADDER

The second half of the Cats' season was marred by inconsistency after another post bye failure as they were unable to string two wins together.

Geelong set a hot pace early in 2019 and sat on top of the ladder for most of the season. The fierce resolve of the playing group under coach Chris Scott was evident as the Cats finished with a 16-6 record.

The influence of star trio Patrick Dangerfield, Gary Ablett and Joel Selwood cannot be underestimated, despite Ablett playing mainly in attack and skipper Selwood adjusting to a new role on the wing.

The much-improved Brisbane Lions and Richmond had the same win-loss ratio, but Geelong's percentage of 135.7 was far superior.

After briefly relinquishing their position as ladder leader with a one-point loss to the Lions at the Gabba in round 22, the Cats completed the year with a 68-point victory over Carlton at home to finish on top at the end of the home and away season for the first time since 2008.

Geelong won eight of its nine games at GMHBA Stadium, with its only defeat against Greater Western Sydney in round four.

The much-improved Brisbane Lions and Richmond had the same win-loss ratio, but Geelong's percentage of 135.7 was far superior.

Brownlow Medal

<table>
<thead>
<tr>
<th>Team</th>
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2019 ANNUAL REPORT

AUSTRALIAN FOOTBALL LEAGUE
Adelaide reaffirmed its position as the premier team of the NAB AFL Women’s competition, comprehensively winning its second flag by 45 points.

The Crows were the form side of 2019, dropping only one match (by a point) and winning their round seven game and preliminary final by at least 10 goals.

Carlton was no match for a rampaging Adelaide in front of a record crowd of 53,034 in the Grand Final at Adelaide Oval, although the Blues’ climb from last in 2018 was a story in itself.

Boosted by the return of captain Brianna Davey (ACL) and NAB AFLW Rising Star winner Madison Prespakis, Carlton was a different side under new coach Daniel Harford.

Crows’-beller Erin Phillips had another outstanding season, sewing up the AFLW best and fairest by round five, being named captain of the All-Australian side and winning best-on-ground in the Grand Final despite tearing her ACL in the third term.

A conference system was brought in after the inclusion of Geelong and North Melbourne boosted the number of teams to 10.

The Roos started the season with a bang, racing to four successive wins before fading.

The Cats were inconsistent but unorthodox stars in Meg McDonald and midfielder Olivia Purcell, while No. 1 draft pick Nina Morrison tore an ACL after a best-on-ground performance in round one.

Another expansion will happen in 2020, with Gold Coast, Richmond, St Kilda and West Coast joining the competition.

With 432 players now on AFLW lists, the future is bright.

### 2019 AFLW GRAND FINAL

<table>
<thead>
<tr>
<th>Team</th>
<th>P</th>
<th>W</th>
<th>L</th>
<th>D</th>
<th>%</th>
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<td>0.429</td>
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### BEST & FAIREST

- **Adelaide Crows** - Erin Phillips (9 votes)
- **Carlton** - Brianna Davey (9 votes)

### GOALS

- **Adelaide Crows** - Darcy Vescio (26 goals)
- **Carlton** - Tayla Harris (16 goals)

### LEADING GOALKICKER

- **Adelaide Crows** - Erin Phillips (54 goals)
- **Carlton** - Tayla Harris (52 goals)

### RDFUS OF THE YEAR

- **Adelaide Crows** - Erin Phillips
- **Carlton** - Brianna Davey

### ALL-AUSTRALIAN TEAM

- **Forwards**: Erin Phillips (Adelaide Crows, captain), Jasmine Garner (Geelong), Monique Conti (Western Bulldogs)
- **Half-backs**: Stevie-Lee Thompson (Adelaide Crows), Lauren Phillips (Geelong), Karen Paxman (Melbourne)
- **Half-forwards**: Erin Phillips (Adelaide Crows), Brianna Davey (Carlton), Madison Prespakis (Carlton)
- **Backs**: Karen Paxman (Melbourne), Ebony Marinoff (Adelaide Crows), Olivia Purcell (Adelaide Crows)
- **Interchanges**: Emma King (Kangaroos), Gabriella Pound (Carlton), Alexandra Anderson (Brisbane Lions), Ann-Marie Baker (Adelaide Crows), Tanaya Scoates (Kangaroos)

### LEADING GOALKEEPER

- **Adelaide Crows** - Erin Phillips (10 goals)

### RISING STAR

- **Adelaide Crows** - Madison Prespakis

### BEST & FAIREST

- **Adelaide Crows** - Erin Phillips (10 votes)
Virgin Australia All-Australian Team

The Fremantle captain was named skipper of the Virgin Australia All-Australian team for the first time, with West Coast captain Shannon Hurn his deputy. Nat Fyfe earned his first All-Australian blazer since 2015, when he won his first Brownlow Medal and third overall. Hurn, who earned his second All-Australian selection, was one of four Eagles to make the team. The others were four-time All-Australian Jeremy McGovern, Elliot Yeo and Jack Darling. The Dockers star said he was humbled by the honour of being named captain, given the talent in the team.

“There are some quality players here and I don’t think they need much guidance or leadership,” Fyfe said.

Several were unlucky to be overlooked, including the Power’s Travis Boak, veteran Craig Abu, Richmond’s Dustin Martin and Lions captain Dayne Zorko.

Ten clubs were represented in the team.

Those which missed out were the Adelaide Crows, Essendon, Gold Coast Suns, Hawthorn, North Melbourne, Port Adelaide, St Kilda and the Sydney Swans.

The voting panel was Gillon McLachlan (chair), Kevin Bartlett, Luke Darcy, the late Danny Frawley, Steve Hocking, Glen Jakovich, Cameron Ling, Matthew Richardson and Warren Tredrea.

The selections were a two-time All-Australian, while Greater Western Sydney spearhead Jack Gade named for the second time.

Bulldogs’ Jack Macrae.

The other seven were Brisbane Lions trio Harris Andrews, Charlie Cameron and Lachie Neale; Richmond duo Dylan Grimes and Bachar Houli; Fremantle’s Michael Walters and the Western Bulldogs’ Jack Macrae.

Mrazic was one of two Bulldogs in the team, with Marcus Bontempelli named for the second time.

Carlton co-captain Patrick Cripps, selected in the centre, became a two-time All-Australian, while Greater Western Sydney spearhead Jeremy Cameron earned his second blazer after winning his first Coleman Medal.

For the second consecutive season the selectors chose two ruckmen, with Collingwood’s Brodie Grundy named as the starting big man ahead of Melbourne’s Max Gawn.

Grundy’s teammate Scott Pendlebury won a spot alongside Gawn, Mrazic and Yeo on the bench – the sixth time the Magpies skipper has been selected.

Mark and Goal of the Year

Small forwards Eddie Betts and Liam Ryan shared the spoils for the Mark and Goal of the Year awards.

Betts won the Goal of the Year for the fourth time with a superb left-foot check-side kick from deep in the forward pocket in round five for the Adelaide Crows against the Gold Coast Suns at Adelaide Oval.

The veteran won the award ahead of fellow finalists Anthony McDonald-Tipungwuti (Essendon) and Willie Rioli (West Coast Eagles).

He was presented with $10,000 courtesy of Coates Hire at the Brownlow Medal ceremony at Melbourne’s Crown Palladium.

Ryan also won $10,000 courtesy of JLT (now part of Marsh) for his spectacular mark over Melbourne ruckman Max Gawn in round nine at Optus Stadium.

The high-flying Eagle, who received two of the final three nominations, took out the award ahead of Swan Isaac Heeney, who won in 2018.

After each round of the 2019 Toyota AFL Premiership Season, fans voted for their favourite Mark and Goal of the Year from a selection of three marks and goals nominated by the AFL.

In addition to the 23 weekly winners, the AFL chose an additional five marks and goals from the season to be considered by the All-Australian selection committee in deciding the top three.

The 10-member committee used a 5-4-3-2-1 voting system to narrow the nominations from the 23 home and away rounds to the final three in each category.

Each committee member voted on the overall winners, with the outcome from fans counting as an 11th vote.

The committee consisted of Gillon McLachlan (chair), Steve Hocking, Kevin Bartlett, Luke Darcy, Glen Jakovich, Cameron Ling, Matthew Richardson, Warren Tredrea and the late Danny Frawley.

Members of the public, who voted during the 23 rounds and for one of the three finalists and correctly selected a winner in each award, went into the draw for the major prize of $10,000.
Six new inductees were included in the Australian Football Hall of Fame in 2019. They were Trevor Barker, Jim Deane (South Adelaide great), Ron Evans (former AFL Commissioner), Brad Hardie (1985 Brownlow medallist), Ken Hunter (now a coach/mentor/player) and Mick Malthouse (triple AFL premiership coach). The Hall of Fame was established in 1996 with 138 inductees and serves to recognise players, coaches, umpires, administrators and media representatives who have made an outstanding contribution to Australian Football. The Hall of Fame can select and enshrine up to eight Hall of Fame members each year, with male and female inductees to be considered. Since 1996, the addition of another 151 inductees has increased the Hall of Fame to 287. Among them are 28 Legends. One may be elected every two years, instead of the previous requirement that 10 per cent of the Hall of Fame members were elected. The Hall of Fame selection panel was Richard Gordon (chair), Peter Dohson (secretary), Barry Cable, Dennis Cutbill, Cat Cusack, Graeme Elliott (historian and history consultant), Karen Lyon, Paul Marshall, Bruce McAleney, David Parkin and Michelangelo Rucci.

**AUSTRALIAN FOOTBALL HALL OF FAME**

**Trevor Barker**

*Born:* October 7, 1956  
*Playing career:* 1975-96  
*Goals:* 134  
*Games:* 230

**Jim Deane**

*Clubs:* South Adelaide, Richmond  
*Born:* January 2, 1928  
*Died:* November 14, 2010  
*Playing career:* 1945-57  
*Games:* 190 (South Adelaide 157, Richmond 33)  
*Goals:* 112 (South Adelaide 95, Richmond 17)

**Ron Evans**

*Clubs:* Essendon, West Perth  
*Born:* July 3, 1939  
*Died:* March 9, 2007  
*Playing career:* 1958-62  
*Games:* 174 (Essendon 64, West Perth 60)  
*Goals:* 481 (Essendon 210, West Perth 271)

**Brad Hardie**

*Clubs:* South Fremantle, Footscray, Brisbane Bears, Collingwood  
*Born:* October 10, 1962  
*Playing career:* 1979-92  
*Games:* 290 (South Fremantle 140, Footscray 85, Brisbane Bears 101, Collingwood 2)  
*Goals:* 530 (South Fremantle 308, Footscray 29, Brisbane Bears 192, Collingwood 2)

**Ken Hunter**

*Clubs:* Claremont, Carlton  
*Born:* April 28, 1937  
*Playing career:* 1957-89  
*Games:* 246 (Claremont 99, Carlton 147)  
*Goals:* 183 (Claremont 23, Carlton 160)

**Mick Malthouse**

*Clubs:* St Kilda, Richmond, Footscray, West Coast Eagles, Collingwood, Carlton  
*Born:* August 17, 1953  
*Playing career:* 1972-83  
*Games:* 174 (St Kilda 53, Richmond 121)  
*Goals:* 165 (St Kilda 6, Richmond 16)

**YEAR IN REVIEW**

Awards, Results & Farewells

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LIFE MEMBERS

Nathan Jones

Jones has given Melbourne sterling service as a consistent performer over 14 seasons, playing in 286 premiership games and 25 pre-season matches up to the end of 2019. He sits second behind club record-holder David Neitz for most games as a player between 1996-2009, were the Bombers won the 2000 premiership and contested another Grand Final in 2001, and later helped resurrect the fortunes of a struggling Melbourne before stepping down in 2003. Among his key achievements with Essendon between 1996-2009 were negotiating the club’s move from the MCG to Docklands Stadium, diversifying income streams and overseeing a change in governance structure from board of governance to board of management. Jones worked closely with coach Kevin Sheedy on the introduction of the Dreamtime at the G game. Under his watch Essendon won the premiership in 2009 and joined East Perth playing in the Royal’s Grand Final victory over Perth that season and winning the Simpson Medal. Played 64 games with East Perth between 1978-80 and was runner-up in the Royals’ best and fairest in 1979. Between 1990-99, he was a member of the Eagles’ match committee, including a stint as chairman (1993-98), and has been the club’s player services co-ordinator since 2012. Inducted into the WA Football Hall of Fame in 2008, he is a life member of the Eagles.

Debbie Lee

Lee had a distinguished playing career and has gone on to have a significant influence on the development of the women’s game. She played 302 games in the Victorian Women’s Football League, won the competition’s most best and fairest award five times, was a six-time All-Australian, a seven-time club best and fairest and represented Victoria on 16 occasions. She was best-on-ground in two VFLW Grand Finals and played in three premiership teams, captaining St Albans Spurs to their flag in 2004. She was a senior coach of the Spurs and coached the Victorian state of origin team against the Allies in 2017. Inducted as a VFLW life member in 2002, Lee was the League’s president between 2004-06. The medal for the VFLW best first-year player (Rising Star) is named in her honour, as was the best player at the AFL Women’s National Championships for several years. She has held roles at two AFLW clubs, Melbourne and the Western Bulldogs, and maintains her involvement in the AFLW as a member of the League’s competitions committee.

Jarryd Roughead

‘Roughy’ retired at the end of 2019 after a decorated playing career with Hawthorn. Popular and versatile big man who played a key role in the Hawks’ successful era under Alastair Clarkson, playing in four premierships (2008, 2013-15). Selected in the 2004 NAB AFL Draft along with Lance ‘Buddy’ Franklin and Jordan Lewis, Roughead played most of his football as a key forward alongside his great mate Franklin, but was used to great effect in the midfield and occasionally defence. Won the Coleman Medal in 2013 and was Hawthorn’s leading goalkicker on three occasions (2013, 2014, 2017). Earned All-Australian selection in 2013-14, was second in the Hawks’ best and fairest in 2013 and third in 2014. In May 2016, he was diagnosed with a recurrence of melanoma, sidelining him for the remainder of the season. But he returned for the start of 2017, going on to captain Hawthorn for the next two seasons. Spent most of 2019 in the VFL, but was given a farewell game against Gold Coast in round 22, finishing on 283 premiership games and 21 pre-season matches. Represented Australia once in the International Rules Series in 2015, in 2020, he has an off-field role with St Kilda under coach Brett Ratten, who worked with him at Hawthorn.

Peter Jackson

Jackson oversaw a successful period at Essendon as general manager/CEO when the Bombers won the 2000 premiership and contested another Grand Final in 2001, and later helped resurrect the fortunes of a struggling Melbourne before stepping down in 2003. Among his key achievements with Essendon between 1996-2009 were negotiating the club’s move from the MCG to Docklands Stadium, diversifying income streams and overseeing a change in governance structure from board of governance to board of management. Jackson worked closely with coach Kevin Sheedy on the introduction of the Dreamtime at the G game. Under his watch Essendon won the premiership in 2009 and joined East Perth playing in the Royal’s Grand Final victory over Perth that season and winning the Simpson Medal. Played 64 games with East Perth between 1978-80 and was runner-up in the Royals’ best and fairest in 1979. Between 1990-99, he was a member of the Eagles’ match committee, including a stint as chairman (1993-98), and has been the club’s player services co-ordinator since 2012. Inducted into the WA Football Hall of Fame in 2008, he is a life member of the Eagles.

Ian Miller

Miller was a star footballer in two states who has been an integral component of the West Coast Eagles’ success in the past three decades. Themidfielder/forward started his career with WAFL club Perth, playing 132 games between 1961-73. Played in Perth’s premiership team in 1968 and was runner-up in the club’s best and fairest in 1971. In 1972, he earned All-Australian representation and won the Sandover Medal. Represented WA in 1969, 1971, 1972 and 1973. Nicknamed ‘Sarge’, he crossed the Nullabor to join Fitzroy in 1974, playing 80 games and kicking 33 goals in four seasons and finishing runner-up in the Lions’ best and fairest in 1976. He returned to WA in 1979 and joined East Perth, playing in the Royal’s Grand Final victory over Perth that season and winning the Simpson Medal. Played 64 games with East Perth between 1978-80 and was runner-up in the Royals’ best and fairest in 1979. Between 1990-99, he was a member of the Eagles’ match committee, including a stint as chairman (1993-98), and has been the club’s player services co-ordinator since 2012. Inducted into the WA Football Hall of Fame in 2008, he is a life member of the Eagles.

Joel Selwood

Selwood is a Geelong great and regarded as one of the game’s most courageous players. He holds the club record for the most games as captain, having led the Cats in 285 matches until the end of 2019. Recruited from Bendigo Pioneers, Selwood showed his class early in his career, winning the NAB AFL Rising Star award (Ron Evans Medal) in 2007. The midfielder was instrumental in Geelong’s golden era early this century, playing in the Cats’ three premiership wins in 2007, 2009 and 2011. Runner-up in the Brownlow Medal in 2013, he is a three-time ‘Cajil’ Greaves medallist (2010, 2013, 2014), finishing second in the best and fairest award twice (2012, 2016) and third in 2015. The veteran is a three-time All-Australian captain, having gained All-Australian honours on six occasions, Selwood has played 295 premiership games, including a club-record 30 finals and 20 pre-season matches. He represented Victoria once in 2008 and made two appearances for Australia in International Rules, in 2014 and 2017. He is one of four brothers to play League football, the others being Adam, Scott and Troy.

David Shipway

Shipway has been recognised for his significant contribution to South Australian football in various roles for more than 30 years. He was a member of the South Australian Football Commission between 1991-2013, including a stint as deputy chairman (2012-16). He gave great service to SANFL club West Adelaide as chairman/president (1988-94) and was made a life member of the club in 2000. Inducted as a SANFL life member in 2008, he has been chairman of the League’s Life Members Committee since 2000. He was chairman of the South Australian Community Football League between 2009-17 and was responsible for the League funding contributions totalling $8 million to community football. Shipway was at the forefront of many fundraising activities for families and communities, including providing 22,000-litre rainwater storage tanks to 60 drought-affected clubs between 2012-14, the donation of grain field bins to 80 clubs across wheat belt areas and providing six 200,000-litre water tanks to communities affected by the Pinkie bushfires in 2015. The SA Volunteer of the Year award is named in his honour and he received an Order of the Member of Austria in 2011 for services to football.

Off the track, only Roughead finished his career at Hawthorn under Clarkson. Hodge played the past two seasons with the Brisbane Lions under former Clarkson assistant Chris Fagan and Lewis spent his past three seasons with Melbourne under former Hawthorn coach Alastair Clarkson.

Jarryd McVeigh co-captained the Sydney Swans to their 2012 premiership victory and played a pivotal role in the Swans’ success in the past 16 seasons. An All-Australian defender in 2013, McVeigh was a two-time best and fairest winner.

McVeigh was joined in retirement by teammates Heath Grundy, Kieren Jack and Nick Smith.

Brett Deledio said Richmond with distinction with 12 seasons, before being traded to Greater Western Sydney at the end of 2016. The 2005 NAB AFL Rising Star who won the Jack Dyer Medal as the Tigers’ best and fairest in 2005-06 and was a two-time All-Australian.

Aaron Sandilands played a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980.

Injuries prevented Daniel Wells producing his best form with North Melbourne in his final three seasons but the West Australian, who played a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980.

Bernie McCrory, a popular forward from the 1960s and early ’70s, with North Melbourne, passed away on February 16, 2019, aged 75. McCrory played 148 games and kicked 83 goals between 1963-71, playing at centre half-forward. He was a strong overhead mark and renowned for his willingness to move the ball on from a mark or contest at speed – a trait considered well ahead of its time. In a game against Essendon at Aiden St in round 16, 1969, he starred with 31 disposals, 11 marks and four goals. McCrory was third in the club best and fairest in 1968 and was a member of North’s night premiership teams in 1965-66.

Bob Enright, one of South Australia’s most-loved league footballers, died on February 25, 2019, after battling cancer, aged 62. Solid, reliable defender who started his SANFL career with Port Adelaide, playing 17 games in 1969. But he made his name at West Torrens, playing 225 games between 1978-89 and captaining the 1983 pre-season premiership team. He won 13 goals – four for Port and nine for West Torrens. The SANFL life member was inducted as a life member of West Torrens in 1989.

Mike Willesee

The veteran TV journalist, host and businessman who had a passion for the game and particularly the Sydney Swans lost his three-year battle with throat cancer on March 1, 2019, aged 76. His love for football started in his home state Western Australia, playing with the Districts’ Team of the Century. He moved to Victoria in 1978 to join St Kilda, playing 54 games in three seasons, including the club goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980. After playing a season at Geelong, during which he famously missed the goalkicking in 1979 with 56 and captaining the Saints in 1980.

Ian Thorogood

A three-time premiership player in Melbourne’s golden era during the 1950s and early 1960s, Thorogood died on March 19, 2019, aged 82. The former defender played 93 games between 1953-62, including premierships in ’57, ’59 and ’60. Thorogood later moved into coaching, taking Waverley to its only VFA premiership in 1965. He took over as Carlton’s coach in dramatic circumstances on the eve of the 1976 season after the resignation of John Nichols, coaching the Blues to 29 wins from 46 matches in two years. Thorogood returned to the Demons as an assistant coach in 1978 before being inducted as a life member in 1983 and joining the board two years later.
John Winneke

Winneke, a premiership ruckman for Hawthorn in 1961 and former AFL Commission member, died on April 4, 1998, aged 81. Undersized (194cm) and ungainly, Winneke was one of several talented players recruited from Melbourne's eastern suburbs private schools who helped propel the Hawks to their breakthrough flag. Represented Victoria in one game in 1960. Retired at the end of 1962 after 52 games and became a prominent QC, a Supreme Court judge and president of the Victorian Court of Appeal. He was the League's Tribunal chairman from 1981-75, chairman of the Appeals Tribunal from 1977-93 and a Commissioner from 1993-95.

Tony Beers

Beers, who followed in his father Brian's footsteps at Collingwood before playing several seasons in the VFL, died suddenly in Perth on May 11, 2019, aged 85. Recruited from VAFA club Old Paradians, Beers played five games with the Magpies in 1982-83 before moving to Perth and joining Claremont. The centre half-back played 107 games with Claremont between 1984-90, playing in the Tigers' 1987 and 1989 premiership teams. He also represented WA against the VFA in 1988.

Bob Henderson

Henderson, who was a dagged full-back for Fitzroy for a decade, died on June 9, 2019, aged 85. Recruited from Deniliquin in NSW, the consistent, highly-regarded defender played 137 games (including three finals) and kicked one goal between 1953-62. He represented Victoria once, in 1959. After leaving Fitzroy, he coached VFL club Sunshine between 1962-63. In 1964, he steered Sunshine to the VFL second division Grand Final, losing to Geelong West by 21 points.

Alf Hughes

Hughes, a fine defender with Hawthorn in the 1950s, died on June 10, 2019, just nine days short of his 89th birthday. Recruited from East Brunswick, Hughes played 107 games between 1953-59, representing the club in its first finals series in 1957. The season was his best, winning the club's best and fairest award and representing Victoria in three games. After his playing career Hughes spent time as a recruiter for the Hawks. He was inducted as a life member of the club in 1969, acknowledging his services as a player, recruiter and member of the Past Players and Officials Association.

Ian Johnson

Johnson, a former TV executive at Channels Seven and Nine who was a board member at Melbourne for seven years, died on June 26, 2019, aged 70. He served on the Demons' board between 1994-2001 and as vice-president between 1998-2001. In 2002, Johnson was made a life member at Melbourne. As Nine's managing director, he was instrumental in structuring the Footy Show, where he worked closely with chairman Gerry Stynes to secure the AFL rights. When Johnson retired from Channel Seven, he and his wife Kim moved to the Mornington Peninsula where he became an influential member of the Sorrento Football Club, initiating successful pre-game public lunches with famous guest speakers.

Kevin Higgins

Higgins, who started his VFL career at Geelong as a forward but made his name as a defender, died on July 5, 2019, aged 68. Recruited from Bendigo League club Sandhurst, Higgins made his debut for the Cats in the opening round of 1970. Nicknamed 'Ghost', he played 128 games and kicked 45 goals between 1970-78. His final game at League level were at Fitzroy, playing 25 games for the Lions. He represented Victoria once, in 1978. Higgins was a much-loved member of the Geelong and District football community through his involvement at Newtown & Chilwell, coaching the club to three VFL premships in 1982, 1985 and 1986. He also coached SANFL club Sturt in 1990.

John Waddington

Waddington, a solid defender for North Melbourne in the late 1950s and early 1960s, died on July 8, 2019, aged 81. He was a key member of the Kangaroos team that won back-to-back night premierships in 1956 and 1965. Waddington was a leading goalkicker in the Bendigo league before arriving at Arden Street, booting 72 goals for South Bendigo in 1957. In his debut VFL season in 1958, he played 20 games and kicked three goals in the Kangaroos' first semi-final win over Fitzroy at the MCG. For the next eight seasons, he played mainly as a defender and was centre-half back in one game for Victoria in 1984. He played 132 games and kicked 30 goals for the Kangaroos between 1958-66. After leaving North Melbourne, he became Benalla's senior coach in the Owens and Murray League, winning the competition's Morris Medal in 1968.

Peter Lucas

Lucas, a member of Collingwood's 1958 premiership team and long-serving club general manager, died in Brisbane on September 16, 2019, aged 89. The half-back played 177 games and kicked one goal for the Magpies between 1949-59, twice finishing runner-up in the Copeland Trophy (1952, 1955). He missed out on playing in the 1953 premiership team after breaking his collarbone in the second semi-final. Returned to Collingwood in the mid-1960s after his playing career ended and spent time as the club's general manager, serving the club for more than 30 years in on- and off-field roles. Had lived in Queensland for several years and had been battling Parkinson's disease before his death.

Robert Oatey

Oatey, an inaugural inductee into the SA Football Hall of Fame in 2002 and son of SANFL legend Jack Oatey, died on September 17, 2019, aged 72. Named as a forward pocket in Norwood's team of the Century, he played 232 games and kicked 365 goals for the Reds between 1961-73. Finished runner-up to Barney Robban for the 1968 Magarey Medal, captained Norwood from 1968-73, won four best and fairest and was the club's leading goalkicker from 1964-69. In 1974, he joined Sturt and played in a premiership that season under his father. Played 60 games and kicked 67 goals with the Sturt Saints before he retired in 1978. A life member of Norwood and Sturt, he went on to become Sturt's technical and development officer (1987-94) and coaching co-ordinator and affiliated leagues manager at the SANFL (1995-2013). Played nine games for South Australia and was awarded an Order of Australia Medal for his services to Australian Football in 2008.

Craig Cock

A life member of the SANFL and South Adelaide, Cock died on October 24, 2019, aged 70. Deemed a part of the club's fabric for over 30 years, and is a member of the club's life membership program, he was an immediate impact, winning the club’s best and fairest player award. In 12 seasons he played 206 games, becoming only the fourth South Adelaide player to reach the 200 game milestone. Inducted as a life member, wining the club’s best and fairest player award, he was inducted into the South Adelaide and the SANFL on his retirement in 1978. Won the Magda Medal with South Augusta in 1981 as the best and fairest player of the Spencer Gulf Football League.
Brian Le Brocq
Le Brocq, a long-serving member of the AFL Tribunal, died on October 29, 2019, aged 86. Played for Victorian amateur club Old Paradians between 1949-55 and gave wonderful service as a coach and committee member over 17 years. From 1975-81, he was Richmond’s recruiting officer. After a two-year stint on the VFL Reserves Tribunal, he joined the AFL Tribunal in 1984 and served for 21 years. In 2005, he won the Jack Titus Award in recognition of his outstanding service to football.

Max Hewitt
Hewitt, a life member of West Adelaide and the SANFL, died on November 15, 2019, aged 88. Played 137 games and kicked three goals for the Bloods between 1949-60. Father of Glynn and Darryl Hewitt, who are both SANFL life members, having played more than 200 games, and the grandfather of tennis champion Lleyton Hewitt.

Glen Rosser
Rosser, a premiership player, coach and life member with Norwood who went on to become a leading SANFL administrator, died on December 7, 2019, aged 68. The hard-running, elusive winger played 182 games and kicked 146 goals for Norwood between 1969-80, being a member of the club’s premiership teams in 1975 and 1978. He also coached Norwood’s reserves to two premierships from four Grand Finals. Served as Norwood’s general manager between 1993-99 before joining the SANFL as general manager of football. A highly-respected administrator who held various roles with the SANFL, he was a member of the League’s tribunal until his death.

Paddy Guinane
Guinane, a Richmond stalwart for many years, died on December 8, 2019, aged 80. Born and bred in Richmond, he was renowned for his infectious enthusiasm and great passion for the Tigers. Was vice-captain of the drought-breaking 1967 premiership team that defeated Geelong. After starting his League career as a ruckman/defender, he developed into an imposing key forward. Played 146 games and kicked 216 goals between 1958-68, being the club’s leading goalkicker twice – in 1966 (50 goals) and 1968 (41). Played in the VFA with Dandenong and Caulfield before returning to Richmond as a recruiter during the mid-1970s and then taking over as coach of the Tigers’ under-19s team. Later coached Richmond’s reserves and served on the club’s board. His father Danny played 102 games for the Tigers between 1934-43.

Rodney Seekamp
Seekamp, a star in Norwood’s premiership team in 1975, died on December 18, 2019, aged 70. Powerfully built and a long kick, he made his senior SANFL debut in 1970 as a half-forward. Had an outstanding season as a rebounding half-back in 1974, representing the state against Western Australia. The following year he again made the South Australian squad before starring in the centre in the Redlegs’ drought-breaking premiership victory against Glenelg. Missed the 1978 season with a knee injury and retired at the end of 1979 after playing 145 games and kicking 110 goals.
The AFL's strategy for this broadcast rights cycle is to strengthen the financial position of the industry. In this period, it is a key focus for the AFL to reduce the debt of the League and clubs, allowing us to focus our investment on the future of the game at all levels.

Key achievements
The main financial achievements for the AFL in 2019 were:
- A consolidated surplus, including all of the AFL’s controlled state subsidiaries, Marvel Stadium and Champion Data, of $27.9 million in 2019. This is compared with a surplus of $25.9 million in 2018 and was ahead of the 2019 budget;
- A net cash position (cash less external debt) of $88.9 million. This is compared with a net cash position of $32.6 million in 2018;
- An aggregate cash surplus (earnings before depreciation, amortisation and grants) of the 18 AFL clubs of approximately $46 million, an increase of $4 million compared with 2018;
- Reduction in club debt of $8.2 million in 2019.

AFL revenue
The AFL’s revenue increased by $15.3 million to $783.9 million, due to broadcast rights agreements and increased commercial revenues. This revenue was used to fund the following investments:
- $314.7 million to AFL clubs;
- $56.8 million to community football. This is budgeted to increase in 2020 by $6 million due to the AFL’s investment in Victorian community football;
- $327.7 million to the AFLPA;
- $16.4 million in the AFL Women’s competition. This is budgeted to increase by $6 million in 2020 with the expansion of the AFLW competition from 10 teams to 14;
- $11.5 million to infrastructure comprising of elite and community facilities and contributions for stadium redevelopments.
AFL clubs’ financial results

The AFL operates a Club Funding Model, which provides a base distribution and, subject to meeting certain qualifying criteria, a variable distribution.

Variable distributions are designed to provide support to clubs that cannot fund their football program (playing and non-playing resources) to a competitive level solely based on the base distribution and their own revenue-generating capacity.

Variable funding distributions are determined based on an estimation of revenue-generating disadvantages that may be caused by, among other things, different supporter base sizes, differing commercial arrangements with stadiums, the financial impact of the fixture and access to income from non-football related businesses.

AFL’s Industry Investment Model: 2019

The Industry Investment Model was developed in 2016 with the purpose of sustaining the AFL industry well beyond the six years of the current broadcast rights deal.

This model was determined as an investment model, not as a spend model, based on justified investment levels to sustain and grow the game. The Industry Investment Model in 2019 was applied across:

- Clubs
- AFLPA
- Players
- Infrastructure
- Community
- Competition and fans

In addition, a capital reserve was established to strengthen the balance sheet and to position the game for the future. The intention is to allocate an amount of $20 million per annum to the capital reserve in line with the current broadcast rights deal. The capital reserve at the end of the 2019 financial year is $60 million and is currently held against the AFL’s external debt facility.

Distributions to AFL clubs

The AFL makes a number of distributions to AFL clubs. These distributions totalled $314.6 million, an increase of 5.4 million compared with 2018, and included the following:

- A base distribution to all clubs which totalled $198.1 million; and
- Variable distributions which totalled $71.5 million.

2019 CLUB DISTRIBUTIONS

<table>
<thead>
<tr>
<th>Club</th>
<th>Total ($'000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelaide</td>
<td>13,611</td>
</tr>
<tr>
<td>Brisbane Lions</td>
<td>23,127</td>
</tr>
<tr>
<td>Carlton</td>
<td>15,114</td>
</tr>
<tr>
<td>Collingwood</td>
<td>15,034</td>
</tr>
<tr>
<td>Essendon</td>
<td>13,789</td>
</tr>
<tr>
<td>Fremantle</td>
<td>11,789</td>
</tr>
<tr>
<td>Geelong</td>
<td>13,965</td>
</tr>
<tr>
<td>Gold Coast Suns</td>
<td>27,796</td>
</tr>
<tr>
<td>GWS Giants</td>
<td>14,635</td>
</tr>
<tr>
<td>Hawthorn</td>
<td>14,942</td>
</tr>
<tr>
<td>Melbourne</td>
<td>19,092</td>
</tr>
<tr>
<td>North Melbourne</td>
<td>17,327</td>
</tr>
<tr>
<td>Port Adelaide</td>
<td>13,752</td>
</tr>
<tr>
<td>Richmond</td>
<td>14,942</td>
</tr>
<tr>
<td>St Kilda</td>
<td>22,242</td>
</tr>
<tr>
<td>Sydney Swans</td>
<td>14,635</td>
</tr>
<tr>
<td>West Coast Eagles</td>
<td>12,655</td>
</tr>
<tr>
<td>Western Bulldogs</td>
<td>19,698</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>314,607</strong></td>
</tr>
</tbody>
</table>

Included in the above are the following other distributions to the clubs throughout the 2019 season, including, but not limited to, AFLW travel subsidies, prizemoney, AFL membership-related distributions, AFL commercial partner payments, AFL-facilitated stadium payments and licensing distributions.
### The AFL Group 2010-2019

#### Profit & Loss ($ mill)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Operating Expenses</th>
<th>Net Financing Income/(Expense)</th>
<th>Operating Surplus</th>
<th>Payments to Clubs</th>
<th>Payments to AFLPA</th>
<th>Game Development</th>
<th>Ground Improvements</th>
<th>AFL Foundation</th>
<th>Facilities Development</th>
<th>Strategic Partnership</th>
<th>New Markets</th>
<th>Total Player Payments (TPP)</th>
<th>TPP per Club</th>
<th>Base Distribution per Club</th>
<th>Base Distribution as a % of TPP</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>366.906</td>
<td>120.355</td>
<td>2.076</td>
<td>248.627</td>
<td>141.363</td>
<td>16.991</td>
<td>39.727</td>
<td>4.547</td>
<td>0.300</td>
<td>9.524</td>
<td>1.848</td>
<td>23,737</td>
<td>127.200</td>
<td>7.950</td>
<td>5.930</td>
<td>74.6%</td>
</tr>
<tr>
<td>2011</td>
<td>382.175</td>
<td>135.740</td>
<td>1.182</td>
<td>247.617</td>
<td>151.251</td>
<td>21.991</td>
<td>42.246</td>
<td>5.065</td>
<td>0.161</td>
<td>6.720</td>
<td>1.915</td>
<td>39,065</td>
<td>139.613</td>
<td>8.213</td>
<td>6.182</td>
<td>75.3%</td>
</tr>
<tr>
<td>2012</td>
<td>471.177</td>
<td>167.427</td>
<td>0.518</td>
<td>304.268</td>
<td>200.251</td>
<td>21.986</td>
<td>43.838</td>
<td>6.025</td>
<td>0.150</td>
<td>7.731</td>
<td>1.602</td>
<td>46,717</td>
<td>158.173</td>
<td>8.787</td>
<td>6.757</td>
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<tr>
<td>2013</td>
<td>502.699</td>
<td>181.978</td>
<td>(0.042)</td>
<td>320.677</td>
<td>209.152</td>
<td>21.692</td>
<td>46.543</td>
<td>6.071</td>
<td>0.329</td>
<td>8.025</td>
<td>1.224</td>
<td>51,410</td>
<td>164.500</td>
<td>9.139</td>
<td>7.196</td>
<td>78.7%</td>
</tr>
<tr>
<td>2014</td>
<td>528.230</td>
<td>203.859</td>
<td>0.596</td>
<td>344.973</td>
<td>218.309</td>
<td>22.680</td>
<td>49.017</td>
<td>6.189</td>
<td>0.518</td>
<td>6.071</td>
<td>1.255</td>
<td>53,110</td>
<td>173.383</td>
<td>9.632</td>
<td>8.514</td>
<td>80.0%</td>
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<tr>
<td>2015</td>
<td>508.674</td>
<td>214.311</td>
<td>0.564</td>
<td>344.699</td>
<td>243.151</td>
<td>22.270</td>
<td>51.925</td>
<td>6.851</td>
<td>0.564</td>
<td>7.031</td>
<td>1.071</td>
<td>53,311</td>
<td>181.284</td>
<td>10.071</td>
<td>9.308</td>
<td>81.9%</td>
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<tr>
<td>2016</td>
<td>558.619</td>
<td>225.985</td>
<td>0.378</td>
<td>344.973</td>
<td>272.407</td>
<td>36.120</td>
<td>52.823</td>
<td>7.031</td>
<td>0.161</td>
<td>8.174</td>
<td>1.225</td>
<td>51,594</td>
<td>181.284</td>
<td>10.071</td>
<td>9.308</td>
<td>81.9%</td>
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<tr>
<td>2017</td>
<td>752.622</td>
<td>281.064</td>
<td>(5.468)</td>
<td>486.090</td>
<td>322.293</td>
<td>36.599</td>
<td>54.893</td>
<td>8.685</td>
<td>0.150</td>
<td>5.432</td>
<td>0.525</td>
<td>52,880</td>
<td>224.011</td>
<td>12.445</td>
<td>9.890</td>
<td>85.8%</td>
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<tr>
<td>2018</td>
<td>778.596</td>
<td>329.934</td>
<td>(4.097)</td>
<td>452.212</td>
<td>322.293</td>
<td>36.599</td>
<td>54.893</td>
<td>8.685</td>
<td>0.150</td>
<td>5.432</td>
<td>0.525</td>
<td>52,880</td>
<td>224.011</td>
<td>12.445</td>
<td>9.890</td>
<td>85.8%</td>
</tr>
<tr>
<td>2019</td>
<td>793.939</td>
<td>322.293</td>
<td>(5.842)</td>
<td>458.163</td>
<td>322.293</td>
<td>36.599</td>
<td>54.893</td>
<td>8.685</td>
<td>0.150</td>
<td>5.432</td>
<td>0.525</td>
<td>52,880</td>
<td>224.011</td>
<td>12.445</td>
<td>9.890</td>
<td>85.8%</td>
</tr>
</tbody>
</table>

#### Revenue

- Revenue increased by $15.3 million with the major movements comprising:
  - Commercial Operations: Revenues up $9.3 million.
  - Broadcasting and Media Revenues: up $5.9 million.
  - Other Revenues down by $2.3 million.

- Expenditure increased by $75.6 million with marginal movements primarily due to revenue-related expenditure increases and expansion of the AFLW competition from eight to 10 teams.

- The AFL’s Operating Surplus increased by $6.0 million to $458.2 million.

- Distributions increased by $3.8 million or 1 per cent.

- The AFL’s Consolidated Surplus increased by $2.0 million in 2019.

- Revenue increased by $15.3 million with the major movements comprising:
  - Commercial Operations: Revenues up $9.3 million.
  - Broadcasting and Media Revenues: up $5.9 million.
  - Other Revenues down by $2.3 million.

- Expenditure increased by $75.6 million with marginal movements primarily due to revenue-related expenditure increases and expansion of the AFLW competition from eight to 10 teams.

- The AFL’s Operating Surplus increased by $6.0 million to $458.2 million.

- Distributions increased by $3.8 million or 1 per cent.

- The AFL’s Consolidated Surplus increased by $2.0 million in 2019.
Mr P M Bassat
Non-Executive Commissioner – Appointed 20th February 2012
Member of Remuneration Committee
Qualifications: Bachelor of Laws (The University of Melbourne)
Bachelor of Commerce (The University of Melbourne)
Experience: Co-founder and former CEO, SEEK Ltd 1997-2011
Director, Square Peg Capital Pty Ltd
Director, Peter MacCallum Cancer Foundation
Director, WigglyPig Pty Ltd
Director, PropertyGuru Pty Ltd
Director, Innovation and Science Australia
Advisory Board Member, Evans & Partners Global Disruption Fund
Member, Mount Scopus College Foundation
Director, Athena Financial Pty Ltd

Mr K L Williams, AM
Non-Executive Commissioner – Appointed 4th March 2014
Qualifications: Bachelor of Music (The University of Sydney)
Honorary Doctorate of Letters (Macquarie University)
Experience: Chair, Thomson Reuters Founders Share Company
Chair, Vicsport
Co-Chair, NSW State Library Foundation
Chair, The Cranlana Programme
Director, Myer Family Investments
Director, International Music Foundation
Director, Executive Channel International
Board Member, University of Western Sydney Foundation
Director, Australian Schools Plus

Mr J A Ball
Non-Executive Commissioner – Appointed 25th March 2015
Member of Audit and Risk Committee
Qualifications: Graduate, Australian Institute of Company Directors
Senior Relationship Manager, Macquarie Group 2000-18
Director, Sydney Swans Football Club 2007-15
Player, Sydney Swans Football Club 2000-05
Player, West Coast Eagles Football Club 1992-99

Ms S L Wilkie, AO
Non-Executive Commissioner – Appointed 25th March 2015
Member of Remuneration Committee – Appointed 10th December 2018
Chair, AFLW Competition Committee
Qualifications: Bachelor of Human Resource Management
(University of New England)
Graduate Diploma of Telecommunications Systems Management
(University of Technology Sydney)
Graduate Diploma of Strategic Studies (Deakin University)
Graduate Diploma of Strategic Studies (Monash University)
Advanced Management Program (Harvard Business School)
Experiences: Commander, Australian Defence Force
Chief of Staff to the Chief of Army
National Commander ADF commitment in Afghanistan
Office of the Order of Australia
Director, AFL SportsReady
Director, Australian American Education Leadership
Chair, Defence Technologies, Deakin University

Mr P A Newbold
Non-Executive Commissioner – Appointed 13th March 2015
Chairman of Audit and Risk Committee
Qualifications: Bachelor of Laws (Monash University)
Bachelor of Economics (Monash University)
Experience: Chairman, Fair Work Foundation
Chairman, AFLW Competition Committee
Chairman, National Rugby League
President, Hawthorn Football Club 2012-16
Life Member, Hawthorn Football Club

Ms G M Trainer, AO
Non-Executive Commissioner – Appointed 13th March 2016
Chairman, Audit and Risk Committee
Qualifications: Bachelor of Laws (The University of Melbourne)
Master of Arts in Cultural & Creative Practice (Western Sydney University)
Fellow, Australian Institute of Company Directors
Experience: Chair, National Film & Sound Archive
Commissioner, Sport Australia
Chair, Infrastructure Australia
Chair, Major Infrastructure Projects Board (VIC)
Chair, Zurich Australia Ltd: One Path Life & General Insurance
Member, ACT Renewal Authority
Director, Wattle Hill Fund #1 Advisory Board
Director, WAM Global Ltd
Member, Sydney Review of Books
Director, Western City and Aerotropolis Authority
Chair, Construction Industry Culture Task Force
Trustee, Western Sydney University Foundation
Trustee, Western Sydney University Board of Trustees
Director, Whitlam Institute
Trustee, The Charles Perkins Trust

Mr R M Bishop
Non-Executive Commissioner – Appointed 21st April 2017
Member of Audit and Risk Committee
Member of Remuneration Committee
Qualifications: Bachelor of Laws (Monash University)
Bachelor of Commerce (The University of Melbourne)
Bachelor of Arts (The University of Melbourne)
Experience: Managing Partner and Founder, BSH Capital
Non-Executive Director, Burnet Institute
Member, Takeovers Panel

Prof H M Milroy
Non-Executive Commissioner – Appointed 14th March 2019
Qualifications: Bachelor of Medicine, Bachelor of Surgery
(University of Western Australia) FRANZCP, LATCAP
Experience: Professor of Child and Adolescent Psychiatry,
Perth Children’s Hospital Foundation
Honorary Research Fellow, Telethon Kids Institute
Chair, National Mental Health Commission
Chair, Million Minds Research Advisory Board

The Directors present their report together with the financial report of the Australian Football League (‘the Company’) and Consolidated Entity, being the Company and its controlled entities, for the year ended 31 October 2019 and the auditor’s report thereon.

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

Mr R J Goyder, AO
Chairman – Appointed Commissioner 21st November 2011
Chairman from March 2017
Chairman of Remuneration Committee
Member of Audit and Risk Committee
Qualifications: Bachelor of Commerce (The University of Western Australia)
Experience: Chair, Woodside
Chair, Qantas Airways
Chair, West Australian Symphony Orchestra
Chair, ORR Australia
Former Director, Wesfarmers Ltd
Former Director, Fremantle Football Club

Mr G A McLachlan
Chief Executive Officer – Appointed 5th June 2014
Qualifications: Bachelor of Laws (Hons.) (The University of Melbourne)
Bachelor of Commerce (The University of Adelaide)
Experience: AFL Deputy CEO 2012-14
AFL Chief Operating Officer 2008-12
AFL General Manager Broadcasting & Major Projects 2006-08
AFL General Manager Commercial Operations 2003-06
Patron, Children’s Cancer Foundation

Mr P A Newbold
Chairman of Audit and Risk Committee
Qualifications: Bachelor of Laws (Monash University)
Bachelor of Economics (Monash University)
Experience: Chairman, Fair Work Foundation
Chairman, AFLW Competition Committee
Chairman, National Rugby League
President, Hawthorn Football Club 2012-16
Life Member, Hawthorn Football Club

Ms G M Trainer, AO
Non-Executive Commissioner – Appointed 13th March 2016
Qualifications: Bachelor of Laws (The University of Melbourne)
Master of Arts in Cultural & Creative Practice (Western Sydney University)
Fellow, Australian Institute of Company Directors
Experience: Chair, National Film & Sound Archive
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Chair, Zurich Australia Ltd: One Path Life & General Insurance
Member, ACT Renewal Authority
Director, Wattle Hill Fund #1 Advisory Board
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Director, Western City and Aerotropolis Authority
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Experience: Professor of Child and Adolescent Psychiatry,
Perth Children’s Hospital Foundation
Honorary Research Fellow, Telethon Kids Institute
Chair, National Mental Health Commission
Chair, Million Minds Research Advisory Board

The role of the Audit and Risk Committee is to give the Commission assurance regarding the preparation and integrity of financial reports, internal controls, policies and procedures that are used to identify and manage business risks and compliance with legal and regulatory requirements. The AFL’s Integrity and Security function also reports to the Audit and Risk Committee on a periodic basis.

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 Australian Football League (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.

Objectives
The major objectives of the Company include the following:
1. To manage the AFL competitions to ensure that they remain the most exciting in Australian sport.
2. To build a stronger relationship with the supporters at all levels of the game.
3. To help ensure that AFL clubs are financially secure and competitive.
4. 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. Key Performance Indicators such as attendances at AFL games, television ratings, digital consumption and participant numbers are used to measure the Company’s performance against this strategy.

Review and results of operations
The profit of the Consolidated Entity was $27.9 million, compared with a profit of $25.9 million in 2018. The result reflects a contribution of $14 million by AFL Stadia Pty Ltd upon consolidation (2018: $4.5 million).

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 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 on insurance contracts in respect of Directors’ and Officers’ liability and legal expenses, 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; and
- other liabilities that may arise from their position, with the exception of conduct involving a willful breach of duty or improper use of information or position to gain a personal advantage.

Directors’ benefit
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 18 and 22 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 163 and forms part of the Directors’ report for the year ended 31 October 2019.

Parent Entity Financial Statements
A full set of Parent Entity Financial Statements has been included alongside the Consolidated Financial Statements in accordance with the option available to the Company under the Australian Securities and Investments Commission (ASIC) Class Order 10/1654 issued on 26 July 2010.

Rounding off
The Company is of a kind referred to in ASIC Corporations (Rounding in Financial/Directors’ Reports) Instrument 2018/93 and in accordance with that instrument, amounts in the financial report and Directors’ report have been rounded off to the nearest thousand dollars, unless otherwise stated.

Dated at Melbourne this 17th day of February 2020
Signed in accordance with a resolution of the Directors:

Mr R J Goyder, AO
Chairman

Mr G A McLachlan
Director

Lead Auditor’s Independence Declaration under Section 307C of The Corporations Act 2001

Independent Declaration of Financial Accounts
To the Directors of the Australian Football League
I declare that, to the best of my knowledge and belief, in relation to the audit of the Australian Football League for the financial year ended 31 October 2019 there have been:

I. No contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and

II. No contraventions of any applicable code of professional conduct in relation to the audit.

KPMG
Dean Waters
Partner
Melbourne
17 February 2020

Statements of Profit & Loss and Other Comprehensive Income
For the year ended 31 October 2019

<table>
<thead>
<tr>
<th></th>
<th>Consolidated</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019 ($’000)</td>
<td>2018 ($’000)</td>
</tr>
<tr>
<td>Revenue</td>
<td>791,939</td>
<td>778,596</td>
</tr>
<tr>
<td>Net financing expense</td>
<td>(5,842)</td>
<td>(4,091)</td>
</tr>
<tr>
<td>Expenses from operating activities</td>
<td>(754,252)</td>
<td>(747,738)</td>
</tr>
<tr>
<td>Profit from operating activities before related income tax expense</td>
<td>28,845</td>
<td>26,767</td>
</tr>
<tr>
<td>Income tax expense relating to operating activities</td>
<td>(967)</td>
<td>(893)</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>27,858</td>
<td>25,874</td>
</tr>
<tr>
<td>Other comprehensive income for the year</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>27,858</td>
<td>25,874</td>
</tr>
<tr>
<td>Profit attributable to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners of the Company</td>
<td>26,696</td>
<td>24,831</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>1,162</td>
<td>1,043</td>
</tr>
<tr>
<td>Profit for the year</td>
<td>27,858</td>
<td>25,874</td>
</tr>
<tr>
<td>Total comprehensive income attributable to:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Owners of the Company</td>
<td>26,696</td>
<td>24,831</td>
</tr>
<tr>
<td>Non-controlling interests</td>
<td>1,162</td>
<td>1,043</td>
</tr>
<tr>
<td>Total comprehensive income for the year</td>
<td>27,858</td>
<td>25,874</td>
</tr>
</tbody>
</table>

The Consolidated Statement of Profit & Loss and Other Comprehensive Income is to be read in conjunction with the notes to the financial statements set out on pages 166 to 167.
Discussion and Analysis of the Consolidated Statement of Profit and Loss and Other Comprehensive Income

The profit in 2019 was $27.9 million which compared with a profit of $25.9 million in 2018. Revenue increased by $15.3 million to $793.9 million. The main areas of revenue which contributed to this movement were:
- an increase in commercial operations revenue totalling $11.0 million;
- an increase in broadcasting and AFL media revenues totalling $5.9 million;
- Expenditure increased by $11.3 million to $759.3 million. The main areas of expenditure which contributed to this movement were:
- an increase in finance and administration costs of $12.1 million
- an increase in commercial operations revenue totalling $25.9 million in 2018.

The profit in 2019 was $27.9 million which compared with a profit and Other Comprehensive Income of $25.9 million in 2018.

Discussion and Analysis of the Consolidated Statement of Cash Flows

The consolidated entity’s total assets decreased by $48.6 million to $487.5 million. The movement in total assets principally comprised:
- a decrease in cash and cash equivalents totalling $24.5 million due to repayment of external borrowings totaling $80.9 million. This figure includes the $60.0 million of capital reserve funds currently being invested to reduce external debt;
- a decrease in property, plant and equipment totaling $21.6 million due to depreciation on Marvel Stadium assets;
- a decrease in intangible assets totaling $5.2 million. The consolidated entity’s total liabilities decreased by $76.5 million to $248.7 million. The movement in total liabilities principally comprised:
- a decrease in interest-bearing loans and borrowings due to repayment of external borrowings totaling $80.9 million.

Statements of Financial Position

As at 31 October 2019

<table>
<thead>
<tr>
<th></th>
<th>2019 $’000</th>
<th>2018 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>184,721</td>
<td>209,237</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>47,800</td>
<td>46,101</td>
</tr>
<tr>
<td>Other assets</td>
<td>7,443</td>
<td>7,723</td>
</tr>
<tr>
<td>Total current assets</td>
<td>239,962</td>
<td>263,061</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>201,079</td>
<td>222,711</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>25,262</td>
<td>30,508</td>
</tr>
<tr>
<td>Other assets</td>
<td>4,076</td>
<td>3,840</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>247,525</td>
<td>273,029</td>
</tr>
<tr>
<td>Total assets</td>
<td>487,487</td>
<td>536,090</td>
</tr>
</tbody>
</table>

|                |            |            |
| Liabilities    |            |            |
| Trade and other payables | 72,992     | 54,327     |
| Deferred income | 41,818     | 40,013     |
| Fair value of derivatives | 4,144     | 935        |
| Interest-bearing loans and borrowings | 8      | 8          |
| Provisions     | 10,912     | 19,985     |
| Total current liabilities | 136,794    | 115,268    |
| Trade and other payables | 1,295      | 5,000      |
| Deferred income | 6,558      | 8,247      |
| Interest-bearing loans and borrowings | 95,799    | 176,652    |
| Provisions     | 8,254      | 19,954     |
| Total non-current liabilities | 111,866    | 209,833    |
| Total liabilities | 248,660    | 325,121    |
| Net assets     | 238,827    | 210,969    |

|                | 2019 $’000 | 2018 $’000 |
| Equity         |            |            |
| Member Contributions | 21        | 21         |
| Reserves       | 60,000     | 40,000     |
| Retained earnings | 172,088   | 165,392    |
| Total equity attributable to equity holders of the Company | 232,109    | 205,413    |
| Non-controlling interest | 6,718     | 5,556      |
| Total equity   | 238,827    | 210,969    |

Discussion and Analysis of the Statements of Cash Flows

For the year ended 31 October 2019

|                | 2019 $’000 | 2018 $’000 |
| Cash flows from operating activities |            |            |
| Cash receipts in the course of operations | 791,852   | 785,525   |
| Cash payments in the course of operations | (714,258) | (680,298) |
| Net cash from operating activities | 77,594    | 105,227   |
| Cash flows from investing activities |            |            |
| Payments for property, plant and equipment | (15,375) | (18,714) |
| Net cash used in investing activities | (13,083)  | (16,180)  |
| Cash flows from financing activities |            |            |
| Interest paid | (8,134)    | (6,625)    |
| Net proceeds from external borrowings | (80,885)  | (8,484)   |
| Payment of finance lease liabilities | (8)       | (8)        |
| Net cash used in financing activities | (89,027)  | (15,117)  |
| Net increase in cash and cash equivalents | (24,516)  | 73,930    |
| Cash and cash equivalents at the beginning of the financial year | 209,237   | 135,303    |
| Cash and cash equivalents at the end of the financial year | 184,721   | 209,237    |

The Consolidated Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements set out on pages 166 to 167.

Statements of Changes in Equity

For the year ended 31 October 2019

The Consolidated Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements set out on pages 166 to 167.

Discussion and Analysis of the Statements of Cash Flows

There was a net decrease in cash holdings of the consolidated entity during the year totaling $24.5 million. The major movements in cash during the year included the following:
- funds provided by the operating activities for the year totaling $718.6 million;
- purchases of property, plant and equipment totaling $15.4 million;
- net interest paid totaling $5.8 million; and
- repayment of external borrowings totaling $80.9 million. This figure includes the $60.0 million of capital reserve funds currently being invested to reduce external debt.

Net debt as at 31 October 2019: $487.5 million.

The Consolidated Statement of Changes in Equity is to be read in conjunction with the notes to the financial statements set out on pages 166 to 167.
Financial Statements

For the year ended 31 October 2019


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, which is available upon request.

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, 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. The impact of these reclassifications is not material and has not resulted in any change to profit or net assets. 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 and Consolidated entity’s activities are confined to Australia except for the sale of television rights to various overseas countries and conduct of matches overseas from time to time.

3. Revenue

<table>
<thead>
<tr>
<th>Consolidated</th>
<th>2019 $’000</th>
<th>2018 $’000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Broadcasting and AFL media</td>
<td>397,439</td>
<td>391,504</td>
</tr>
<tr>
<td>Commercial operations</td>
<td>240,338</td>
<td>279,375</td>
</tr>
<tr>
<td>Football operations</td>
<td>17,537</td>
<td>18,708</td>
</tr>
<tr>
<td>Game development</td>
<td>36,367</td>
<td>36,327</td>
</tr>
<tr>
<td>Other revenue</td>
<td>34,458</td>
<td>34,682</td>
</tr>
<tr>
<td>Contra advertising revenue</td>
<td>16,000</td>
<td>16,000</td>
</tr>
<tr>
<td>Total</td>
<td>793,939</td>
<td>778,596</td>
</tr>
</tbody>
</table>

4. Parent entity disclosures

As at, and throughout, the financial year ended 31 October 2019 the parent entity of the group was Australian Football League.

5. Contingent liabilities

i. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of St Kilda Football Club Limited to Westpac to a maximum of $6.75 million. This guarantee expires on 31 January 2022.

ii. The Company has entered into an agreement with Westpac whereby the Company guarantees the obligations of the Footscray Football Club Limited to Westpac to a maximum of $4.55 million. This guarantee expires on 31 January 2022.

iii. 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 $8.0 million. This guarantee expires on 31 January 2022.

iv. The Company has entered into an agreement with NAB whereby the Company guarantees the obligations of the Essendon Football Club Limited to NAB to a maximum of $8.0 million. This guarantee expires on 30 April 2021.

v. The Company has entered into an agreement with Bank SA whereby the Company guarantees the obligations of the Port Adelaide Football Club Limited to Bank SA to a maximum of $5.0 million. This guarantee expires on 6 December 2022.

vi. 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 $1.19 million (Transactional Facilities). This guarantee expires on 30 April 2021.

vii. 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 $1.59 million (Corporate Markets Loan). This guarantee expires on 30 April 2022.

viii. 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 $1.53 million. This guarantee expires on 30 April 2022.

ix. 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 30 April 2020.

x. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Queensland Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xi. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xiii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xv. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xvi. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xvii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

xviii. The Company has entered into an agreement with National Australia Bank whereby the Company guarantees the obligations of the AFL Northern Territory Limited to National Australia Bank to a maximum of $0.15 million. This guarantee expires on 30 April 2020.

6. 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 2019, set out on pages 163 to 167:

(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 February 2020.

Signed in accordance with a resolution of the Directors:

Mr R J Goyder, AO

CHAIRMAN

Mr G A McLachlan

DIRECTOR
Independent Auditor's Report to the members of the Australian Football League


Opinion

We have audited the Concise Financial Report of the Australian Football League (the Company) and its controlled entities (the Consolidated Entity) as at 31 October 2019 and for the year ended on that date. The financial statements and related notes in the Concise Financial Report are derived from the audited financial report of the Company as at for the year ended 31 October 2019 (the Audited Financial Report).

In our opinion, the accompanying Concise Financial Report, including the discussion and analysis of the Company, complies with Australian Accounting Standard 1029 Concise Financial Reports.

The Concise Financial Report comprises:
- consolidated statement of position as at 31 October 2019;
- consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended;
- discussion and analysis;
- related notes;
- the Consolidated Entity consists of the Company and the entities it controlled at the year-end or from time to time during the financial year.

Basis for Opinion

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

Our responsibilities under those standards are further described in the Auditor’s responsibilities for the audit of the Concise Financial Report section of this Auditor’s Report.

We are independent of the Consolidated Entity and Company in accordance with the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 100 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the Concise Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Scope of the Concise Financial Report


The Audited Financial Report and our auditor’s report thereon


Other Information

Other information is financial and non-financial information in the Australian Football League’s Annual Report which is provided in addition to the Concise Financial Report and this Auditor’s Report.

The Directors are responsible for the Other Information.

We obtained prior to the date of this Auditor’s Report was the Directors Report.

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

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

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

Responsibility of the Directors for the Concise Financial Report

The Directors are responsible for:
- preparing the Concise Financial Report in accordance with Australian Accounting Standard AASB 1029 Concise Financial Reports and the Corporations Act 2001;
- implementing necessary internal control to enable the preparation of the Concise Financial Report that is free from material misstatement, whether due to fraud or error.

Auditor’s responsibility for the audit of the Concise Financial Report

Our responsibility is to express an opinion on whether the Concise Financial Report, including the discussion and analysis, in all material respects, complies with Australian Accounting Standard AASB 1029 Concise Financial Reports based on our procedures, which were conducted in accordance with Australian Auditing Standard ASA 510 Engagements to Report on Summary Financial Statements.

KPMG

Dean Waters
PARTNER
Melbourne
17 February 2020

AFL Committees

AFL Football Operations Sub-Committee
Steve Hocking (chair), Patrick Clifton, Jennie Loughnan, James Podsiadly, Nadine Rabah, Tristan Salter, Josh Vanderloo, Grant Williams.

AFL Tribunal/Appeals Board
Tribunal/Appellate Board Chairs: David Jones, Ross Howie, Geoff Guicciardo, Murray Kellam QC, and Peter O’Callaghan QC.
- Tribunal Counsel: Jeff Sileson QC, Nick Prane QC, Andrew Woods, and Renée Enbom.
- Secretary: Tim Gartside.

AFL Competition Committee
Steve Hocking (chair), Jason Ball, Colin Carter, Patrick Dangerfield, Chris Davies, Andrew Fagan, Chris Fagan, Andrew Ireland, Nicole Livingston, Steven May, Eddie McGuire, Brett Murphy, Peggy O’Neal, Justin Renes, Kyle Rogers, Brad Scott, Graig Vozzo.

AFLW Competition Committee
Simone Wiede (chair), Lauren Arriel, Kara Donnellan, Mark Evans, Phil Harper, Steve Hocking, Laura Kane, Debbie Lee, Cain Liddle, Nicole Livingston, Alan McConnell, Brett Murphy, Todd Patterson, Peta Searle.

Match Review Officer
Michael Christian.

AFL Grievance Tribunal
Professor Geoffrey Guicciardo (Chair), Murray Kellam AJ (Deputy Chair), David Maddocks, Michael Moncrieff, Kevin Power.

All-Australian and NAB AFL Rising Star Selectors 2019
Gillon McLachlan (Chair), Kevin Bartlett, Luke Darcy, Steve Hocking, Glen Jakovich, Cameron Ling, Matthew Richardson, Kevin Sheehan (NAB: AFL Rising Star role), Warren Tredrea, Brett Munro (Secretary) and the late Danny Foxley.

Australian Football Hall of Fame Selection Committee
Richard Snyder (Chair), Barry Cable, Dennis Cometti, Karen Lyon, Paul Marsh, Bruce McAvaney, David Parkin, Michelangelo Rucci, Col Hutchinson (Stats/history consultant), Patrick Clifton (Secretary).

AFL Research Board
Patrick Clifton (Chair), Mark Brayshaw, David Buttifant, Caila Dilibeni, Damian Farow, Dr Peter Harcourt, Kate Hall, Tim Harrington, Brana Harvey, Dr Michael Maldini, Assoc Prof Colin McLeod, Michael Poulton, David Rath, Dr Anthony Schache, Tom Gartside (Secretary).

AFL OH&S Committee
Patrick Clifton (Chair), Jonathan Edge, James Gallagher, Brent Hedley, Tim Harrington, Cam Joyce, Clay Mackinnon, Laila Siga, Tom Gartside (Secretary).

AFL Medical Director
Dr Peter Harcourt.

AFL OHS Committee
Gillon McLachlan (Chair), David Parkin, Mike Sheahan, Patrick Keane (Secretary).

AFL Committees
DUSTIN MARTIN
2019 PREMIERSHIP & NORM SMITH MEDALLIST

ERIN PHILLIPS
2019 PREMIERSHIP & NAB AFLW GRAND FINAL BEST ON GROUND