

COMMERCIAL OPERATIONS

DARREN BIRCH
GENERAL MANAGER



CROWD PLEASER

The redeveloped Adelaide Oval and stars such as Rory Sloane helped the Crows attract an average of 48,046 fans to home games.



COMMERCIAL OPERATIONS

Once again the AFL recorded strong commercial growth, highlighted by an extension of Toyota's agreement and record club membership.

DARREN BIRCH
GENERAL MANAGER



In 2014, the AFL recorded substantial growth via the continued development of commercial and corporate partnerships.

Importantly, we were delighted when Toyota announced in March that it had agreed to extend its agreement with the AFL as our Premier Partner until the end of the 2016 Toyota AFL Premiership Season.

Our partnership with Toyota includes the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

While maintaining a number of existing corporate partnerships, the AFL also welcomed a number of new top-tier national and international commercial organisations to its stable of partners throughout 2014.

AFL clubs set a record for the total number of club members for the 14th consecutive season in 2014, while overall attendance increased on a yearly basis. New fans and commercial partners were attracted to the game via a range of sought-after events and fan-focused initiatives across the season.

CORPORATE PARTNERS

In 2014, the AFL continued to enjoy strong links with a number of commercial partners representing various domestic and international companies.

A range of prominent new partners joined the AFL in 2014, including Gatorade, Tupperware, Accor Hotels, Mars, 13CABS, GIO, GMHBA and Obela.

The AFL would like to acknowledge the generous support of these corporate partners in 2014 (see table opposite).

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MAJOR CORPORATE PARTNERS

TOYOTA MOTOR CORPORATION AUSTRALIA

The 2014 season marked Toyota Australia's 11th year as the Premier Partner of the AFL. This enduring relationship is one of the most successful in Australian sport and includes naming rights to the Toyota AFL Premiership Season, Toyota AFL Finals Series, Toyota AFL Grand Final Parade and Toyota AFL Grand Final.

Since year one, Toyota has been committed to growing the game at every level. Through this shared passion, Toyota celebrates the past via its Legendary Moments campaign, supports modern-day champions of the game such as 2014 Australian of the Year

Adam Goodes and continues to help develop the stars of tomorrow through the Toyota Good for Footy Program. →



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2014 CORPORATE PARTNERS



PREMIER PARTNER



MAJOR PARTNERS



OFFICIAL PARTNERS





FAREWELL
Retiring players did a lap of honour on Grand Final day in Toyota Hiluxes.

In 2014, Toyota continued to bring its AFL partnership to life across a wide array of activations and initiatives, including:

- Through the Good for Footy program, Toyota dealers donated another \$300,000 to grassroots clubs around Australia. Over the past 11 years, Toyota has raised more than \$2.6 million for community football.
- The My Legendary Moment competition returned in 2014 and challenged fans to recreate their favourite footy moments on video. The major prizewinner received a Toyota SR5 HiLux plus the ultimate Grand Final week experience. The competition continued to capture the imagination of fans right around Australia with some unforgettable entries.
- The Toyota AFL Grand Final Parade was again a huge success in 2014, with My Legendary Moments competition winners given the opportunity to ride in the back of their own HiLux, along with Toyota ambassadors Stephen Curry and Dave Lawson.

- Toyota's My Legendary Moments campaign culminated at the MCG on Grand Final day. Fans at the ground, in addition to seven network television audience nation-wide, watched on as the competition winners completed a lap of honour around the MCG while their video was displayed on the big screens.
- The Ponsford Stand at the MCG on Grand Final day was transformed into the Unbreakable Hilux Legends Stage with exclusive seating for the My Legendary Moment winners and American recording artists the Madden brothers.
- The Toyota Oh What a Feeling live site at Federation Square was again very successful, attracting thousands of fans through vehicle displays, player appearances, radio broadcast crosses and a live concert featuring the Madden Brothers.

- Toyota teamed up with ambassador Adam Goodes during the AFL Indigenous Round to auction his 2013 Toyota Prius. The initiative raised \$27,000 for the Goodes O'Loughlin Foundation, with more than 200 bids received.
- Toyota raised awareness of Planet Ark's National Tree Day by creating a series of 'human trees' that roamed the MCG during the round 18 clash between Hawthorn and the Sydney Swans on July 26, encouraging fans to embrace a tree for National Tree Day.
- Toyota activated the #carsthatfeel campaign on the MCG concourse and, through innovative use of sound, light and colour animations, allowed fans to connect with cars with their own individual personalities.
- Toyota dealers gave fans the chance to bid farewell to the game's greats with a retiring Legends Lap of Honour around rural Victoria in Toyota Hilux vehicles. The players visited 28 communities in Toyota Hiluxes, with over 3500 fans in attendance.



DRIVING FORCE
Jordan Lewis fires off a handball in Hawthorn's emphatic win over Sydney in the Toyota AFL Grand Final.

CARLTON UNITED BREWERIES

In 2014, Carlton Draught celebrated the 150th anniversary of the brand and utilised a number of AFL channels to promote this important milestone. The Carlton Draught Amber Jubilee campaign was showcased through the *AFL Record*, in stadium, across television commercials and various digital and mobile AFL platforms.

To celebrate the 150-year mark, CUB created the Carlton Draught Front Bar in Yarra Park outside the MCG on AFL Grand Final day. The bar was open to 1500 lucky competition winners who won their entry to the front bar via Triple M and other digital channels including *AFL.com.au*. Guests at the Carlton Draught Front Bar enjoyed pre-match entertainment and took in all the action of the game via a series of big screens while hearing the roar of the crowd live from the MCG.

CUB also utilised a number of Finals Series events to assist in the launch of the new Crown Lager product, Crown Golden Ale, including key activities

across the Brownlow Medal count, the Brownlow After Party and the Virgin Australia All-Australian Awards.

The responsible consumption messaging in 2014 moved away from the brand-led Carlton Draught Substitute property towards an industry-wide, company-led responsible consumption message, which launched in September 2014. The new Drinkwise campaign, titled 'You will never miss a moment if you drinkwise', was supported by the AFL during the AFL Finals Series.

The AFL and CUB will continue to work together to drive greater awareness of the key CUB brands and to grow the key activities of 2014.

 The AFL and CUB will continue to work together to drive greater awareness of the key CUB brands

COCA-COLA

A significant change to the AFL/Coca-Cola partnership in 2014 saw Coca-Cola shift from exclusivity across the entire beverage category to the carbonated beverage category only, as the official soft drink partner of the AFL.

As part of the new partnership, Coca-Cola worked closely with the AFL to utilise and maximise available assets throughout the 2014 season. This included digital media opportunities, ticketing and hospitality, promotions and money-can't-buy experiences with a particular focus on the AFL Finals Series. Coke Rewards members were also provided with the opportunity to walk on to the MCG on Grand Final Day to watch the teams warm up. Coca-Cola Amatil (Victoria) also held a highly successful boardroom lunch with its senior leadership team and members of the AFL Executive.

The entire AFL community is grateful for the ongoing support of Coca-Cola South Pacific and Coca-Cola Amatil as highly valued corporate partners. →



HAVING A BALL
NAB again supported many programs in 2014, including Auskick.

TIPS FROM THE TOP

NAB AFL Auskicker of the Year Lochie Sunderland with Joel Selwood.
←



The NAB AFL Auskick Free-Kick program, a national referral program in conjunction with a third party – Nexus Partners – was also introduced in 2014. For every home, personal or business loan taken out by parents referred through their NAB AFL Auskick centre, the centre will receive a financial contribution via Nexus Partners. Community support was further provided by NAB through the NAB AFL Auskick Volunteer of the Year program – recognising volunteer excellence – and the NAB AFL Auskick Local Fund, with more than \$90,000 provided to Auskick centres across the country.

In the closest NAB Rising Star count on record, one vote separated Brisbane Lions midfielder Lewis Taylor and Western Bulldogs forward Marcus Bontempelli as the 2014 NAB AFL Rising Star Award winner. This award recognises the game's best young talent at the elite level. Each NAB Rising Star nominee again benefited from the NAB Club Recognition Award, with NAB providing more than \$65,000 in cash and resources across the 22 nominees' junior clubs.

Following on from a successful NAB AFL Draft Combine held at Etihad Stadium in Melbourne, the Gold Coast Conference and Convention Centre hosted the NAB AFL Draft for the fourth time in five years in 2014, with St Kilda selecting Geelong Falcons key forward Paddy McCartin as the No. 1 draft pick. The event was broadcast live on Fox Footy, with 103,109 football fans tuning in to watch the broadcast.

NAB continued to 'footify' Australia via its 2014 Footify Fansplant campaign. Footify Fansplant saw NAB identify five diehard sports fans from around the world and pair them up with five Australian families who are devoted AFL football fans. NAB developed a raft of humorous and engaging content pieces and these were released progressively throughout the AFL season across all media platforms. →



NATIONAL AUSTRALIA BANK

The 2014 season saw the introduction of a new-look pre-season competition, the NAB Challenge. The tournament saw AFL clubs play 18 games in 18 days with \$18 ticket prices. The game's biggest names and brightest young stars played in non-traditional venues that don't regularly host AFL football during the premiership season. These venues, many of them regional, included Blacktown (NSW), Joondalup (WA), North Ballarat (Vic), Richmond Oval (SA), TIO Traeger Park, Alice Springs (NT), Townsville (Qld), Wagga Wagga (NSW) and Wangaratta (Vic). Total attendance for the NAB Challenge was 135,564, with the average attendance of 7531 people a match.

The total TV cumulative audience was 1,863,707, with an average audience of 103,539 a match. NAB conducted NAB business breakfasts at most games, with the local banking community networking with the local football and business community. AFL players visited NAB branches to interact with customers and fans while NAB AFL Auskick customer clinics engaged younger fans around the country. The NAB Supergoal initiative returned in 2014, with 26 kicked across the pre-season competition. As a result, NAB donated \$13,000 worth of Sherrins to AFL players' junior football clubs.

In 2014, the AFL, in conjunction with NAB, officially launched the 2014 NAB AFL Rising Stars program. The Gold Coast played host for the launch with the NAB AFL Under-16 Championships being held in that region for the first time. This saw every element of the Rising Stars program brought together, with a player representing each stage of the NAB-sponsored pathway of NAB AFL Under-16 Championships, NAB AFL Under-18 Championships, NAB AFL Academy, NAB AFL Combine, NAB AFL Draft and NAB AFL Rising Star Program.

With NAB's partnership and support, the 2014 NAB AFL Auskick program was launched on the Seven Network's flagship program *Sunrise* and watched by an estimated 527,000 viewers. Live crosses featured local NAB AFL Auskickers, AFL stars Dylan Shiel and Kurt Tippett and AFL mascots as well as *Sunrise* presenters who took part in the Auskick activities.

Auskick experienced a 3.5 per cent increase in participation in 2014, with 178,552 children taking part in the program. More than 12,920 entries were recorded in the NAB AFL Auskicker of the Year competition, with Lochie Sunderland from NSW crowned the 2014 NAB AFL Auskicker of the Year.

Lochie was awarded \$5000 in a NAB junior saver account, in addition to having Geelong captain Joel Selwood as his mentor for the next 12 months.

**SUPER SPRAY**

Players often had other uses for Gatorade, mainly after a win. ↗

GATORADE

Gatorade and the AFL launched a new three-year partnership in 2014 in the sports hydration beverage category. The partnership took effect league-wide in January and all 18 AFL clubs were equipped at the start of the pre-season with Gatorade hydration equipment and products to ensure the clubs trained at their optimal performance during the important pre-season period.

The Gatorade Match Day Moments program ran throughout the year and encouraged and rewarded clubs for correct utilisation of Gatorade equipment and products in match-day and training environments.

In addition to the strong branding via the use of equipment on the field of play in 2014, Gatorade also secured signage rights for interchange benches at Etihad Stadium, Adelaide Oval, the Gabba, Metricon Stadium, the SCG, Spotless Stadium, Simonds Stadium and Patersons Stadium.

Three Gatorade ambassadors – Gary Ablett, Scott Pendlebury and

Tom Boyd – were engaged to drive the promotion of the partnership and provide links to teams within the three key states of Victoria, Queensland and New South Wales. Ablett and Pendlebury were also hosted during the pre-season at the Gatorade Sports Science Institute (GSSI) in Florida where the players gained access to the facilities and best sports science testing in the world. Gatorade also utilised footage and imagery of their ambassadors for use on pack, in promotions and in television commercials.

Throughout 2014, Gatorade ran a number of promotions via its key customer channels to drive volume and promote awareness of the official partnership with the AFL. The main marketing campaign in 2014 focused on ‘fuelling the future’ AFL stars, which included a television commercial featuring upcoming AFL players from the NAB AFL Academy program, as well as Ablett and Pendlebury.

All 18 AFL clubs provided Gatorade with a number of player appearances and written testimonials regarding their experience with Gatorade in the first year of the partnership.

**VIRGIN AUSTRALIA**

The partnership between the AFL and Virgin Australia – the AFL’s official airline since 2011 – continued to grow in 2014.

Virgin Australia successfully leveraged the partnership with the Virgin Australia Film Festival and the Premiership Cup Tour along with its naming rights properties including the AFL Grand Final Half-Time Show, the Grand Final post-match Premiership Party, the Grand Final Party, the All-Australian Awards and the 2014 International Rules Series.

After a hugely successful debut in 2013, the Virgin Australia Grand Final Party was back again in 2014 with more than 600 guests coming together at one of Melbourne’s most luxurious locations, Ms Collins, just days before the AFL’s showcase event of the season. Stars of the AFL, along with a number of celebrities from the world of entertainment and sport, including Olympian Usain Bolt, were just some of the guests who enjoyed this year’s theme of a world of possibilities, with guests treated to world-class international cuisine and entertainment from Australian group Sneaky Sound System.

The match was an outstanding success, with Australia winning the one-off Test against Ireland by 10 points

**STARS ON SHOW**

Sir Tom Jones and Ed Sheeran were the headline entertainment acts before and after the 2014 Grand Final. ↗

Virgin Australia partnered for the first time with the All-Australian Awards in 2014. The All-Australian Awards were attended by 300 VIP guests and provided Virgin Australia with a great platform for brand integration with a dedicated hub on AFL.com.au and the ‘Select your team’ competition attracting more than 12,000 registrants.

The All-Australian awards also received strong broadcast, PR and social media coverage in the lead-up to and during the event. The 45-minute pre-event television program on Fox Footy attracted a national average audience of 156,206. Fox Footy’s daily program, *AFL 360*, broadcast live from the All-Australian event, attracting a national average audience of 88,100, while *On the Couch*, also broadcast live, attracted a national average audience of 104,690. The gross cumulative national audience for all three programs broadcast from the event was 348,996.

This year saw Virgin Australia become the naming rights partner for the 2014 Virgin Australia International Rules match, which was played in front of 38,262 people at Perth’s Patersons Stadium on November 22.

The match was an outstanding success, with Australia winning the one-off Test against Ireland by 10 points. The Australian team, made up exclusively of past and present All-Australian players, was undoubtedly one of the best groups of players to represent Australia at an International Rules match. The match attracted a national audience of 670,576 on the Seven Network – 493,498 in the metro markets and 177,078 regionally – to become the best audience of any International Rules match since 2005.

The AFL’s innovative Any Game, Anywhere travel platform, which provides AFL fans with tailored packages for Virgin Australia airfares, match tickets and accommodation, continued to enjoy sustained growth in 2014. Across the year, there was a focus on building the profile and enhancing the product to ensure commercial growth from 2013. Along with building on the Any Game Anywhere database of 50,000-plus subscribers, four sales conversion campaigns were conducted throughout the season, including a fixture launch, free tickets, an end-of-financial year promotion and a finals campaign. The 2014 campaigns utilised club and AFL databases, reaching more than 600,000 AFL supporters and delivering more than \$1.635 million in sales. →

EVENTS AND HOSPITALITY

MATCH-DAY FUNCTIONS

Throughout the 2014 Toyota AFL Finals Series and 2014 AFL Grand Final, more than 3900 guests were entertained at official functions at the MCG, Patersons Stadium, Adelaide Oval and ANZ Stadium. His Excellency General The Hon Sir Peter Cosgrove, Governor-General of Australia, His Excellency The Hon Alex Chernov, Governor of Victoria, The Hon Julie Bishop, Minister for Foreign Affairs, AFL Legends Bob Skilton, Ron Barassi, Kevin Bartlett, Kevin Murray, John Nicholls, Peter Hudson and Leigh Matthews, sprinting world record-holder Usain Bolt, NFL player Terrell Owens and actor Chris Hemsworth were among the guests who attended the 2014 Grand Final Day Official Function.

MAJOR EVENTS

Major events during 2014 included the Toyota AFL Premiership Season Launch held at the newly developed Adelaide Oval, the Australian Hall of Fame induction dinner and the Women's Industry lunch, which continues to grow and highlight inspiring women in the AFL industry. Other key events included the International Cup, which sees teams from around the world gather in Melbourne for a tournament every three years, the NAB AFL Rising Star Awards lunch, the Virgin Australia AFL All-Australian awards, the Brownlow Medal count, Virgin Australia International Rules team dinners and the NAB AFL Draft held on the Gold Coast.

GRAND FINAL WEEK EVENTS

The Toyota AFL Grand Final Week Live Site at Federation Square attracted more than 225,000 fans from Monday through to Friday ahead of the AFL Grand Final.

Football supporters were treated to a range of activities, with AFL corporate and broadcast partner activations including virtual kicking simulators, skill tests, the AFL Playground, a Brownlow Medal fashion parade, a live performance by international stars the Madden Brothers, outside media broadcasts, Grand Final



KEY EVENT
The 2014 Women's Industry lunch was another outstanding success.

ticket giveaways, the AFL Media social hub and numerous appearances by current and past players.

The Toyota AFL Grand Final Parade attracted 110,000 people to the streets of Melbourne, where fans enjoyed the electric atmosphere in perfect weather conditions. The event provided an opportunity for Sydney and Hawthorn fans to see their favourite players and to show their support on the eve of the Grand Final.

The AFL's September Club hosted 1700 corporate guests on Grand Final day in an exclusive 'village' on the steps of the MCG outside Gate 6. Guests enjoyed a full day of entertainment, including pre-match hospitality, tickets to the game and post-match hospitality and entertainment.

Centre Square in Birrarung Marr hosted 1500 guests for an exclusive Foxtel customer party on the Thursday night of Grand Final week. The facility then held 2000 guests on the Friday evening preceding the Grand Final. Grand Final day saw 2250 guests hosted pre-match and 2800 guests on hand for a post-match party that included entertainment from The Good Times Band, featuring Russell Morris, Leo Sayer, Vika and Linda Bull, Joe Camilleri and Richard Clapton.

The 2014 Toyota AFL Grand Final entertainment saw Sir Tom Jones and Ed Sheeran perform at the Virgin Australia Pre-Game Show, along with a performance of the classic *Up There Cazaly* by crowd favourite Mike Brady and Olivia Newton-John performing the national anthem. The Virgin Australia Premiership Party saw Sir Tom Jones and Ed Sheeran perform again to a crowd of more than 20,000 fans as part of a free concert and presentation of the Hawthorn premiership team in the middle of the MCG.

AFL PREMIERSHIP CLUB

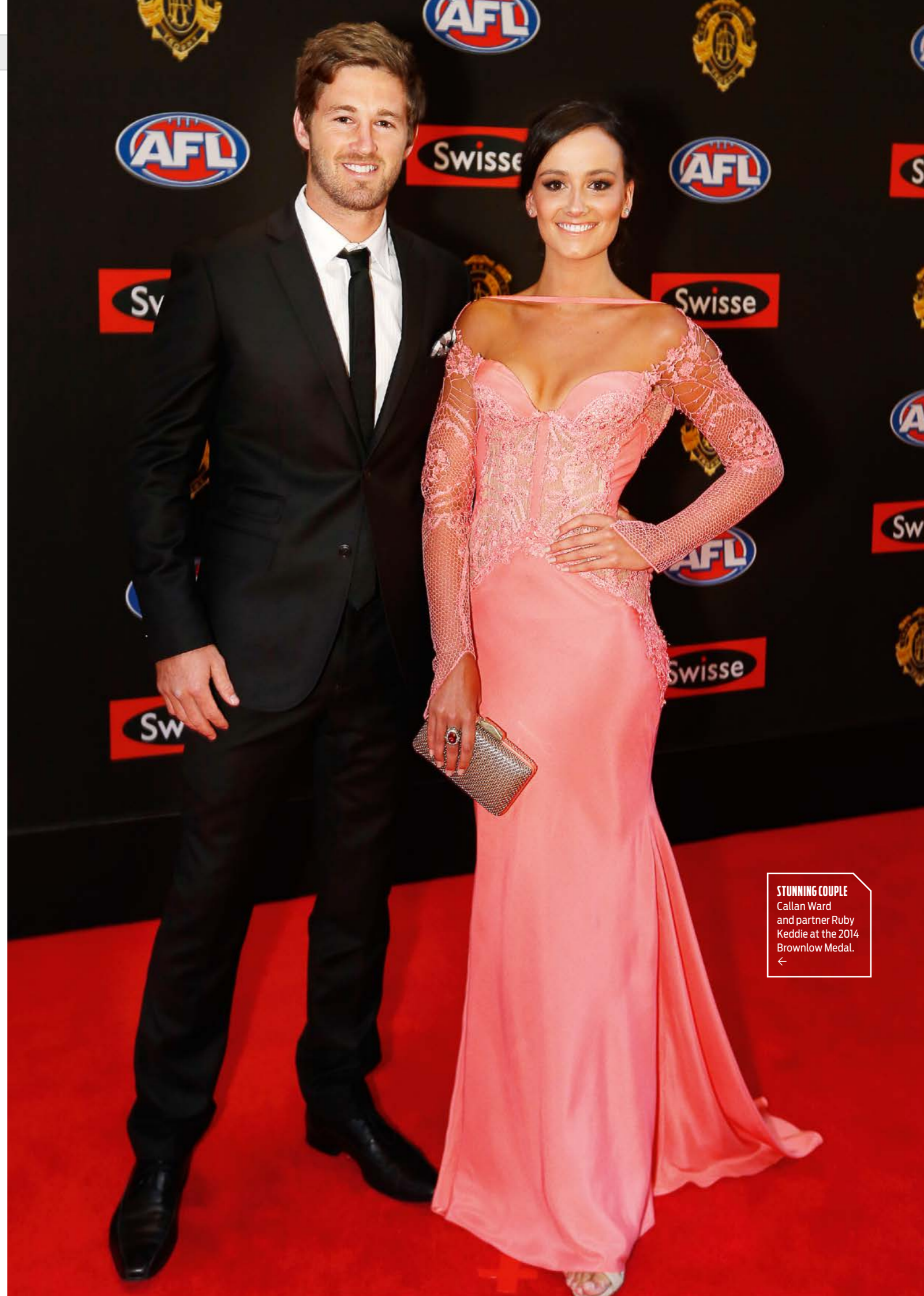
The AFL's premium corporate membership program now boasts close to 750 members. Members of the Premiership Club cover a diverse range of industries and receive access to premium seating at AFL games at the MCG and Etihad Stadium, along with access to first-class dining and bar facilities at both venues. In 2014, the Premiership Club became the AFL's primary match-day offering, welcoming the AFL's corporate partners and key stakeholders into the function space. This program continues to reach record levels of growth with members ranging from individuals to small and medium enterprises to large multinationals that value the importance of delivering a match-day experience like no other.

AFL EVENT OFFICE

The AFL Event Office is the official Grand Final package destination for fans, providing access to a range of AFL events and ticket options that deliver the ultimate experience for the last Saturday in September. 2014 saw another strong year for the Event Office as it continues to play its role as the No. 1 channel for football fans to attend the biggest day on the football calendar.

ANY GAME ANYWHERE

In 2014, the AFL and Virgin Australia's Any Game Anywhere travel program went from strength to strength, with more than 50 per cent growth in the number of travellers using this channel to attend AFL matches. More than 2600 fans travelled across the country with Any Game Anywhere to watch their team, with the newly redeveloped Adelaide Oval a popular destination for football followers. →



STUNNING COUPLE
Callan Ward and partner Ruby Keddie at the 2014 Brownlow Medal.



POPULAR VENUE
Attendances increased by 12.9 per cent at the SCG in 2014. →

ATTENDANCES

The 2014 Toyota AFL Premiership season saw 6,402,010 spectators attend the 198 matches, which represented a 0.5 per cent increase compared with the previous year's mark for the premiership season.

This overall growth was largely due to the stunning success of the newly developed Adelaide Oval. Fans of both Adelaide clubs, and indeed from around the country, supported the AFL's newest venue in record numbers throughout 2014. Adelaide Oval averaged 46,205 attendees a match, second only to the MCG's average of 46,928.

Two New South Wales venues also enjoyed attendance growth in 2014 – the SCG (12.9 per cent increase) and Spotless Stadium (32.6 per cent) – while the Gold Coast Suns' home venue Metricon Stadium (15.7 per cent) also recorded a year-on-year increase. The Suns' round 16 home game against Collingwood achieved a record attendance of 24,032, surpassing their previous highest attendance of 23,302, also against Collingwood in the club's inaugural season of 2011.

Attendances declined at all three Victorian venues in 2014 – MCG (-10.0 per cent), Etihad Stadium (-7.5 per cent), Simonds Stadium (-5.2 per cent) – which stymied some of the broader growth recorded in other states around the country.

The 2014 premiership season saw seven rounds in excess of 300,000 attendees, equalling the second-highest benchmark set in 2013. The 2008 season remains the watermark with 11 rounds of more than 300,000 attendees.

The AFL competition continued to cement its national footprint in 2014, with matches played in every state and territory, along with the second premiership match held on foreign soil. For the second consecutive season, Wellington played host to an AFL premiership match, when St Kilda and Brisbane met in the round six Anzac Day encounter. A number of smaller-capacity venues again hosted AFL matches in 2014, including fixtures in Darwin (one match), Alice Springs (one), Cairns (one), Launceston (four), Hobart (two) and Canberra (three).

Across the nine matches of the 2014 Toyota AFL Finals Series, crowds were up 2.1 per cent on 2013, with a total attendance of 569,849. The 2014 Toyota AFL Grand Final was attended by 99,460 fans, slightly down on the 2013 Grand Final attendance of 100,007.

ATTENDANCE SUMMARY

	2014	2013	Variance	%
NAB Challenge	135,564	266,986	-131,422	-49.2%
Premiership Season	6,402,010	6,368,346	33,664	0.5%
Finals Series	569,849	558,034	11,815	2.1%
Totals	7,108,155	7,193,366	-85,211	-1.2%

Across all AFL matches – NAB Challenge, Toyota AFL Premiership Season and Toyota AFL Finals Series – crowds totalled 7,108,155.

For the second consecutive year, Port Adelaide recorded the biggest increase in home game attendances, averaging 44,364 attendees at the Adelaide Oval, compared with 26,915 the previous year at AAMI Stadium. This represented a year-on-year increase of 64.8 per cent.

Crosstown rivals the Adelaide Crows recorded the second highest rate of growth in 2014 with an increase of 42.9 per cent in home game attendances compared with 2013.

The top five clubs in terms of average attendance per home game were:

- **Adelaide** 48,046
- **Collingwood** 48,009
- **Essendon** 45,067
- **Port Adelaide** 44,364
- **Richmond** 43,196

The average attendance per round was 278,348 (32,333 per game).

ATTENDANCE BY VENUE

Venue	2014 Games	Attendance	Average	2013 Games	Attendance	Average	% Variance
AAMI Stadium	-	-	-	22	665,808	30,264	-
Adelaide Oval	22	1,016,514	46,205	-	-	-	-
ANZ Stadium	3	98,080	32,693	3	104,297	34,766	-6.0%
Aurora Stadium	4	55,299	13,825	4	52,950	13,238	4.4%
Blundstone Arena	2	21,343	10,672	2	23,488	11,744	-9.1%
Cazalys Stadium	1	9746	9746	1	11,197	11,197	-13.0%
Etihad Stadium	48	1,355,560	28,241	48	1,466,099	30,544	-7.5%
Gabba	11	217,178	19,743	11	231,909	21,083	-6.4%
MCG	45	2,111,768	46,928	45	2,346,893	52,153	-10.0%
Metricon Stadium	11	177,017	16,092	11	152,980	13,907	15.7%
Patersons Stadium	22	771,414	35,064	22	773,485	35,158	-0.3%
SCG	8	260,461	32,558	9	230,659	25,629	12.9%
Simonds Stadium	7	177,785	25,398	7	187,545	26,792	-5.2%
Spotless Stadium	8	76,868	9609	7	57,969	8281	32.6%
Startrack Oval	3	24,623	8208	3	25,056	8352	-1.7%
TIO Stadium	1	9290	9290	2	15,465	7733	-39.9%
TIO Traeger Park	1	5655	5655	-	-	-	-
Westpac Stadium	1	13,409	13,409	1	22,546	22,546	-40.5%
Totals	198	6,402,010	32,333	198	6,368,346	32,163	0.5%

HOME GAME ATTENDANCE BY CLUB

Club	2014	Average	2013	Average	% Variance
Adelaide Crows	528,808	48,046	369,740	33,613	42.9%
Brisbane Lions	217,178	19,743	231,909	21,083	-6.4%
Carlton	433,563	39,415	485,968	44,179	-10.8%
Collingwood	528,099	48,009	610,357	55,487	-13.5%
Essendon	495,741	45,067	540,673	49,152	-8.3%
Fremantle	395,238	35,931	376,926	34,266	4.9%
Geelong Cats	373,068	33,915	403,149	36,650	-7.5%
Gold Coast Suns	177,017	16,092	152,980	13,907	15.7%
GWS Giants	101,491	9,226	106,715	9,701	-4.9%
Hawthorn	402,300	36,573	422,614	38,419	-4.8%
Melbourne	282,035	25,640	239,976	21,816	17.5%
North Melbourne	268,661	24,424	301,465	27,406	-10.9%
Port Adelaide	488,066	44,364	296,068	26,915	64.8%
Richmond	475,155	43,196	559,909	50,901	-15.1%
St Kilda	256,310	23,301	318,617	28,965	-19.6%
Sydney Swans	358,541	32,595	311,266	28,297	15.2%
West Coast Eagles	376,176	34,198	396,559	36,051	-5.1%
Western Bulldogs	244,923	22,266	243,455	22,132	0.6%
Totals	6,402,010	32,333	6,368,346	32,163	0.5%

TICKETING

The AFL's ticketing strategy in 2014 sought to balance its ongoing commitment to ensuring matches remain affordable to supporters of all AFL clubs, with the base general admission ticket prices rising marginally in 2014.

2014 TOYOTA AFL PREMIERSHIP SEASON

Adult \$22 (\$2 increase on 2013)
Concession \$13 (\$1 increase)
Junior (under-15) \$3 (50c increase)
Family \$44 (\$4 increase)

Please note: Prices not inclusive of ticket agent, venue and transport fees/levies.

The AFL froze finals ticket prices in 2014. Finals Series ticket prices, including the 2014 Toyota AFL Grand Final, remained unchanged from the previous year's prices.

This was the first time in nearly 20 years that prices did not increase for the AFL's showpiece game.

In addition, the AFL maintained a revised purchase schedule for the 2014 Finals Series as well as an incentive offer across week two of the finals (first introduced in 2013). In a bid to bolster ticket sales for the second week of the finals, competing club members with a week one ticket were offered a 20 per cent discount on week two tickets. →

Finals Series ticket prices remained unchanged from the previous year's prices

CONSUMER PRODUCTS

The Consumer Products program achieved continued growth and expansion in 2014, reaching revenue uplifts of 6.5 per cent compared with 2013 figures, with key growth coming from mature categories such as on-field, gift and novelty, collectables and supporter apparel.

The on-field program trialled a number of new concepts, including player names on the back of guernseys in round five of the premiership season and an Indigenous Round guernsey for 18 clubs in round nine. The injection of these innovations into the 2014 program also provided strong retail results back to the club shops.

The launch of the new **Micro Figures** collectable program in Coles

stores nationally was a huge success, with close to two million units sold in 2014.

Additionally, trading and game card programs continued to develop following the launch of the first trading card app in Australia, which received a 4.5 star rating on iTunes and more than 30,000 downloads.

The 2014 season also saw the launch of the inaugural women's style lounge, which was held at three matches at the MCG over round 13 of the premiership season, with the key objective being to increase the awareness of women's club merchandise.

The style lounge concept was created in order to develop an aspirational and lavish environment where women and young girls could go, get pampered, enjoy some interaction with other fans, see the latest club products and relax and enjoy themselves while attending AFL matches.

The event was highly successful with more than 3000 females coming through the doors over the three-day period. →



GUERNSEY INNOVATION

Port Adelaide Indigenous players Karl Amon, Jake Neade, Brendon Ah Chee, Chad Wingard and Jarman Impey proudly wear the Power's Indigenous Round guernsey. It was designed by Ah Chee's mother Valerie. ↗

PHOTO COURTESY NEWS LIMITED



The Consumer Products program achieved continued growth and expansion in 2014, reaching revenue uplifts of 6.5 per cent

The consumer products division also collaborated with other leading entertainment properties in 2014, including Disney's *Star Wars* franchise and Warner Bros. *Batman* and *Superman*. A series of *Star Wars* fan activations took place in round seven involving all 18 clubs, many of whom incorporated the collaboration into press conferences and pre-match entertainment, hitting an estimated audience of 52 million people across all activities.

The AFL merchandise offering at Federation Square was expanded during the 2014 Grand Final week, moving to a 10m x 10m marquee shop and allowing consumers to enter the store and experience a wide range of AFL merchandise for the first time. The new facility attracted thousands of fans in the lead-up to the Grand Final.

In collaboration with the 18 AFL clubs, *ShopAFL.com.au* was launched in 2014 – the official AFL online shopping site for fans. The site offers consumers the ability to buy products across all 18 clubs in one transaction and features key merchandise from major licensed categories, along with extended AFL product lines such as board games, trading cards and DVDs. The site delivers high-level customer service and is available on all devices including PC, mobile and tablet.



DRAWCARD
Stars such as Carlton skipper Marc Murphy helped total AFL club membership exceed 800,000 in 2014. ↗

CLUB MEMBERSHIP

AFL club membership has reached new heights, exceeding 800,000. Club memberships have grown by an additional 47,763 to reach 804,377 members nationally. This is a 6.31 per cent increase on 2013 and again the highest recorded figure in the game's history.

Club membership has continued to break records, exceeding the previous years' total every year since 2000. Membership growth was seen in 15 out of 18 clubs, with Adelaide, Fremantle, North Melbourne, Port Adelaide and Sydney recording double-digit growth, and the Swans setting a record for the club with more than 40,000 members for the first time.

Again in 2014, 12 clubs exceeded their club records.

The opening of Adelaide Oval resulted in large membership growth for both clubs in South Australia. Port Adelaide recorded the largest growth in the League with 48,968, a 23 per cent increase, and Adelaide was second with a 17 per cent increase to 54,294. Combining both clubs, membership in South Australia grew by almost 17,000.

The membership of AFL clubs comprised 706,226 club access members with match-day entry (compared with 670,811 in 2013) and 98,151 non-access members (compared with 85,906 in 2013).

Collingwood continues to have the largest membership base in the competition with 79,347 members. Hawthorn (68,650), Richmond (66,122), Essendon (60,646), West Coast (58,426) and Adelaide (54,712) are the other clubs exceeding 50,000 members.

AFL MEMBERSHIP

AFL Membership posted strong results again in 2014, with a total of 56,569 members. This represented a minimal increase of 0.09 per cent on 2013. AFL Membership again had lower-than-industry churn rates of 3.85 per cent for Full members and 9.13 per cent for Silver members.

AFL Membership is made up of 30,134 Full members, 23,313 Silver members and 3122 Absentee members. With 50,401 members electing a club of support, AFL Membership accounts for a 7.2 per cent total of club access members.



POPULAR
Essendon had the fourth-largest membership base in 2014. ↗

MEMBERSHIP SHARED SERVICES

Membership Shared Services provides strategic advice and operational support for all 18 AFL Club consumer departments. Services include management of the Club membership databases, coordination of member and fan communications, industry reporting and benchmarking, financial management and training.

Key achievements for the year included:

- Supporting growth of Club membership numbers from 756,717 in 2013 to 804,480 in 2014. Maintained growth in 16 of 18 clubs.
- Aiding clubs to maintain minimum standards in servicing of members, resulting in 17 clubs receiving member satisfaction ratings higher than 70 per cent.

- Facilitating the introduction of new Club digital membership packages, including live match streaming.
- Arranging the printing and mailing of membership cards and fulfilment packs for 706,228 access members and 98,252 non-access memberships.
- Fulfilling 26,000 data requests from clubs that include reports, membership renewal programs and communications lists.
- Running 365,000 membership payment plans for club members, of which 215,000 plans ran monthly.

TOTAL CLUB MEMBERS

CLUB	Total Access Members				Total Non Access	Variance from 2013	
	Adults	Concession	Juniors	TOTAL		VAR #	VAR %
Adelaide Crows	39,666	6057	6297	52,020	2229	7844	16.90%
Brisbane Lions	15,048	2136	4573	21,757	2255	-118	-0.49%
Carlton	29,887	5117	8706	43,710	3775	-3079	-6.09%
Collingwood	51,881	5944	9377	67,202	12,145	920	1.17%
Essendon	32,060	6077	7289	45,426	15,220	4473	7.96%
Fremantle	34,082	4325	3792	42,199	6578	4897	11.16%
Geelong Cats	28,347	5294	7290	40,931	2872	919	2.14%
Gold Coast Suns	7054	836	3592	11,482	1996	976	7.81%
GWS Giants	6263	724	4774	11,761	1279	359	2.83%
Hawthorn	42,061	6109	20,360	68,530	120	5297	8.36%
Melbourne	25,912	2632	4281	32,825	3086	2734	8.24%
North Melbourne	24,565	4123	9224	37,912	1148	4453	12.87%
Port Adelaide	29,591	4595	6181	40,367	8601	9130	22.92%
Richmond	41,551	5616	10,464	57,631	8491	5801	9.62%
St Kilda	20,211	3721	4368	28,300	2439	-1968	-6.02%
Sydney Swans	24,172	4939	7374	36,485	3641	3768	10.36%
West Coast Eagles	35,902	4560	1040	41,502	17,027	28	0.05%
Western Bulldogs	19,021	2874	4293	26,188	5350	1329	4.40%
Totals	507,274	75,679	123,275	706,228	98,252	47,763	6.31%



AFL club membership has reached new heights, exceeding 800,000 ... this is a 6.31 per cent increase on 2013

AFL CLUB SUPPORT

Venue	Adults	Concession	Juniors	TOTAL
Adelaide Crows	393	30	31	454
Brisbane Lions	358	55	47	460
Carlton	5427	710	878	7015
Collingwood	9261	1259	1623	12,143
Essendon	5017	686	544	6247
Fremantle	187	12	14	213
Geelong Cats	3398	451	336	4185
Gold Coast Suns	40	6	6	52
GWS Giants	8	3	2	13
Hawthorn	3280	367	511	4158
Melbourne	1311	173	86	1570
North Melbourne	1467	193	239	1899
Port Adelaide	162	6	6	174
Richmond	3573	480	583	4636
St Kilda	1989	288	269	2546
Sydney Swans	671	95	66	832
West Coast Eagles	258	17	18	293
Western Bulldogs	1149	166	152	1467
Totals	37,949	4997	5411	48,357